

# Finance & Management Committee

July 14, 2026

Implementation Team Representatives

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Mayor's Office of Innovation



**CITY OF  
OAKLAND**

## Strategic Planning Goal

To facilitate a thoughtful and responsive process for the development of a Strategic Plan that addresses Oakland's resource & budget constraints, challenges & opportunities, ensuring short- and long-term plans for its workforce & residents.



*Strategic Planning Design Team Workshop*

## Guiding Vision

As Oakland faces financial challenges, it is committed to fostering a thriving and equitable community. The City emphasizes transparency, accountability, and a compassionate approach to public needs. While making tough decisions, Oakland aims to balance immediate demands with future growth, prioritizing fiscal responsibility and economic development to build resilience and lasting equity for all residents.

# Implementation Roadmap: Year One through Three



# 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.



Strategic  
Priority

1

## 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

# Team 1: Streamline Operations

● = Not started, ● = No/Low Risk,  
● = Medium Risk, ● = HIGH  
 RISK/BLOCKED,  
✓ = 100% DONE, NEW items in BLUE text






#	Strategic Sub-Priority	Actions	STATUS	<span style="color: green;">✓</span> What's Happened 2026 Jan-Jun	<span style="color: blue;">➔</span> What's Next 2026 Jul-Dec
	<b>OVERALL</b>		<span style="color: green;">●</span>		
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: orange;">●</span>	<ul style="list-style-type: none"> <li>ISSUES IDENTIFIED:</li> <li>Oakland's S/LBE standards are significantly stronger than peer cities</li> <li>Oakland's S/LBE standards are enforced on the front-end but there is no staff capacity for post-contract compliance.</li> <li>Mason-Tillman disparity study found 83% of City contract dollars in study period went to non-minority men, but for S/LBE prime contractors, 78% of contract dollars went to non-minority men. This raises meaningful concerns about how effective S/LBE mandate expansions will be at expanding contracting opportunities for underrepresented groups.</li> <li>Some progress has been made on consolidating contract schedules, but the OMC constrains opportunities to do so.</li> <li>There is a draft ordinance to update procurement underway, but it isn't clear to us yet the scope or status of this ordinance.</li> <li>Insurance thresholds for City contracts is not based on feedback or guidance from Office of the City Attorney. This raises questions about how Risk Management assesses the City's need for coverage that merit further investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Process mapping to identify areas of unclear policy-setting responsibility and additional streamlining opportunities</li> <li>Identify procurement challenges outside of the original scope of the Baker-Tilly study and provide recommendations.</li> <li>Better understand capacity constraints- is part of the problem with the City's contracting process that we have too many contracts for the capacity in the system?</li> </ul>





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#	Strategic Sub-Priority	Actions	STATUS	✓ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
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>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>HR reports that they have regular meeting frequencies with all department SPOCs to review hiring priorities and maintain communications. HR has expanded coaching sessions for City staff interested in pursuing promotional opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>These items are on hold pending contracting process improvements. Next steps include reconnecting with HR</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>	<span style="color: orange;">●</span>	<ul style="list-style-type: none"> <li>Met with HR (Amber Lyttle) January 16 2026 and learned that a project team led by Ellaine Reyes will work on these areas, including formalizing a Departmental portal of NEOGOV. A contract for NEOGOV EForm is in process as part of this effort. The New Hire Experience Survey is temporarily on hold.</li> </ul>	

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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>		<ul style="list-style-type: none"> <li>No work has happened in this period on this item. This item is on standby due to focus on procurement</li> </ul>	<ul style="list-style-type: none"> <li>Meet with Payroll</li> </ul>
	<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.	 Y2/3		
	<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.	 Y2/3		
	<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.	 Y3		



**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	STATUS	 What's Happened 2026 Jan-Jun	 What's Next 2026 Jul-Dec
	<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>	<b>Create a cross-departmental team of Community Engagement &amp; Digital Communications Leads to coordinate each department's engagement efforts, ensuring a unified voice in digital platforms, public engagements, and overall messaging.</b>		<ul style="list-style-type: none"> <li>Identified departmental engagement leads</li> </ul>	
		<b>Build a culture of cross-communication and the structure needed for it to continue</b>		<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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#	Strategic Sub-Priority	Actions	STATUS	✓ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
2	<b>Coordinate City Housing Strategic Plans</b>	1. <b>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.</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>HCD completed and released its anti-displacement strategic action plan</li> <li>The Office of Homelessness Solutions completed the Homelessness Strategic Action Plan and hired a permanent Chief Homelessness Solutions Officer</li> </ul>	<ul style="list-style-type: none"> <li>HCD, OHS, HSD/CHS, CAO to continue joint advocacy for Measure W resources and implement the homelessness strategic action plan</li> <li>HCD will implement the anti-displacement strategic action plan, including partnership with PBD on the Proactive Rental Inspection Program and the Equitable Lead Hazard Abatement Program</li> </ul>
		2. <b>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.</b>	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Regular check-ins established with Office of Homeless Solutions, CAO, CHS, and HCD</li> <li>Development Coordination meeting occurs regularly between PBD, HCD, and EWD.</li> </ul>	
		3. <b>Actualize existing capital affordable housing strategic plan developed by Housing &amp; Community Development Department Administer remaining U dollars via NOFA programs (new construction, preservation, etc.).</b>	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Capital investment plan is well under way; one tranche of affordable housing Measure U resources remains to be sold; once done, commitments will be made across each program.</li> </ul>	
		4. <b>Establish HCD annual reporting on affordable housing development progress to City Council to accompany the Annual Progress Report (APR).</b>	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>HCD produced two annual reports and supported PBD's annual report of the state.</li> <li>Formalized loops established to inform implementation efforts (with CBOs, data, and stakeholders)</li> </ul>	
		5. <b>Create formalized stakeholder feedback loops to inform future implementation efforts.</b>	<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>	
		6. <b>Engage Alameda County on methods to increase funding sources for capital, operating, and services dollars.</b>	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>Engage AC on Measure W</li> <li>\$38.5 affordable housing/transportation joint award from State of CA</li> </ul>	
		7. <b>Continue to pursue advocacy at the State to leverage local resources and increase funding for pipeline projects.</b>	<span style="color: purple;">✓</span>	<ul style="list-style-type: none"> <li>\$4 million lead hazard abatement award from U.S. H.U.D.</li> <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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#	Strategic Sub-Priority	Actions	STATUS	 What's Happened 2026 Jan-Jun	 What's Next 2026 Jul-Dec
3	<b>Building a Holistic Approach to Public Safety Including Emergency Preparedness</b>	<p><b>1. 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.</b></p> <p><b>2. Create a shared action plan that outlines mutual responsibilities during emergencies, with clear expectations on how police can better support fire operations.</b></p> <p><b>3. Implement cross-training opportunities to enhance understanding of each department's roles and challenges.</b></p>		<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> <li>• <b>The EOC is a central point of contact in the event of an emergency</b></li> <li>• <b>Need to add finance to the conversation</b></li> <li>• <b>City has created emergency plans</b></li> <li>• <b>Have informed Finance rep Larajia Marshall, OPD fiscal division</b></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> <li>• <b>Invite Larajia Marshall, OPD fiscal division to any regular joint meetings</b></li> </ul>
4	<b>Engage Middle Management in Decision-Making Processes</b>	<p><b>1. Engaging middle management in decision-making fosters a collaborative, transparent environment where leaders feel valued and connected to organizational goals.</b></p> <p><b>As the closest link to frontline staff, middle managers bring insights into daily operations and employee morale that inform practical, effective strategies.</b></p> <p><b>2. Use town halls or quarterly listening sessions to share context and establish feedback loops with middle managers. [Connected to Team 3]</b></p>		<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> <li>• <b>Schedule annual budget Town Hall for all staff for the midcycle and biannual proposed budget.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Refining language and goals with broader implementation team.</b></li> </ul>

# Team 2: Foster Cross-Departmental Collaboration

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 0-99% = Progress), 
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 NEW items in BLUE text

#	Strategic Sub-Priority	Actions	STATUS	 What's Happened 2026 Jan-Jun	 What's Next 2026 Jul-Dec
5	<b>Strengthen Governance and Coordination for economic and workforce development citywide</b>	1. Integrate workforce development strategies into all development plans.		<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>Ask department heads what their workforce development plan is.</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.		<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.			<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.		<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. (e.g., talk Michael Ford)</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



{Quick note that gives people the highlights of the newsletter's content}

### Mayor's Budget

2026 Mid-year Cycle Proposal

### ITD - AI Working Group

Northeastern Presentation

### HRM Benefits Buzz

Available EAP Services

### Additional Update

Subheading



## Lyz Luke Named Cultural Affairs Manager for the City of Oakland

Luke brings more than two decades of experience as a cultural leader, advocate, and producer working at the intersection of arts, policy, and community development. [Read the full announcement here.](#)



## Oakland Public Work celebrates Earth Day on April 18

People of all ages and abilities can participate. [Visit our webpage](#) to view an interactive map of event sites and register to volunteer.



## Share Your Feedback - Draft Land Use Framework

Oakland's General Plan Update connects the community's vision for the city with updates to topics like land use, transportation, parks and open space, and public facilities. The Draft Framework is open until April 23rd. Read the draft and [share your feedback](#).



## First day of Sunday metering enforcement will be April 12, 2026

City of Oakland parking meters are enforced citywide on Sundays from noon to 6 p.m. as part of a larger effort to improve parking access and better support the business community. The change went into effect Jan. 4. The grace period for enforcement ends on April 12th, 2026. View our [presentation](#).

[See the latest news & updates](#)

### Quick Links

**Oracle Employee Portal**  
[Access self-service features](#)

**Administrative Instructions**  
[Read the latest policies](#)

**ID / Badge Support**  
[Submit Form](#)

**City Council Meetings**  
[View calendar & agendas](#)

# Team 3: Enhance Communication & Coordination

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



#	Strategic Sub-Priority	Actions	STATUS	✔ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
	<b>OVERALL</b>				
<b>1</b>	<b>Strengthen Internal Citywide Communication Practices</b>	Evaluate and update policies and practices for enhancing citywide communications.		Support Citywide Comms Team to potentially update Als.	
<p><b>Based on findings from this evaluation, implement needed improvements. These improvements could include but are not limited to:</b></p>					
		<b>1. using the Intranet as a centralized communication platform,</b>		<ul style="list-style-type: none"> <li>Deferred to Team 4</li> </ul>	
		<b>2. monthly interdepartmental newsletters,</b>		<ul style="list-style-type: none"> <li>With Citywide Comms:</li> <li>Defined the purpose and scope of internal newsletter</li> <li>Attained distribution list</li> <li>Outlined content structure</li> <li>Administrative updates</li> <li>Accomplishments</li> <li>Community Engagement</li> <li>Additional Information</li> <li>Drafted potential template in HubSpot</li> </ul>	<ul style="list-style-type: none"> <li>Refine content structure and template</li> <li>Pilot internal newsletter</li> <li>Develop newsletter sustainability mechanisms, including a standard operating procedure</li> </ul>




# Team 3: Enhance Communication & Coordination

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



#	Strategic Sub-Priority	Actions	% PROGRESS + RISK STATUS	✔ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
1	<b>Strengthen Internal Citywide Communication Practices</b> <i>(continued...)</i>	<b>Based on findings from this evaluation, implementation needed improvements. These improvements <u>could include</u> but are not limited to:</b>			
		3. standardized communication templates,		Through the Community and Engagement Working Group (CEWG): <ul style="list-style-type: none"> <li>Developed a working group from different departments to build templates on Canva</li> <li>Held a workshop on the City's branding guide</li> </ul>	<ul style="list-style-type: none"> <li>Develop standard templates</li> <li>Pilot templates to refine</li> <li>Hold a workshop to present templates</li> <li>Create structure where all departments can access templates and distribute across the City</li> </ul>
		4. regular communication training,		Through the CEWG: <ul style="list-style-type: none"> <li>Hold regular trainings on topics related to the website, ADA compliance, branding guide, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that all departments access workshops</li> </ul>
		5. quarterly all-hands meetings,		<ul style="list-style-type: none"> <li>Looking to hold an all-staff virtual town hall about the Budget.</li> </ul>	
		6. internal feedback channels,			



# Team 3: Enhance Communication & Coordination

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1	<b>Strengthen Internal Citywide Communication Practices</b> <i>(continued...)</i>	<b>Based on findings from this evaluation, implement needed improvements. These improvements could include but are not limited to:</b>			
		7. department liaisons for communications,		Through the CEWG:	
		8. weekly update emails on key projects and policies,		<ul style="list-style-type: none"> <li>Create a list of digital communication leads per department who attend CEWG meetings and trainings</li> </ul>	<ul style="list-style-type: none"> <li>Deputy City Administrator Monica Davis developed a report template for department directors to report on key projects and policies to the City Administrator and Mayor on a biweekly basis</li> </ul>
		9. emergency communication protocol.		<ul style="list-style-type: none"> <li>Citywide Comms has worked to train and certify all PIOs in emergency communication best practices.</li> <li>Emergency Services Manager Jessica Fei holds an annual Golden Eagle exercise for City staff to practice emergency communications protocol.</li> </ul>	<ul style="list-style-type: none"> <li>Update emergency PIO guidebook to present best practices</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.		<ul style="list-style-type: none"> <li><b>YEAR 2</b></li> </ul>	Planning for Year 2
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.		<ul style="list-style-type: none"> <li><b>YEAR 3</b></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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#	Strategic Sub-Priority	Actions	Existing & Related Initiatives Citywide	STATUS	✔ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
<b>OVERALL</b>						
1 Y2/3	<b>Strengthening Employee Performance and HR Coordination</b>	<p>Department managers will collaborate to streamline workload management and training resources, aligned with budget impacts, to effectively support staff performance.</p> <p>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.</p>	<p>HR – Retention Project</p> <p>(1) Employee XP (Experience Program) Onboarding survey within 90 days</p> <p>(2) Employee Engagement survey and needs assesement</p> <p>(3) Exit interview and survey – why leave</p>		<ul style="list-style-type: none"> <li><b>Re-Scoped:</b> Career lifecycle is from Recruitment and Onboarding to employee performance/ workforce management to Retention and Promotion.</li> <li>2 team members departed.</li> <li>Scaled back plans to meeting during monthly SP meeting and recording our observations as participant-observers in the roles of SPOC, hiring managers, and end-users of forms.</li> </ul> <p><b>Reviewed HR previous or in-progress research:</b></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>Welcome 1 (maybe 2?) new Team member and reboot.</li> </ul> <p><b>Plans scaled back include:</b></p> <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>

# Team 4.

## Optimize Workforce Management


● = Not started, ● = No/Low Risk,  
● = Medium Risk, ● = HIGH  
 RISK/BLOCKED,  
✓ = 100% DONE, NEW items in BLUE text

#	Strategic Sub-Priority	Actions	STATUS	✓ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
2	<b>Optimize Intranet for Enhanced Communication and Transparency</b>	<ul style="list-style-type: none"> <li>Optimize the centralized intranet for improved information sharing and transparency across departments.</li> <li>Communications CAO representatives to establish Department page templates.</li> <li>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.</li> </ul>	 Y2/3	<ul style="list-style-type: none"> <li><b>Met with Group 3 and Communications staff</b></li> <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><b>Hold – Work on #1 before trying to create or revise content in Intranet</b></li> <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>

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#	Strategic Sub-Priority	Actions	STATUS	<span style="color: green;">✓</span> What's Happened 2026 Jan-Jun	<span style="color: blue;">➔</span> What's Next 2026 Jul-Dec
3	<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.	 Y3	<span style="color: blue;">DRE demonstrated the salary dashboard.</span>  Reviewed/Discussed Equity Indicators Report. Status of new report is still pending.	<span style="color: blue;">Hold- Work on #1 before trying to use salary disparity data to optimize workforce management.</span>  <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>

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



CITY OF  
OAKLAND

# Team 5: Align Budget with Citywide Priorities

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#	Strategic Sub-Priority	Actions	STATUS	✔ What's Happened 2026 Jan-Jun	➔ What's Next 2026 Jul-Dec
	<b>OVERALL</b>				
<b>1</b>	<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.	 Y2	<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> <li><b>Team developed a tool that captured the recommended Evaluation Service Criteria.</b></li> <li><b>Tool piloted with DOT, DVP, IT, and OFD in Spring 2026.</b></li> </ul>	<ul style="list-style-type: none"> <li>Gather feedback and lessons learned from the pilot to launch an updated tool for the FY27-29 Biennial Budget planning process.</li> </ul>
<b>2</b>	<b>Establish Aligned Priorities for Integration into Departmental Work Plans</b>	Establish a priority alignment process among the Mayor's Office, City Council, City Administrator's Office, and key leadership to set unified priorities that reflect budget realities. Ensure these priorities are consistently integrated into departmental work plans and resource allocations, providing clear directives and measurable outputs that enhance accountability and coherence across city initiatives.	 Y3	<b>Year 3</b>	<b>Year 3</b>

**Thank you!**

