



Monica Davis
Deputy City Administrator

OAKLAND FORWARD: Building Resilience

City of Oakland Strategic Plan 2025-2028

April 14, 2025



Developed in collaboration with Be Present Consulting LLC,
Experts in Community-Driven Solutions

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.



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.

Strategic Plan Overview

This Plan is designed to guide the City through the complex process of fiscal recovery while ensuring that core services and programs remain aligned with the aspirations of our community and workforce. The focus is on balancing the necessity of fiscal responsibility with the fundamental needs of Oakland residents, creating a path forward that is both responsive and inclusive.

Developing a Collective Path

Strategic Plan Development Journey



Management-level Retreat

1.5-day retreat with Directors to build trust, encourage healthy conflict, foster commitment, and enhance citywide priorities.



Data & Document Review

A comprehensive review of 100+ data sources, including community findings, policies, budgets, and plans, to inform interviews and engagement activities.



Strategic Planning Design Team (SPDT) Application & Launch

A citywide survey selected 25 City of Oakland staff to serve as SPDT members, ensuring diverse representation based on identity, capacity, experience, collaboration, and public-facing roles.



Interviews & Focus Groups

Conducted one-on-one discussions with 15 Directors and focus groups to explore their visions for Oakland, core services, challenges, and collaboration needs.



City Data Gathering & Analysis

Interviews and research across 10 cities and counties identified best practices in strategic budgeting, crime prevention, economic development, and housing support.



SPDT Workshops

Three SPDT workshops aligned on citywide priorities, cost-saving and revenue opportunities, and co-designed an implementation plan aligned with the City's goals.



Strategic Plan

Deliver a comprehensive 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

Strategic Planning Design Team

NAME	TITLE	DEPT
Jennifer Caban	Accountability Officer	CAO
Tiffany Kirkpatrick	Budget & Management Analyst	Finance
Mika Bell	Administrative Analyst II	CPRA
Jacque Larrainzar	Program Analyst III	DRE
Mailee Wang	Deputy Chief	DVP
Shawnee Keck	Urban Economic Analyst III	EWD
Greg Minor	Deputy Director	EWD
Raquel Iglesias	Cultural Funding Coordinator	EWD
Sarah Herbelin	Assistant To The Director	Finance
Demond Simmons	Deputy Chief	OFD
Matt Smyj	Emergency Planning Coordinator	OFD
Chris Norman	Chief of Staff	HCD
Andrea Mariano	HR Manager	HRM
Martina Bouey	Assistant to the Director	HSD

NAME	TITLE	DEPT
Michelle NewRingeisen	Information Systems Manager II	ITD
Sharon McKellar	Supervising Librarian	Library
Michael Ford	Division Manager	OakDOT
Mike Patterson	Traffic Signal Lead Electrician	OakDOT
Barbara DeSalvo	Volunteer Program Spec.	OPD
Lt. Fred Shavies	Deputy Chief of Police	OPD
Alethia Walker	Recreation Supervisor	OPRYD
Keary Brink	Park Supervisor II	OPW
Jamaica Moon	Public Works Supervisor I	OPW
Rodolfo Duenas	Business Analyst III	PBD
Lakshmi Rajagopalan	Planner IV	PBD

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.



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



**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



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

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

Strategic
Priority

5

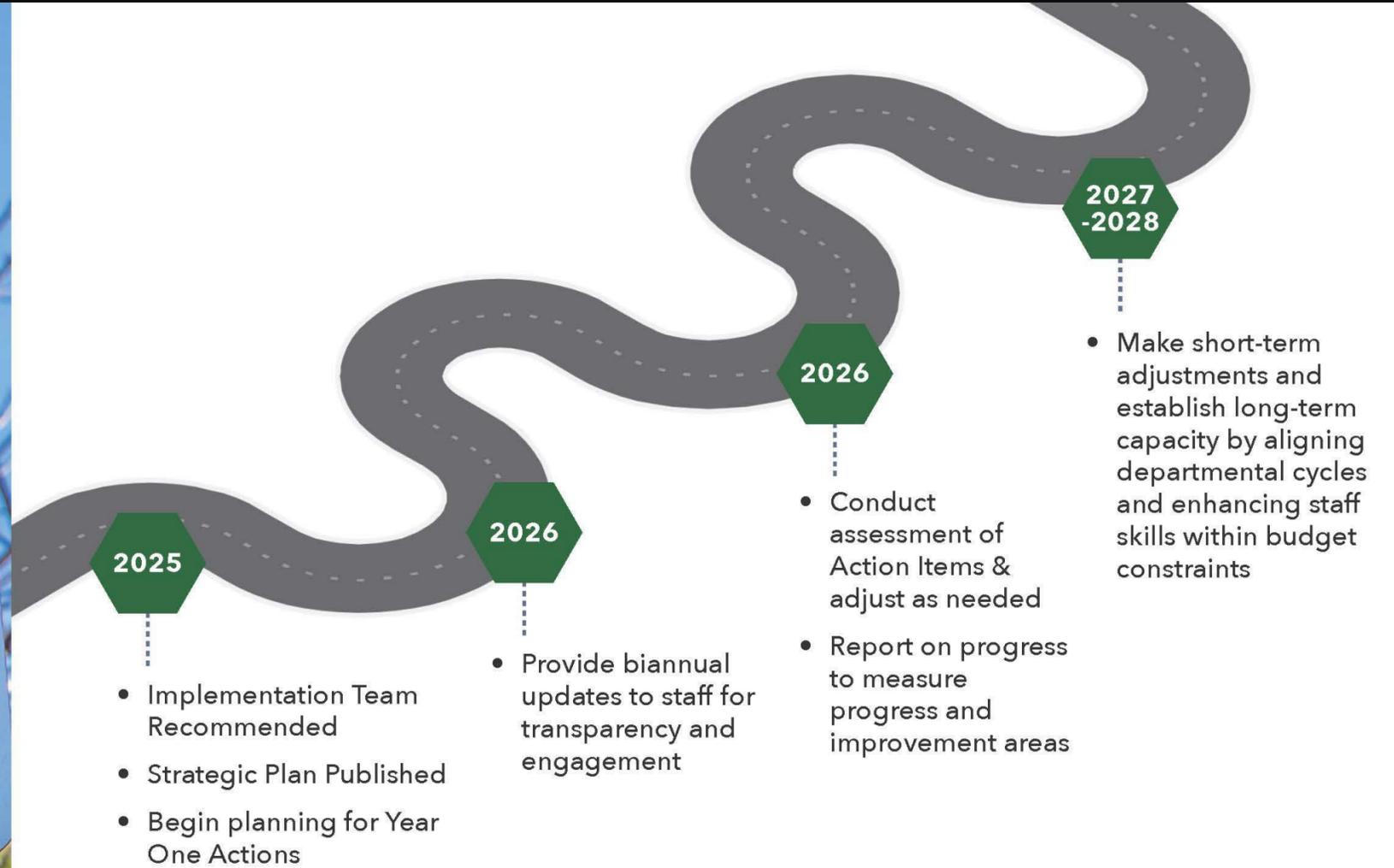
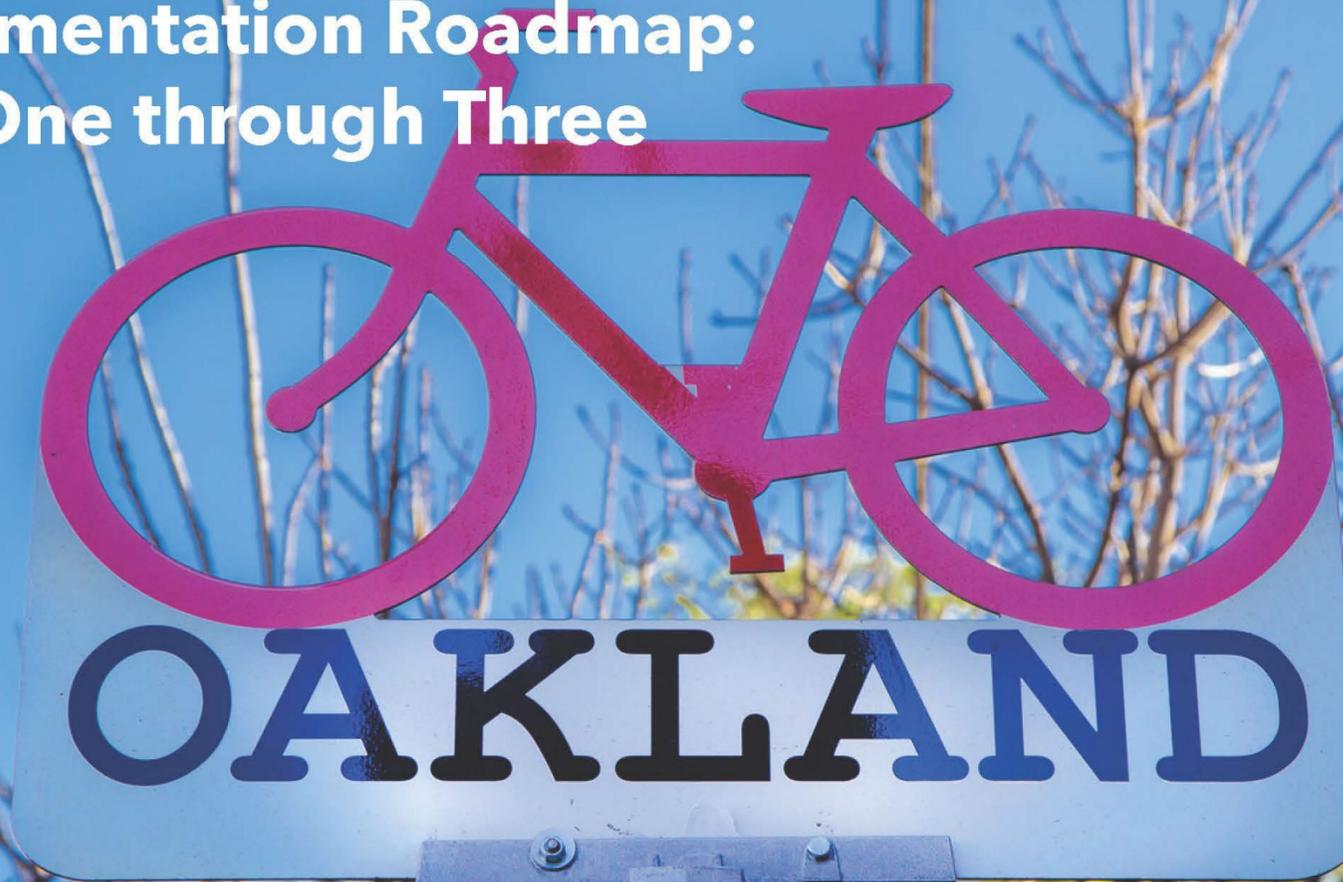


Align Budget with Citywide Priorities

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

Evaluation Criteria	LOW = 0	MEDIUM = 5	HIGH = 10
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
Legal Requirements	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
Planning / Viability	Little to no data to support SMARTIE goals, no need for urgent response & little to no support for top citywide priorities	Adequate data to support SMARTIE goals, some urgency for implementation & some support for top citywide priorities	Data and mechanism in place to support SMARTIE 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

Implementation Roadmap: Year One through Three





Implementation Structure

City of Oakland Strategic Plan

Proposed Implementation Structure



Implementation Team Expectations & Responsibilities

City Administrator

- Convenes all leadership bodies in support of implementation
- Advises the Steering Committee

Steering Committee

- Develops implementation recommendations
- Provides strategic thinking
- Lends thought leadership
- Rotates each year - Year One, Two, and Three Actions
- Should represent each Evaluation Criteria category

Implementation Team Co-leads

- Lead the IT to accomplish its charge
- Manage all communication updates
- Coordinate between CAO, Steering Committee, and Implementation Team

Implementation Team

- Joins a working group to drive Actions
- Meets monthly to drive Year One Actions
- Facilitates communication back to various internal committees
- Designates one person to attend meetings in their place in the event of their unavailability
- Supports messaging needed for press and media



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
- Erin Roseman, Director of Finance
- Jamie Turbak, Director of Library

- *Department of Race and Equity (Consultant)*

Implementation Team

1. STREAMLINE OPERATIONS				2. FOSTER CROSS-DEPARTMENT COLLABORATION				3. ENHANCE COMMUNICATION & COORDINATION				4. OPTIMIZE WORKFORCE MANAGEMENT				5. ALIGN BUDGET WITH CITYWIDE PRIORITIES			
Rodolfo	Duenas	Business Analyst III	PBD	Robin	Abad	Project Manager III	CAO	Barbara	DeSalvo	Volunteer Prog. Specialist II	OPD	Jenera	Burton	Supervising Librarian	OPL	Denise	Aaron	ASM	OPRYD
Ali	Gaylord	Deputy Director of Housing Development	HCD	Justice	Bolden	Recreation General Supervisor	OPRYD	Liam	Garland	Assistant To	OPW	Juliet	Huang	Assistant To the Director	DWES	Shayna	Hirshfield-Gold	Program Analyst III	CAO
Sarah	Herbelin	Assistant To the Director	Finance	Keary	Brink	Park Supervisor II	OPW	Monica	Pelayo-Lock	PIO II	Police Commission	Andrea	Mariano	Human Resource Manager	HRM	Tiffany	Kirkpatrick	Budget Analyst	Finance
Nina	Lindsay	Associate Director	OPL	Carina	Lieu	City Admin Analyst	CAO	Lakshmi	Rajagopalan	Planner	PBD	Jasmine	Pomar	Program Analyst III	DOT	Demond	Simmons	Deputy Chief Support Services	OFD
Gaspar	Montoya	Admin Analyst II	EWD	Sofia	Navarro	Deputy Director	EWD					Paul	Priaulx	Management Assist	EWD	Mailee	Wang	Deputy Chief of Administration	DVP
Michelle	NewRingeisen	Information Systems Manager II	ITD	Chris	Norman	Chief of Staff	HCD					Anthony	Tedesco	Deputy Chief	OPD	Megan	Wier	Assistant Director	DOT
Tanisha	Tucker	Captain Training Division	OFD																

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.



Acknowledgements

The City of Oakland Strategic Plan is a collaborative effort that involves contributions from City Employees and findings from recent community engagement outreach. It reflects the importance of collective input in shaping the City's future. We want to call out a few of the most visible supporters and acknowledge the many people who worked behind the scenes towards the creation of this Plan.

Mayor's Office

Carina Lieu, Community Engagement Officer

Be Present Consulting LLC, Strategic Planning Facilitator & Consultant

City Council Members

Erin Roseman and Bradley Johnson, Department of Finance

Inspiring Executive Strategies LLC

City Administrator's Office

Ashleigh Kanat, Economic and Workforce Development

BridgeGroup LLC

City Agency Directors

Strategic Plan Design Team Members

Josh Egel Photography

Focus Group Participants

Aracely Garza, Executive Management Assistant to the City Administrator



Thank You



CITY OF OAKLAND

LEARN MORE

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

[OAKLANDCA.GOV/STRATEGIC-PLAN](https://oaklandca.gov/strategic-plan)