

# Citywide Strategic Plan

## 6 Month Update

January 27, 2026

Implementation Team Representatives

Monica Davis, Deputy City Administrator

Candice Parker-Trigg, City Administrator Analyst

City Administrator's Office

Visraant Iyer, Director

Patricia Merino Price, Sr. Civic Designer

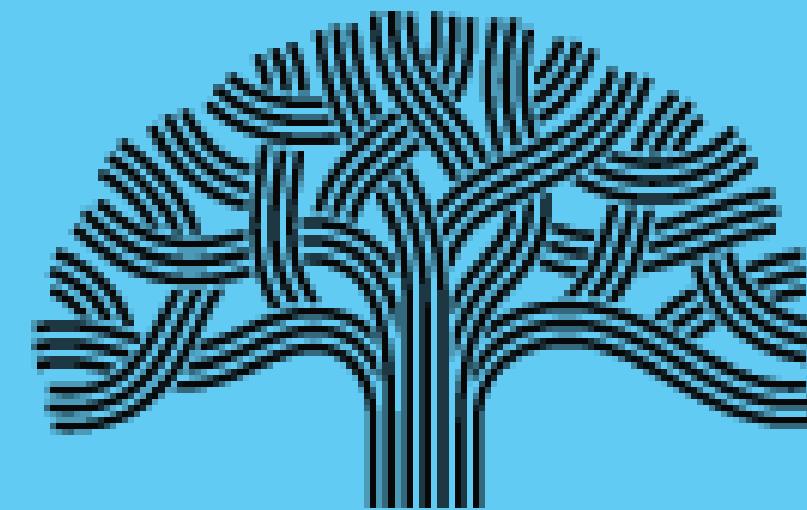
Mayor's Office of Innovation



**CITY OF  
OAKLAND**



# GROUNDING



## Internal Engagement Findings

The City participated in a **comprehensive review process** involving data analysis, director-level interviews, and five focus groups with key stakeholders, revealing critical areas for improvement:



- Need for **standardization** in policies & practices in citywide operations & policies.
- Importance of strategic cross-departmental **collaboration**.
- **Communication** gaps between the City council and executive team.
- Challenges due to **staffing including understaffing & inefficiencies** and overall **employee performance**.
- **Budget alignment** needed between department priorities and citywide goals.

## Aligning Strategic Planning with Budget Decisions

Engagements to align strategic planning objectives with budget priorities.

2024



# Three-Year Strategic Priorities

**1**

## Streamline Operations

Streamline and standardize citywide processes—policies, finance integration, communication, onboarding, procurement, payroll, and hiring—to enhance efficiency, transparency, and collaboration.

**2**

## Foster Cross-Department Collaboration

Formalize cross-department collaboration through regular meetings, joint planning, and centralized project management.

**3**

## Enhance Communication & Coordination

Enhance citywide communication to improve transparency, decision-making, and staff engagement.

**4**

## Optimize Workforce Management

Enhance employee performance, HR coordination, and communication on equity goals through improved resources and intranet transparency.

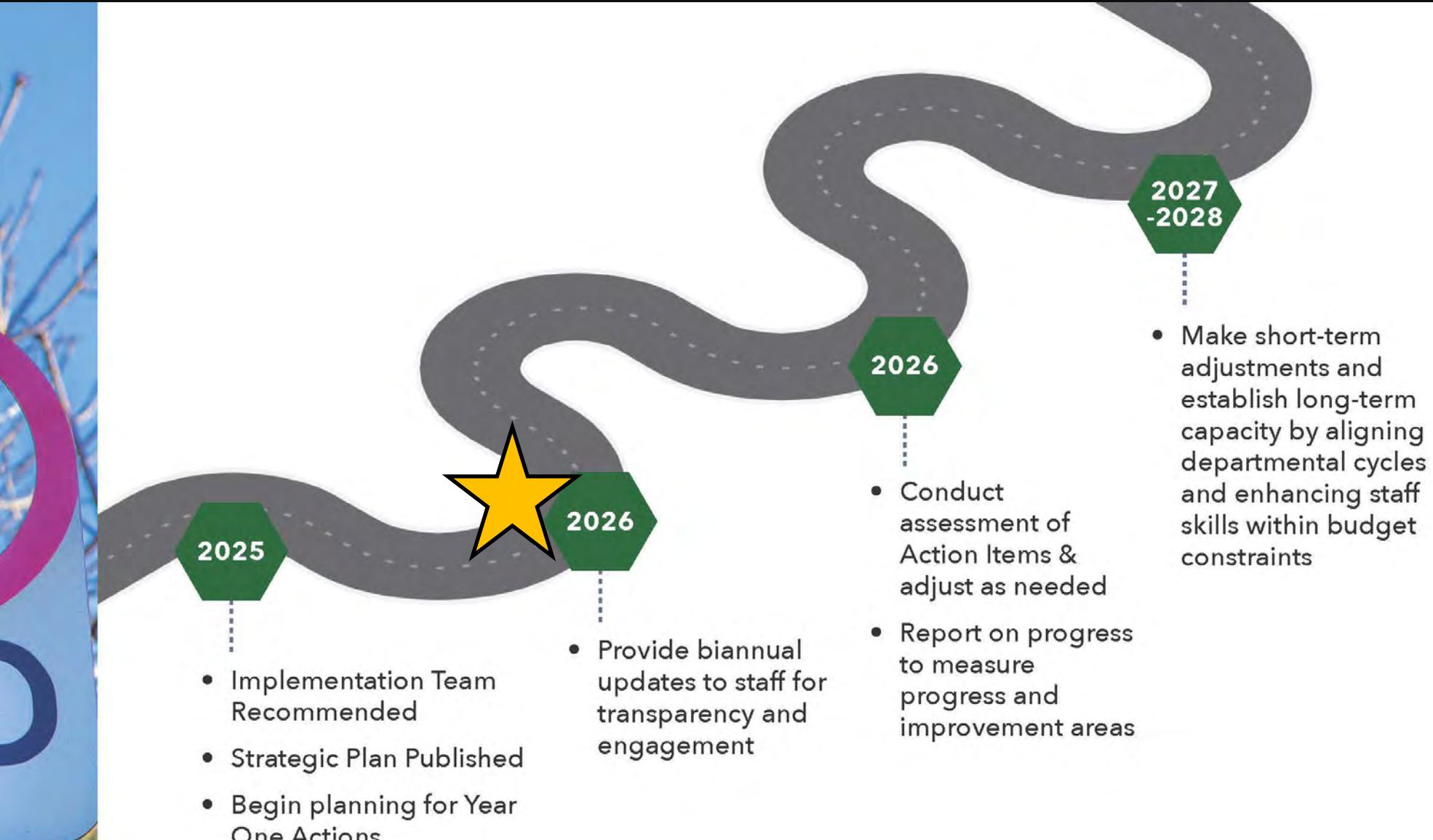
**5**

## Align Budget with Citywide Priorities

Leverage citywide evaluation criteria and aligned priorities to integrate into departmental work plans and streamline the budget process.



## Implementation Roadmap: Year One through Three



# A Three-Year Vision For Sustainable Growth and Resilient Services



## Action Implementation

Develop a comprehensive strategy for immediate actions and establish teams and structures to enhance equitable and efficient systems continuously.

## Achievement and Adjustment

Assess progress, celebrate achievements and pinpoint areas for improvement, and make necessary adjustments.

## Sustaining Progress

Maintain momentum, enhance systems, and facilitate smooth transitions in the face of challenges.

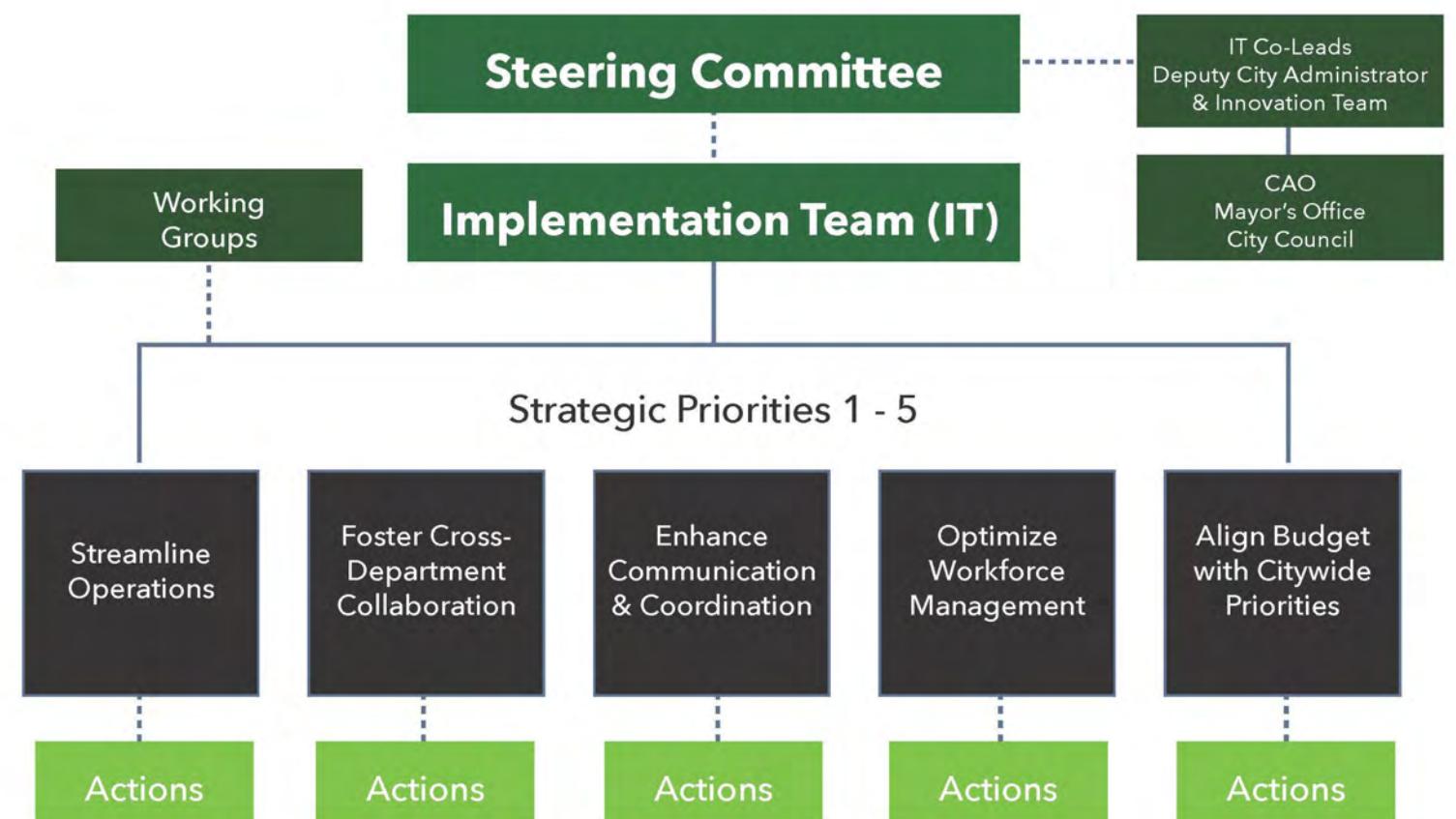




## Implementation Structure

# City of Oakland Strategic Plan

Proposed Implementation Structure



# Steering Committee

- Tony Batalla, Director of Information Technology
- Ashleigh Kanat, Director of Economic and Workforce Development
- Sean Maher, Director of Communications
- Andrea Mariano, Human Resources Manager
- Bradley Johnson, Director of Finance
- Jamie Turbak, Director of Library
- *Department of Race and Equity (Consultant)*

# Implementation Team

# Connections!

## Streamline Operations

- ✓ Simplify Procurement & Contracting Processes
- ✓ Centralize Payroll Policies and Practices
- ✓ Strengthen Hiring Practice Transparency
- ✓ Standardize Onboarding Experience
- ✓ Develop a Citywide Accessible Policy Archive
- ✓ Integrate Finance and Budget Process Updates into Performance Management Framework
- ✓ Enhance Communication between Finance and Other Departments

## Foster Cross-Department Collaboration

- ✓ Coordinate City Housing Strategic Plans
- ✓ Build a Holistic Approach to Public Safety
- ✓ Continue to Maximize Community Engagement Outreach & Data Working Groups
- ✓ Engage Middle Management in Decision Making Processes
- ✓ Strengthen Governance and Coordination for Economic and Workforce Development

## Optimize Workforce Management

- ✓ Strengthen Employee Performance and HR Coordination
- ✓ Increase Communication and Resources related to Equity Indicators Report and Goals
- ✓ Optimize Intranet for Enhanced Communication and Transparency

## Enhance Communication & Coordination

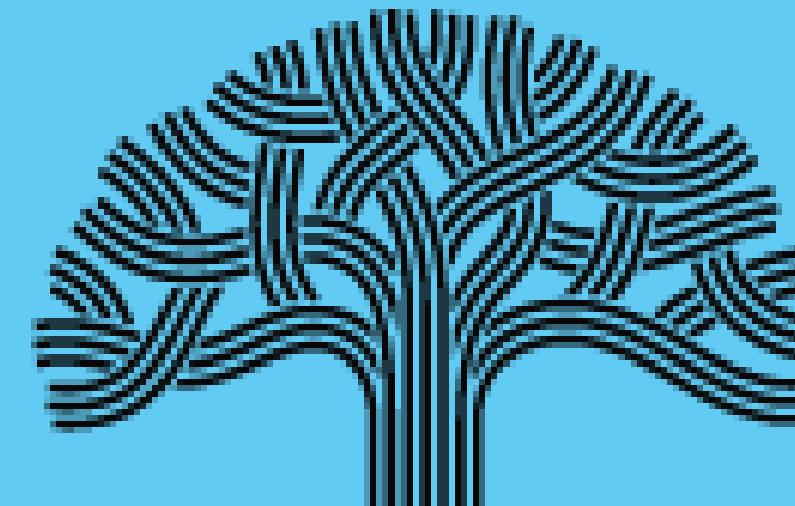
- ✓ Strengthen Internal Citywide Communication Practices
- ✓ Streamline Communication Channels between CAO and City Council
- ✓ Enhance Decision Transparency and Staff Engagement

## Align Budget with Citywide Priorities

- ✓ Launch Evaluation Criteria Citywide in Preparation for Budget Process
- ✓ Establish Aligned Priorities for Integration into Departmental Work Plans

# TEAM UPDATES

(INFORM)



# Implementation Team Representatives

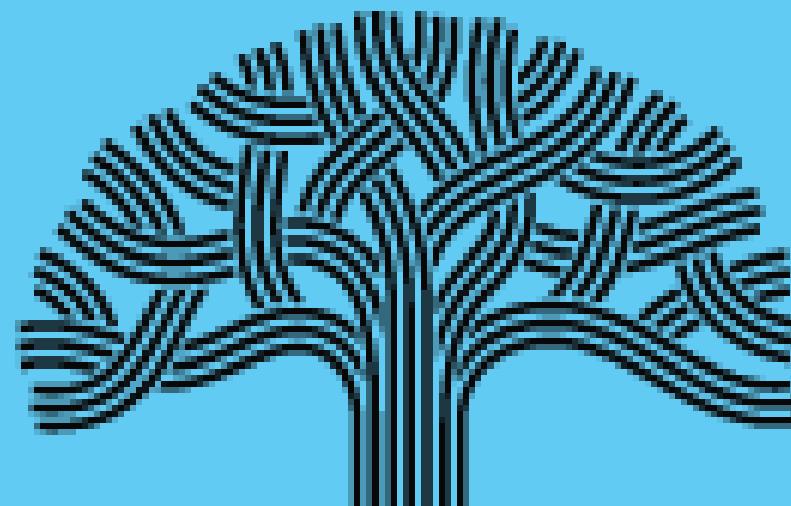
Team 1: *Streamline Operations*: Nina Lindsay & Tara Dubal

Team 2: *Foster Cross-Departmental Collaboration*: Keary Brink

Team 3: *Enhance Communications & Coordination*: Liam Garland & Monica Pelayo-Lock

Team 4: *Optimize Workforce Management*: Andrea Mariano

Team 5: *Align Budget and Citywide Priorities*: Mailee Wang & Megan Wier



## Strategic Priority

1



## Streamline Operations

- ✓ Simplify Procurement & Contracting Processes
- ✓ Centralize Payroll Policies and Practices
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- ✓ Enhance Communication between Finance and Other Departments

# Team 1: Streamline Operations

● = Not started, ● = Early Progress, ● = Mid Progress+, ● = Need Help, ✓ = Complete), NEW items in BLUE text

#	Strategic Sub-Priority	Actions	PROGRESS <span style="color: blue;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> <span style="color: red;">●</span> <span style="color: purple;">✓</span>	✓ What's Happened 2025 Jul-Dec	➡ What's Next 2026 Jan-Mar
	<b>OVERALL</b>		<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Began work on targeted projects.</li> <li>Determined that splitting projects was required to ensure progress.</li> </ul>	Continued focus on Procurement practices as first priority.
1	<b>Simplify Procurement Contracting Processes</b>	Create process, timeline, and begin to implement Priority 1 recommendations from Baker Tilly report. Evaluate and improve efficiency on the contracting process, payment schedule, and timelines.	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Initial and follow up meeting with Contracts Manager. Meeting included list of needs to advance their work.</li> <li>Began review of Baker Tilly ("audit") recommendations..</li> <li>Team brainstorming on potential projects to work alongside current efforts.</li> <li>Received status of Baker Tilly recommendation implementation to date and recommendations from Contracts</li> <li>Met with Risk about insurance requirements and reviewed the process.</li> <li>Working on meeting request to DWES</li> <li>Oriented new task force members</li> </ul>	<ul style="list-style-type: none"> <li>Define complimentary areas of work with Contracts Team &amp; frame priorities. (still pending copy of Baker Tiller progress report)</li> <li>Suggesting project to clearly define process from start to finish for all contract types (i.e.. flowchart) along with SLAs to help focus on internal customer service.</li> <li>Meet with DWES</li> <li>Risk is interested in meeting again to get into more detail regarding potential roadblocks and identifying solutions.</li> <li>Meet with Finance Director on priorities associated with Baker Tilly report (team is working on surfacing major roadblocks, and outlining related recommendations not in the Baker Tilly report)</li> </ul>

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#	Strategic Sub-Priority	Actions	PROGRESS 	✓ What's Happened 2025 Jul-Dec	➡ What's Next 2026 Jan-Mar
2	<b>Strengthen Hiring Practice Transparency</b>	<p>Continue to regularly meet with departments to review their hiring priorities and provide timelines to achieve filling their vacancies. Human Resources to promote and encourage departments to consistently utilize and reconcile the monthly Position Control Report to provide a transparent view of all vacant and frozen positions, across all levels of City departments.</p> <p>Develop resources to communicate available career pathways to enable employees to explore promotional opportunities across departments.</p>		<ul style="list-style-type: none"> <li>Project Coordinator (Vis) has requested Meeting with HR.</li> </ul>	<ul style="list-style-type: none"> <li>Understand who we need to coordinate with on this process.</li> </ul>
3	<b>Standardize Onboarding</b>	<p>Administer and review New Hire Experience Survey and use survey feedback to ensure the Citywide New Employee Orientation provides new employees with required and useful information. New Hire Experience Survey will be re-implemented in January 2025 after NEO and feedback will be shared with the Recruitment &amp; Classification Division and HR SPOCS on a quarterly basis.</p> <p>Each City department will consult with Human Resources Management to formalize, expand, and promote its departmental onboarding program. Standardization of the onboarding process will improve the new employee experience, focusing on staff-identified priorities, including the employee's role in achieving the department's mission, workload management, and training on the use of resources and tools to perform their duties.</p> <p>HRM will leverage the automation and technology of NEOGOV Onboard to create consistent processes and workflows for employees and departmental partners.</p>			

# Team 1: Streamline Operations

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4	<b>Centralize Payroll Policies and Practices</b>	<p>Streamline and enhance payroll processing and systems.</p> <p>Create citywide policies and standardized practices with consideration for department policies and structure (e.g., overtime policies).</p>	<span style="color: blue;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> <span style="color: red;">●</span> <span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Reached out for meeting with Payroll Administrator. Put on hold pending appointment of permanent Finance Director.</li> </ul>	<ul style="list-style-type: none"> <li>Meet with Finance Director for initial discussion</li> </ul>
TBD	<b>Integrate Finance and Budget Process Updates into Performance Management Framework</b>	Align finance and budget process updates with the City's performance management framework, guided by the CAO. Continue to embed KPIs to track budget goals and build a public facing portal for transparency, allowing residents to monitor progress and enhance accountability across departments.			
TBD	<b>Enhance Communication Between Finance and Other Departments</b>	Building upon the already established fiscal managers' budget update process, create an enhanced budget process communications strategy that includes standard practices for disseminating information from Directors to staff, regular staff wide town halls, and regular updates on budget status at Agency Directors' meetings.			
TBD	<b>Develop a Citywide Accessible Policy Archive</b>	Create a well-organized filing system of policies and procedures with access for all City staff with sub-folders for each department.			

**Strategic  
Priority**

**2**



## **Foster Cross-Department Collaboration**

- ✓ Coordinate City Housing Strategic Plans
- ✓ Build a Holistic Approach to Public Safety
- ✓ Continue to Maximize Community Engagement Outreach & Data Working Groups
- ✓ Engage Middle Management in Decision Making Processes
- ✓ Strengthen Governance and Coordination for Economic and Workforce Development

## Team 2: Foster Cross-Departmental Collaboration



Community and Digital  
Engagement Leads

# Team 2: Foster Cross-Departmental Collaboration

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#	Strategic Sub-Priority	Actions	PROGRESS <span style="color: blue;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> <span style="color: red;">●</span> <span style="color: purple;">✓</span>	✅ What's Happened 2025 Jul-Dec	➡ What's Next 2026 Jan-Mar
	<b>OVERALL</b>			<ul style="list-style-type: none"> <li>Reorganized strategic sub-priorities and action items, consolidated duplicative tasks, clarified in progress/completed</li> </ul>	Review changes with steering committee
1	<b>Continue to Leverage &amp; Maximize Community Engagement Outreach &amp; Data Working Groups</b>	Create a cross-departmental team of Community Engagement & Digital Communications Leads to coordinate each department's engagement efforts, ensuring a unified voice in digital platforms, public engagements, and overall messaging.	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Identified departmental engagement leads</li> </ul>	
		Build a culture of cross-communication and the structure needed for it to continue	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Rolled out leads project management tool</li> <li>Rolled out Messaging Toolkit</li> <li>Rolled out Community Engagement - Standard Operating Procedure (CE-SOP)</li> <li>Onboarding engagement leads</li> </ul>	<ul style="list-style-type: none"> <li>Add Community Engagement Standard Operating Procedure to Intranet</li> <li>Develop culture of using tracker and PM tool for coordination</li> <li>Set-up second round check-ins with department leads</li> <li>Orient new agency directors to AI 6802</li> </ul>

# Team 2: Foster Cross-Departmental Collaboration

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2	<b>Coordinate City Housing Strategic Plans</b>	1. Establish a coordination strategy among departments managing the City's housing plans – capital-focused (complete), anti-displacement (in-progress), and homelessness (under development) – to align goals.	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Updated plan to reflect completed action items</li> <li>Clarified relevant in-progress and future specific tasks</li> </ul>	<ul style="list-style-type: none"> <li>Jan: release HCD's anti-displacement strategic action plan and present to CED 1/13</li> </ul>
		2. Schedule regular cross-departmental check-ins with key stakeholders and divisions to streamline communication and coordination, track initiatives, set joint decision-making protocols, prioritize county engagement, and integrate homelessness support actions into the broader housing strategy.	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Regular check-ins established with Office of Homeless Solutions, CAO, CHS</li> <li>Development Coordination meeting occurs regularly between PBD, HCD, and EWD.</li> </ul>	
		3. Actualize existing capital affordable housing strategic plan developed by Housing & Community Development Department Administer remaining U dollars via NOFA programs (new construction, preservation, etc.).	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>HCD produces an annual report</li> <li>Formalized loops established to inform implementation efforts (with CBOs, data, and stakeholders)</li> </ul>	
		4. Establish HCD annual reporting on affordable housing development progress to City Council to accompany the Annual Progress Report (APR).	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Oakland HCD + Mayor Lee successfully advocated to State of CA for inclusion of "homelessness need" as a factor in scoring for competitive tax credits</li> </ul>	
		5. Create formalized stakeholder feedback loops to inform future implementation efforts.	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Engage AC on Measure W</li> </ul>	
		6. Engage Alameda County on methods to increase funding sources for capital, operating, and services dollars.	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>\$38.5 affordable housing/transportation joint award from State of CA</li> <li>\$4 million lead hazard abatement award from U.S. H.U.D.</li> </ul>	
		7. Continue to pursue advocacy at the State to leverage local resources and increase funding for pipeline projects.	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>\$46.5 million in State of CA Homekey awards</li> <li>Oakland HCD awarded \$63.5 million to five affordable housing projects that will leverage Alameda County Measure W funds</li> </ul>	

# Team 2: Foster Cross-Departmental Collaboration

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3	<b>Building a Holistic Approach to Public Safety Including Emergency Preparedness</b>	<ol style="list-style-type: none"> <li>Establish structured, regular joint meetings between Police, Fire, Department of Violence Prevention, Finance, and CAO to foster open communication and address support and resource allocation.</li> <li>Create a shared action plan that outlines mutual responsibilities during emergencies, with clear expectations on how police can better support fire operations.</li> <li>Implement cross-training opportunities to enhance understanding of each department's roles and challenges.</li> </ol>	<span style="color: yellow;">●</span>	<ul style="list-style-type: none"> <li>Researched existing communications and coordination mechanisms for public safety and emergency coordination</li> <li>Disaster Council – Public Information Warning Team meeting convened</li> </ul>	<ul style="list-style-type: none"> <li>Set-up joint meeting with EMSD and Mayor's Office to learn about existing progress on shared meeting</li> <li>Look into Measure NN coordination</li> </ul>
4	<b>Engage Middle Management in Decision Making Processes</b>	<ol style="list-style-type: none"> <li>Engaging middle management in decision-making fosters a collaborative, transparent environment where leaders feel valued and connected to organizational goals.</li> <li>As the closest link to frontline staff, middle managers bring insights into daily operations and employee morale that inform practical, effective strategies.</li> <li>Use town halls or quarterly listening sessions to share context and establish feedback loops with middle managers.</li> </ol>	<span style="color: blue;">●</span>	<ul style="list-style-type: none"> <li>Identified commonalities between Team 2 &amp; Team 3's action items. Anticipate coordination starting in Year 2.</li> </ul>	

# Team 2: Foster Cross-Departmental Collaboration

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5	<b>Strengthen Governance and Coordination for Economic and Workforce Development</b>  <b>&gt;&gt; Centralize departmental strategic planning and goal-setting efforts</b>	1. Integrate workforce development strategies into all development plans.	<span style="color: yellow;">●</span>	<ul style="list-style-type: none"> <li>Discussed with relevant departments (OakDOT, PBD, and Public Works and DWES) the need for workforce development strategies within procurement process/projects.</li> </ul>	<ul style="list-style-type: none"> <li>Meet with DWES</li> </ul>
		2. Refine the governance structure for the existing development meetings to include establishing cadence, renaming these meetings to "Development Coordination" meetings, extending invitations beyond Housing & Community Development, Planning & Building, Economic and Workforce Development to also include the Communications representatives from CAO, Transportation, Human Resources, Procurement, and Finance.	<span style="color: yellow;">●</span>	<ul style="list-style-type: none"> <li>Development Coordination meetings are ongoing between HCD, EWD and PBD.</li> </ul>	<ul style="list-style-type: none"> <li>Pending new Assistant City Administrator start date, will follow up and coordinate for the next report out.</li> <li>Inclusion of other departments is TBD. Need to discuss and determine the intended outcome/purpose of the expanded membership.</li> </ul>
		3. Enhance existing shared tracking system to monitor key project progress.	<span style="color: red;">●</span>		<ul style="list-style-type: none"> <li>Clarifying what "key projects" to monitor and track.</li> </ul>
		4. Consider replicating the Department of Transportation's tracking tool to enhance efficiency, improve service delivery, and ensure alignment with citywide goals and strategic priorities.	<span style="color: red;">●</span>	<ul style="list-style-type: none"> <li>HCD has released GIS map of their affordable housing portfolio</li> <li>Reached out to OakDOT and reviewed existing tracking tools.</li> </ul>	<ul style="list-style-type: none"> <li>Need to determine best tool to use.</li> <li>Decide which bodies are responsible for carrying this out</li> <li>Determine who the tracking is intended for.</li> </ul>



Strategic  
Priority

3

## Enhance Communication & Coordination

- ✓ Strengthen Internal Citywide Communication Practices
- ✓ Streamline Communication Channels between CAO and City Council
- ✓ Enhance Decision Transparency and Staff Engagement

# Team 3: Enhance Communication & Coordination

## The 6 types of internal communication



**Top-down communication**  
or management-to-employee communication



**Culture communication**  
to define a healthy company culture and its value



**Horizontal communication**  
or peer-to-peer communication



**Crisis communication**  
to mitigate risk and reduce confusion



**Bottom-up communication**  
or employee-to-management communication



**Campaign communication**  
to express goals, objectives, and expected outcomes

## Internal Communication's Purpose:

- ✓ Build Awareness
- ✓ Deepen Connection
- ✓ Collaboration across Departments

# Team 3: Enhance Communication & Coordination

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	OVERALL		<span style="color: green;">●</span>		
1	<b>Strengthen Internal Citywide Communication Practices</b>	Evaluate and update policies and practices for enhancing citywide communications.	<span style="color: green;">●</span>	<u>Evaluate policies</u> and practices for enhancing citywide communications. <ul style="list-style-type: none"> <li>• AI 351: Media Relations</li> <li>• AI 599: Digital Engagement</li> <li>• AI 6802: Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Support Citywide Comms Team to potentially update AIs.</li> </ul>
		Based on findings from this evaluation, implement <b>needed improvements</b> . These improvements could include but are not limited to: <ol style="list-style-type: none"> <li>1. using the Intranet as a centralized communication platform,</li> <li>2. monthly interdepartmental newsletters,</li> <li>3. standardized communication templates,*</li> <li>4. regular communication training,*</li> <li>5. quarterly all-hands meetings,</li> <li>6. internal feedback channels,</li> <li>7. department liaisons for communications,*</li> <li>8. weekly update emails on key projects and policies,</li> <li>9. emergency communication protocol.*</li> </ol> <p>*Citywide Communications Team</p>	<span style="color: green;">●</span>	In partnership with Citywide Comms: <ul style="list-style-type: none"> <li>• Defined the purpose and scope of internal newsletter</li> <li>• Attained distribution list</li> <li>• Outlined content structure               <ul style="list-style-type: none"> <li>➢ Administrative updates</li> <li>➢ Accomplishments</li> <li>➢ Community Engagement</li> <li>➢ Additional Information</li> </ul> </li> <li>• Drafted potential template in HubSpot</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Directors to explore their perspective on cost/benefits of newsletter</li> <li>• Follow up meetings with selected Managers and Supervisors to see what content would be useful</li> <li>• Refine content structure and template</li> <li>• Pilot internal newsletter</li> <li>• Develop newsletter sustainability mechanisms</li> </ul>

# Team 3: Enhance Communication & Coordination

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2	<b>Streamline Communication Channels Between CAO and City Council</b>	Implement an internal communication framework that ensures timely updates from City Council and the City Administrator's office are shared across all levels of staff. This can include regular bulletins, a dedicated internal newsletter, or town hall meetings to keep staff informed about major initiatives and goals.	<span style="color: blue;">●</span>	<ul style="list-style-type: none"> <li>YEAR 2</li> </ul>	
3	<b>Enhancing Decision Transparency and Staff Engagement</b>	CAO to identify potential policies and practices for sharing the impact and purpose of decisions/decision making. These could include decision rational reports, regular decision making updates, developing case studies that outline specific decisions, post-implementation reviews, and annual decision-making process training that includes the review of Evaluation Criteria. Establish a system for gathering staff input on challenges and successes in aligning with city priorities. This will include surveys, feedback sessions, and open forums to ensure a continuous loop of communication and improvement.	<span style="color: blue;">●</span>	<ul style="list-style-type: none"> <li>YEAR 3</li> </ul>	

**Strategic  
Priority**

**4**



## **Optimize Workforce Management**

- ✓ Strengthen Employee Performance and HR Coordination
- ✓ Increase Communication and Resources related to Equity Indicators Report and Goals
- ✓ Optimize Intranet for Enhanced Communication and Transparency

# Team 4. Optimize Workforce Management

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	<b>OVERALL</b>		<span style="color: green;">●</span>		
1	<b>Optimize Intranet for Enhanced Communication and Transparency</b>	<p>Optimize the centralized intranet for improved information sharing and transparency across departments. Communications CAO representatives to establish Department page templates. Each department manages and updates its page, supported by a citywide website update in the upcoming fiscal year for easy access to basic information for staff and constituents. Implement staff training on accessing and providing feedback on employee resources through the intranet.</p>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>Reviewed examples of dept SP sites and content in HR site.</li> <li>Met with ITD on SP site.</li> <li>Options for location: HR Dept SP or document library; Revise SP templates and info architecture (SP vs. website; within SP and templates)</li> </ul>	<ul style="list-style-type: none"> <li>Collect and review research re: communication and intranet</li> <li>Gap analysis on website and intranet: users' perceptions of the content and navigation of SP and website and what are their most common use cases</li> <li>Coordinate/Explore with Group 3 Communications on intranet, website, and central site/link for depts.</li> </ul>

# Team 4. Optimize Workforce Management

● = Not started, ● = Early Progress, ● = Mid Progress+, ● = Need Help, ✓ = Complete), NEW items in BLUE text

#	Strategic Sub-Priority	Actions	PROGRESS <span style="color: blue;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> <span style="color: red;">●</span> <span style="color: purple;">✓</span>	What's Happened 2025 Jul-Dec	What's Next 2026 Jan-Mar
2	<b>Increase Communication and Resources Related to Equity Indicators and Goals</b>	Promote the refreshed Equity Indicators Report citywide to enhance individual staff understanding, department-level roles, and citywide impact. Develop coordinated cross-departmental mechanism to align department-level activities/efforts to internal equity goals.	<span style="color: blue;">●</span>	Reviewed/Discussed Equity Indicators Report. Status of new report is still pending.	<ul style="list-style-type: none"> <li>Collect and research equity indicator usage: what worked, what needs improvement, how indicators evolved?</li> <li>Await new report before developing workforce management integration plan</li> <li>Coordinate/Explore with Group 1 role in performance management.</li> </ul>
3	<b>Strengthening Employee Performance and HR Coordination</b>	Department managers will collaborate to streamline workload management and training resources, aligned with budget impacts, to effectively support staff performance. Evaluate and enhance roles and responsibilities of Single Points of Contact (SPOCs) to improve coordination and support across departments. This approach promotes shared responsibility and reinforces HR's capacity to meet employee needs effectively.	<span style="color: yellow;">●</span>	<p>Reviewed HR previous or in-progress research:</p> <ul style="list-style-type: none"> <li>Initiated discussion on HR research Integrated racial equity analysis</li> <li>Implemented feedback improvements (split day-long trainings)</li> </ul>	<ul style="list-style-type: none"> <li>Collect and review HR research: training, appraisals, process mapping, promotions</li> <li>Gap analysis for workload management and HR rep roles</li> <li>Survey managers/supervisors/ HR SPOCs</li> <li>Design process research with key stakeholders</li> <li>Coordinate with Group 1 on hiring transparency and onboarding standardization goals</li> </ul>

**Strategic  
Priority**

**5**



## Align Budget with Citywide Priorities

- ✓ Launch Evaluation Criteria Citywide in Preparation for Budget Process
- ✓ Establish Aligned Priorities for Integration into Departmental Work Plans

# Team 5: Align Budget with Citywide Priorities

● = Not started, ● = Early Progress, ● = Mid Progress+, ● = Need Help, ✓ = Complete), NEW items in BLUE text

#	Strategic Sub-Priority	Actions	PROGRESS <span style="color: blue;">●</span> <span style="color: yellow;">●</span> <span style="color: green;">●</span> <span style="color: red;">●</span> <span style="color: purple;">✓</span>	What's Happened 2025 Jul-Dec	What's Next 2026 Jan-Mar
	OVERALL		<span style="color: green;">●</span>		
1	<b>Launch Evaluation Criteria Citywide in Preparation for Budget Process</b>	Implement a department-level strategy for using the Strategic Plan-developed evaluation criteria to review project and service recommendations, ensuring decisions align with budget realities while balancing racial equity in prioritization and resource allocation.	<span style="color: yellow;">●</span>	<ul style="list-style-type: none"> <li>Team presented at the monthly Finance Manager Meeting (~100 attendees)</li> <li>Developed &amp; distributed survey for finance managers</li> <li>Analyzed survey responses</li> <li>Met with Capital Improvement Project Team at DOT to hear about their lessons learned from budget prioritization efforts.</li> <li>Met with the Department of Race &amp; Equity to explore synergy between the existing Service &amp; Equity and Impact Statement and the Evaluation Criteria Scale.</li> </ul>	<ul style="list-style-type: none"> <li>Team will develop a single tool that overlays the Evaluation Service Criteria with the existing Service &amp; Equity Impact Statement tool to help departments prioritize resource for essential services.</li> <li>Pilot tool with DOT, DVP, IT, and OFD during mid-cycle budget process.</li> <li>Gather feedback and lessons learned from the pilot to launch the tool next year for the FY27-29 Biennial Budget planning process.</li> </ul>

# Team 5: Align Budget with Citywide Priorities

## EVALUATION CRITERIA SCALE

The evaluation criteria scale is categorized into factors that assess the viability, resources, and risks for implementation, with the exception of legal mandates\*

EVALUATION CRITERIA	Low = 0	Medium = 5	High = 10
Legal Mandate	Is not a current legal mandate	Is a legal mandate that no longer serves the intended purpose and can be modified	Is a legal mandate
Equity	Negative impact on the distribution of resources, opportunities, & outcomes	Advances the equitable distribution of resources, opportunities, & outcomes	Advances the equitable distribution of resources, opportunities, & outcomes AND measures are in place to ensure that benefits are distributed equitably
Planning / Viability	Little to no data to support SMART goals, no need for urgent response & little to no support for top citywide priorities	Adequate data to support SMART goals, some urgency for implementation & some support for top citywide priorities	Data and mechanism in place to support SMART goals, urgency for implementation & support most of the top citywide priorities
Economic / Budget	No funding / resources available or does not enhance cost-savings	Potential funding / resources available or does enhance cost-savings	Funding / resources available and/or enhance cost-savings and stimulate local economy
Operational / Capacity	In the conceptual, feasibility, and planning phase	Following conceptual & feasibility phase, determines no adverse impact to service provision	No adverse impact to service provision and qualified staff are prepared to lead and implement service / project
Support / Communications	No identified stakeholders & resources, and/or no communications strategies established	Adequate identified stakeholders & resources, and communications strategies in development	Identified and confirmed stakeholders & resources, and communications strategies established

# Team 5: Align Budget with Citywide Priorities

## **FY 2025-27 Budget – Equity and Service Impacts (Form 3)**

- This form must be completed for ALL services provided by the department. *The Department, Service, Service ID#, Alignment to Council Priority, and Service Description* fields below have been prepopulated using the list of services submitted to our office during Phase 1. Please review and update the information as needed to ensure accuracy and complete any fields that are currently blank.

For each service, department must develop:

- **Service Impact Statement:** Provide a description of the proposed changes and describe their impacts on the service.
- **Equity Consideration:** Address how the proposed changes impact equity within the community or organization.

## LEARN MORE

Ongoing materials and updates to the Citywide Strategic Plan will be available at this website:

[OAKLANDCA.GOV/STRATEGIC-PLAN](http://OAKLANDCA.GOV/STRATEGIC-PLAN)