



City of Alameda Strategic Plan Update 2025

City Council Retreat

Feb 8, 2025

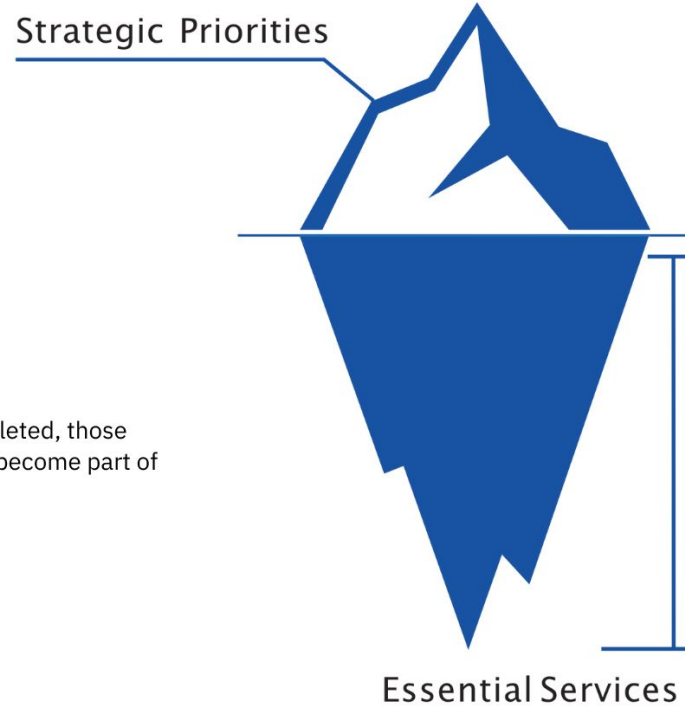
Cristelle Blackford, *Project Director*

Brittany Henry, *Project Manager & Sr. Facilitator*



Why Create a Strategic Plan?

As strategic initiatives are completed, those needing ongoing attention may become part of the City's **essential services**.





civigmakers

We offer collaborative frameworks for designing effective
public sector organizations, programs & services.



Agenda

1	Agenda & Introductions (10 mins)
2	Background & Overview (20 mins)
3	Discussion of Strategic Priorities (90 mins)
	Priority Area 1 - 5 Review proposed updates and discuss (75 mins)
	Dot Voting Select priorities across Priority Areas (15 mins)
4	Wrap Up & Final Direction to Staff (10 mins) City Council provides final clarification to staff
5	Summary of Next Step (5 mins)

Purpose

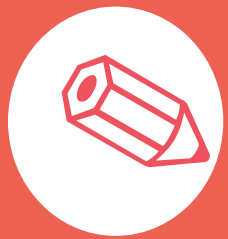
Receive City Council direction on project lists to inform revised Strategic Plan through 2026/2027.

Outcomes & Next steps

- Your comments and dot votes will ...
 - Help the City staff team finalize the **annual update to the Strategic Plan**
 - Provide a reference for where **Council priorities** lie
 - Allow staff to focus on **the most important projects**
- The City staff team will bring back the updated Strategic Plan as part of the budget adoption meeting.

Background

2023 Strategic Planning Process and Timeline



January - February

Discover & Assess

- Council Interviews
- Staff interviews

→ Draft Vision and Priorities



March

Vision & Priorities

- Council Retreat
- Staff Focus Groups / Interviews

→ Revised Draft Vision and Priorities



March - April

Projects

- Staff Draft Project Lists; Council Survey
- Council Retreat

→ Draft Roadmap with Draft Project Lists



April - May

Validate Roadmap

- Staff Gallery Walks
- Community Engagement

→ Revised Vision, Priorities & Projects



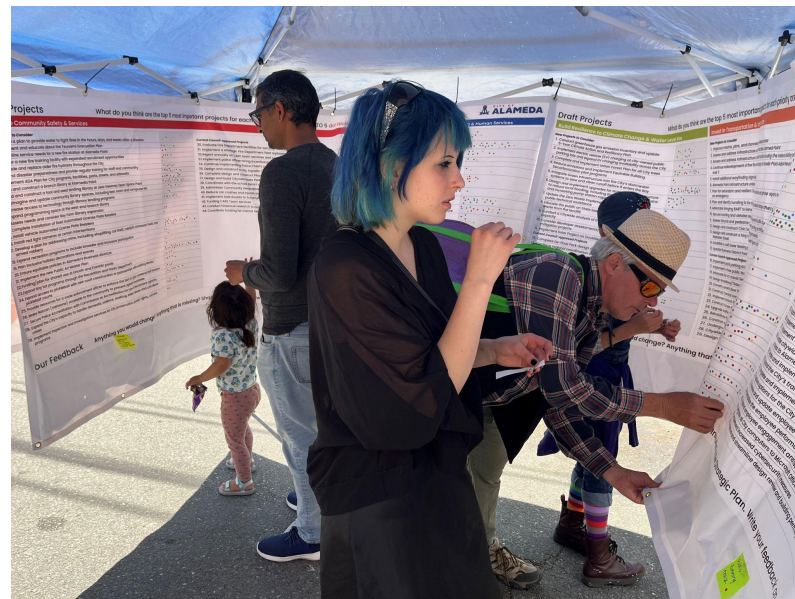
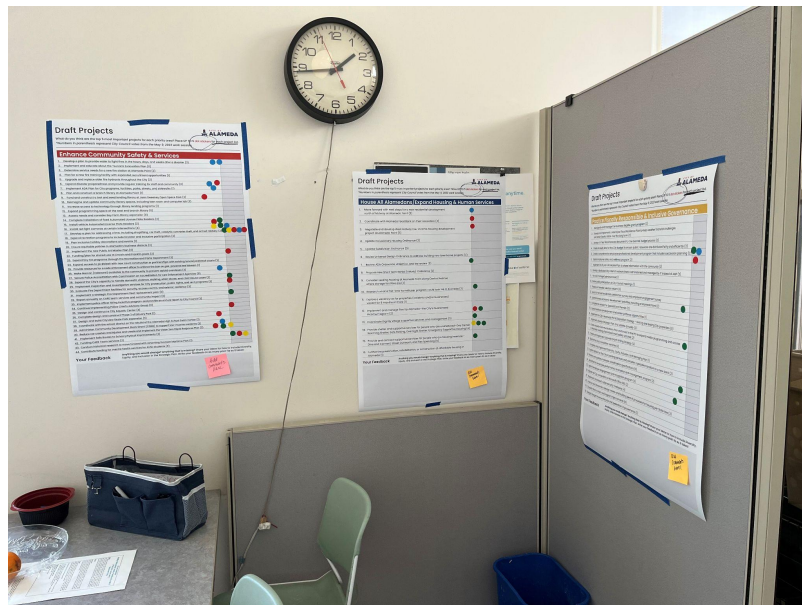
May - June

Work Plans

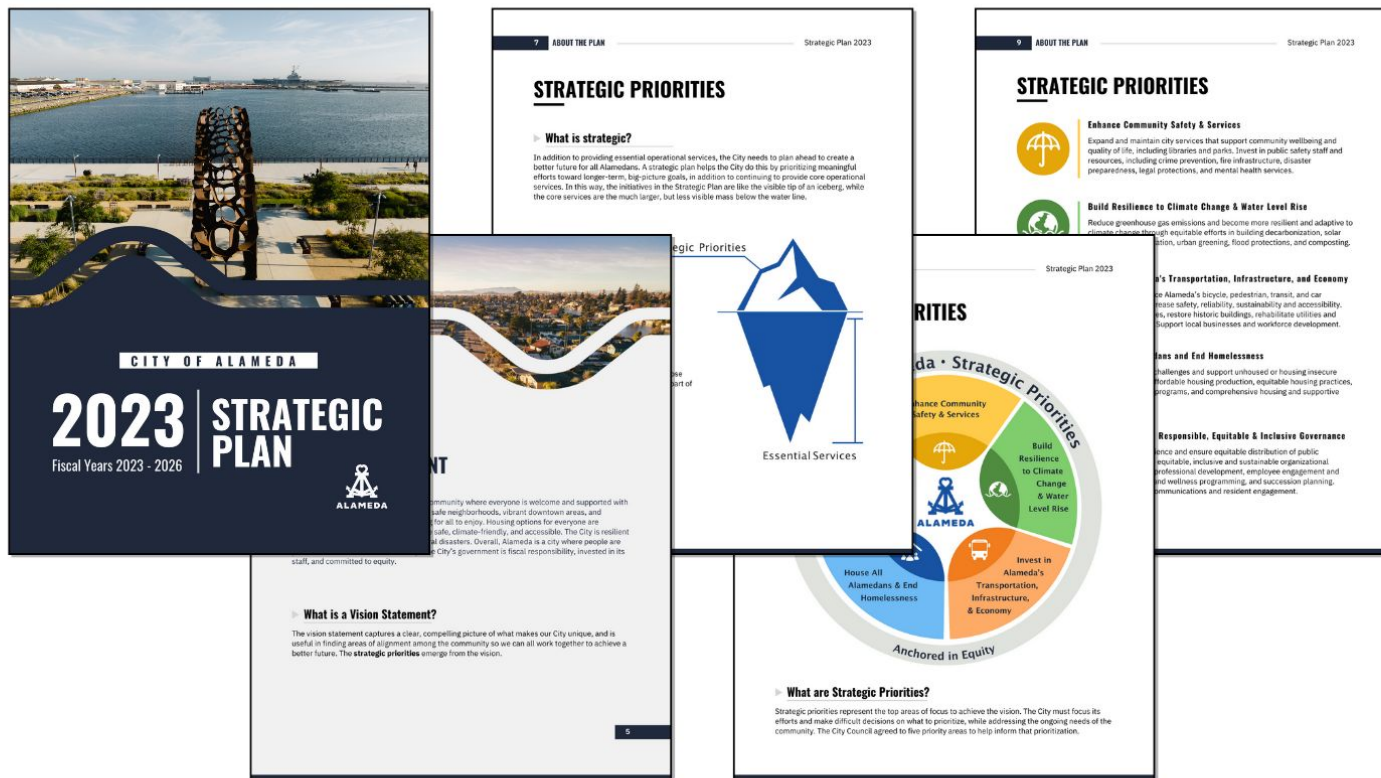
- Council Meeting(s)
- Work plans
- Budget integration

→ Strategic Roadmap

Staff and Community Engagement



Strategic Plan Adopted: November 21, 2023



Vision & Priorities

Alameda is an inclusive and connected community where everyone is welcome and supported with robust and sustainable city services. Residents and visitors enjoy access to safe, architecturally varied neighborhoods, vibrant commercial centers, and beautiful outdoor spaces. We prioritize housing options for all, and ensure residents' access to safe, climate-friendly, transportation options. The City is resilient to climate change and is prepared for natural disasters. Alameda government is fiscally responsible, invested in staff, transparent in decision-making, and committed to equity.



Project Lists

14 ENHANCE COMMUNITY SAFETY & SERVICES Strategic Plan 2023

PROJECT LIST

► ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	T1	T2	T3	Department(s)
CS1	Explore opportunities for a branch library at Alameda Point, including interim options for service expansion	✓	✓	✓	Lead: Library Support: Multiple Departments
CS2	Plan, Fund and construct a tool and seed lending library at Jean Seemey Open Space Park	✓	✓	✓	Lead: Library Support: ARPD
CS3	Reimagine and update community library spaces, including teen room and computer lab	✓	✓	✓	Library
CS4	Assess expansion of library hours available to the public	✓	✓	✓	Library
CS5	Expand recreation programs to include broader and inclusive participation	✓	✓	✓	ARPD
CS6	Approve agreement for Lincoln and Franklin pools and expand community access	✓	✓	✓	ARPD
CS7	Expand early childhood programs (ages 2 - 5)	✓	✓	✓	ARPD
CS8	Expand access to pickleball with new court construction or partnerships with existing tennis/pickleball courts	✓	✓	✓	ARPD
CS9	Design and construct City Aquatic Center	✓	✓	✓	Lead: ARPD Support: PW
CS10	Coordinate with Alameda Unified School District (AUSD) on the rebuild of the Alameda High School swim center	✓	✓	✓	ARPD
CS11	Complete design and construct phase 2 of Estuary Park	✓	✓	✓	Lead: ARPD Support: PW
CS12	Design and construct Cityview Skate Park expansion	✓	✓	✓	ARPD
CS13	Implement Council direction to rename the park at Alameda Marina, including considering Svensen Maritime Park	✓	✓	✓	ARPD

	Response Plan	✓	✓	✓	
CS22	Evaluate Alameda Fire Dept. facilities for security, access control and seismic resiliency	✓	✓	✓	Lead: Fire Support: PW

18 BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE Strategic Plan 2023

PROJECT LIST

► BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE

#	Projects	T1	T2	T3	Department(s)
CC1	Update 5-Year Climate Action and Resiliency Plan including greenhouse gas emission inventory	✓	✓	✓	Lead: PBT Support: Multiple Departments
	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	✓	✓	✓	Lead: PBT Support: Multiple Departments
	Complete and implement Urban Forest Plan for all city trees	✓	✓	✓	Lead: PBT Support: Multiple Departments
	Complete De-Pave Park design and seek construction funding	✓	✓	✓	Lead: ARPD Support: Multiple Departments
	Test pilot	✓	✓	✓	PBT
	Harms	✓	✓	✓	Lead: PBT Support: PW
	Fire Court Stand's	✓	✓	✓	[CC6 continued]
	Object of Posey	✓	✓	✓	[CC6 continued]
	Before	✓	✓	✓	PW
	After	✓	✓	✓	PW
	Lead: Fire Support: Multiple Departments				
	Lead: Fire Support: CMO				
	Lead: CMO Support: ARPD				
	PBT				
	Lead: CAO Support: Police				
	Lead: CAO Support: Police				

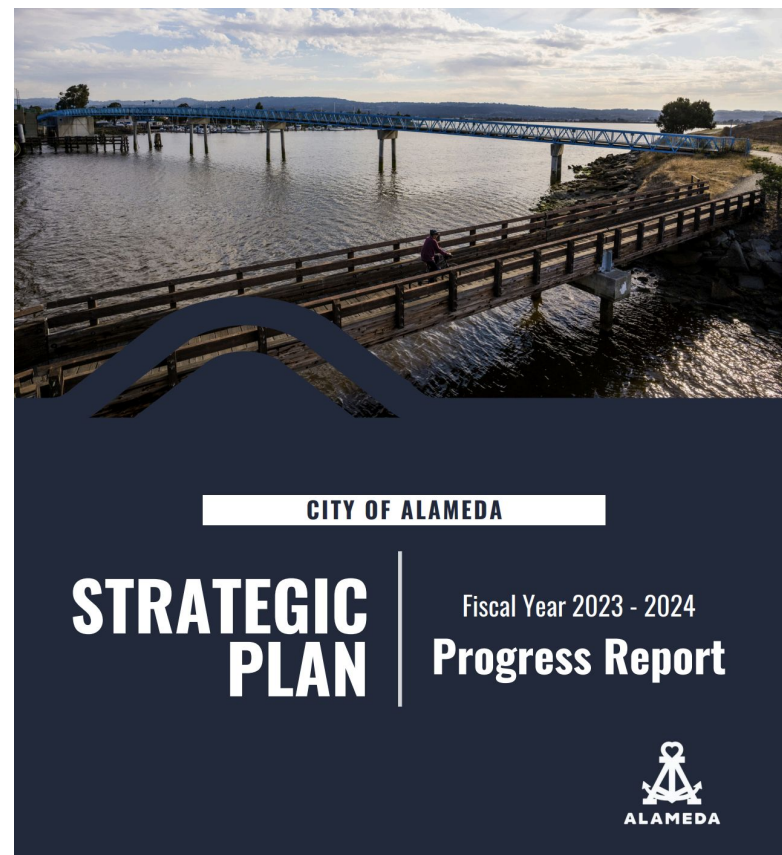
Strategic Plan 2023

T3	T2	T1	Department(s)
✓	✓	✓	PW
✓	✓	✓	PW
✓	✓	✓	PW
✓	✓	✓	Lead: APM Support: Multiple Departments



Strategic Plan Updated:

May 7, 2024



Process

Meeting Process Overview

1. Share the City Council **survey results**
2. **Review and discuss** project lists for each priority area
 - Staff is available to answer questions, if needed
3. Share your **top priorities** (dot-vote) on the strategic priority posters

Meeting Agreements

- ~ 2 minutes per Council Member per section
- Avoid rehashing comments already shared in the survey.
- If you want to +1 a comment by a fellow council member, you can **give a thumbs up** during their comment period.
- If you are in agreement or don't have comments to add, you can **take a pass** instead of using the time to restate alignment.
- **Stay curious** and **respect differences** of opinion

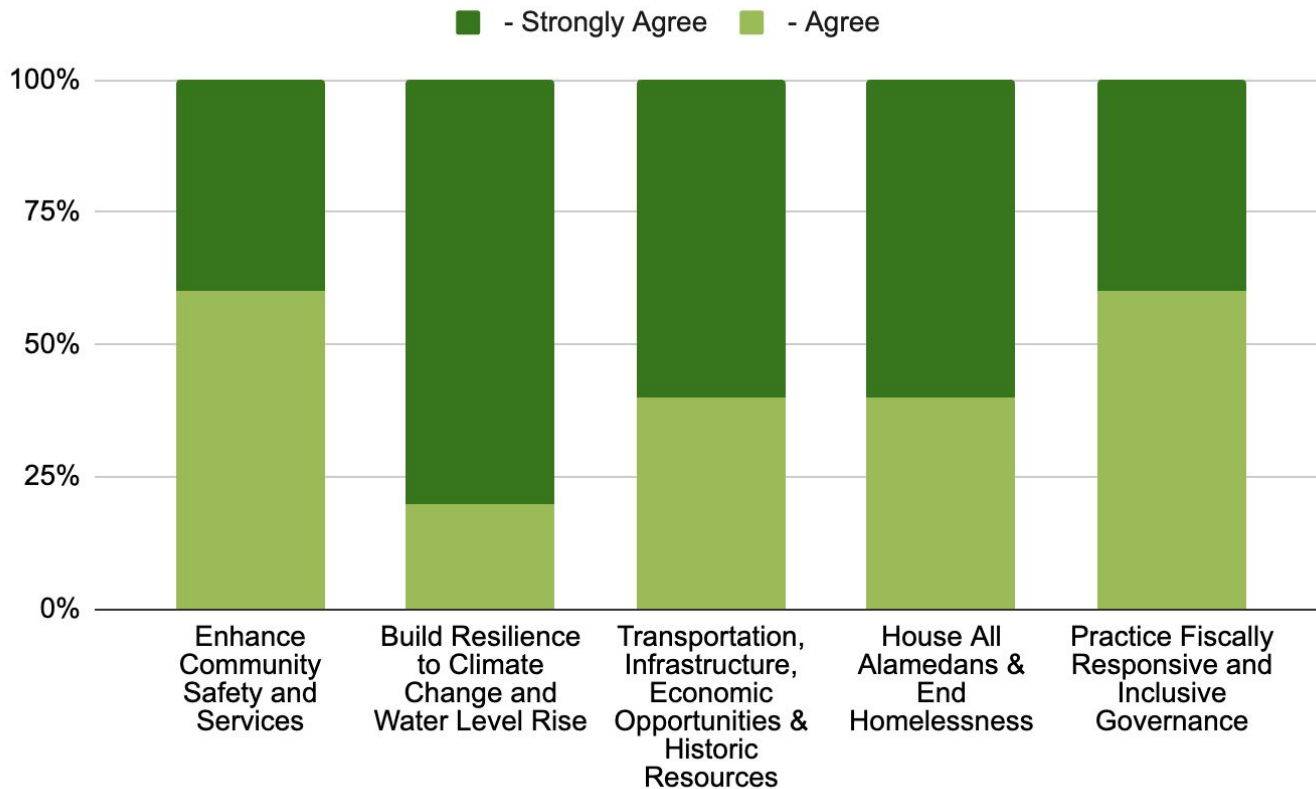
CivicMakers will serve as neutral facilitators to keep us on time and on topic.

Survey Results

Survey Question:

To what extent do you agree or disagree with the proposed project list?

(likert scale 1 - 5)



Survey Results Overview

Potential Areas For Focused Discussion

- House All Alamedans - 6 new proposed projects & 1 project to discuss alignment.
- Enhance Community Safety & Services - 4 new proposed projects & 1 project to discuss alignment.

Projects Discussion:

House All Alamedans & End Homelessness

Draft Projects: House All Alamedans

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KEY



Project Completed



Revised Project Years (Grey Box)



[NEW] Proposed Projects [NEW]



Project On Track/In Progress



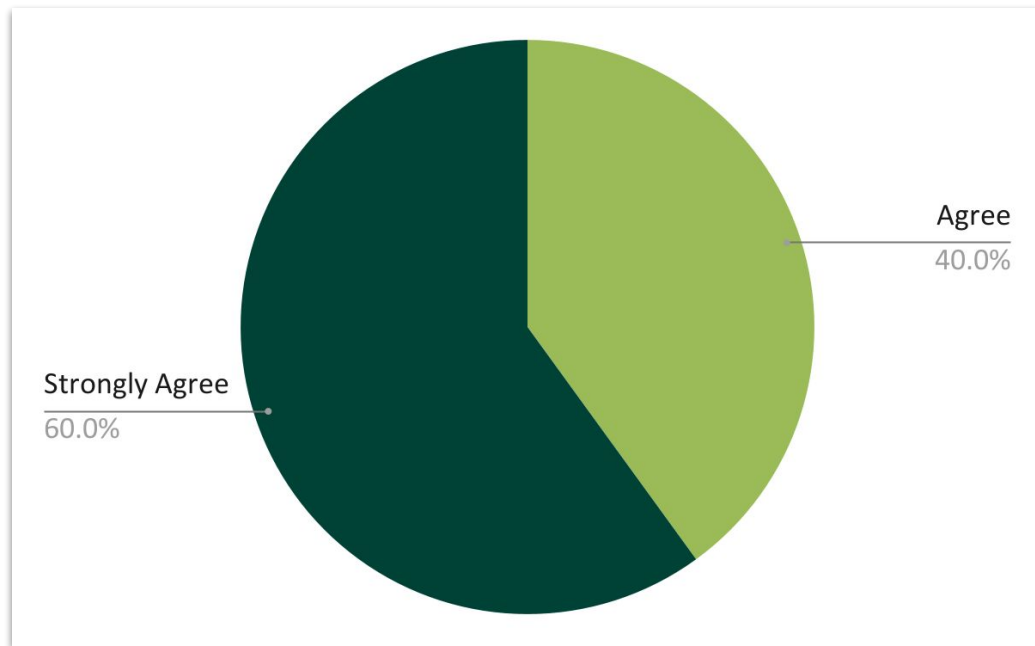
Project Not On Track

► HOUSE ALL ALAMEDANS & END HOMELESSNESS

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
HH7	Implement Housing Element	■	■	■	■	Lead: BRED Support: PBT	→
HH7a	• Next steps for a new residential development north of Midway at Alameda Point	■	■	■	■	BRED	→
HH7b	• Consider seeking housing at Alameda Point along Central Ave	■	■	■	■	BRED	→
HH8	Streamline Housing Production	■	■	■	■	PBT	→
HH8a	• Update Inclusionary Housing Ordinance	■	■			Lead: PBT Support: CMO	→
HH8b	• Update Subdivision Ordinance	■				Lead: PBT Support: PW	✓

What We Heard from the City Council Survey

To what extent do you agree or disagree with the proposed project list for the priority area **House All Alamedans & End Homelessness**.



Response Breakdown:

- 2 agreed
- 3 strongly agreed
- 0 disagreed

Survey Results: House All Alamedans & End Homelessness

Proposed New Projects (6)

- **[Council]** Identify ongoing funds for Dignity Village (affordable housing development).
- **[Council]** Plan for new housing along and on Main Street in the area outside of AP fenceline between Big Whites and estuary, and in the area along and on the part of Main Street and green area immediately west of Bayport, between RAMP and Stargell Way.
- **[Council]** Research if development ideas outside of but adjacent to AP proper counts to Navy-Alameda housing cap.
- **[Council]** Review existing and propose new incentive programs for city public safety professionals to rent or own a home in the city.
- **[Council]** Eliminate the supermajority requirement to approve lease or sale of city-owned buildings.
- **[Council]** Modify Alameda's "housing first" policy so as to better account for and prevent individuals seeking housing at Alameda Point with violent criminal histories, and, as necessary REQUIRE appropriate social services enrollment.

Edits (1)

- **[Council] HH7** – Implement the Housing Element *and provide incentives to shopping center sites to develop residential units.*

Survey Results: House All Alamedans & End Homelessness

Proposed Remove/Defer (1)

- **[Council] HH9*** — Defer proposal for a new Short Term Rental (airbnb) Ordinance.

Prioritized List [Council]

- **HH2** – Implement Homelessness Strategic Plan.
- **HH3** – Further the preservation, rehabilitation, or construction of affordable housing in Alameda.
- **HH4** – Research downpayment assistance program for first-time homebuyers.
- **HH9*** — Propose new Short Term Rental (airbnb) Ordinance.

**Area(s) to discuss alignment*

Comments (2 mins each)

Potential Comment Topics:

- Do you have **questions** for staff?
- What are your **priorities** for this project list and why?
- Are there projects you would like to **add, remove, or defer**?
- Do you propose any other **changes** to the project list?

Projects Discussion:

Enhance Community Safety and Services

Draft Projects: Enhance Community Safety & Services

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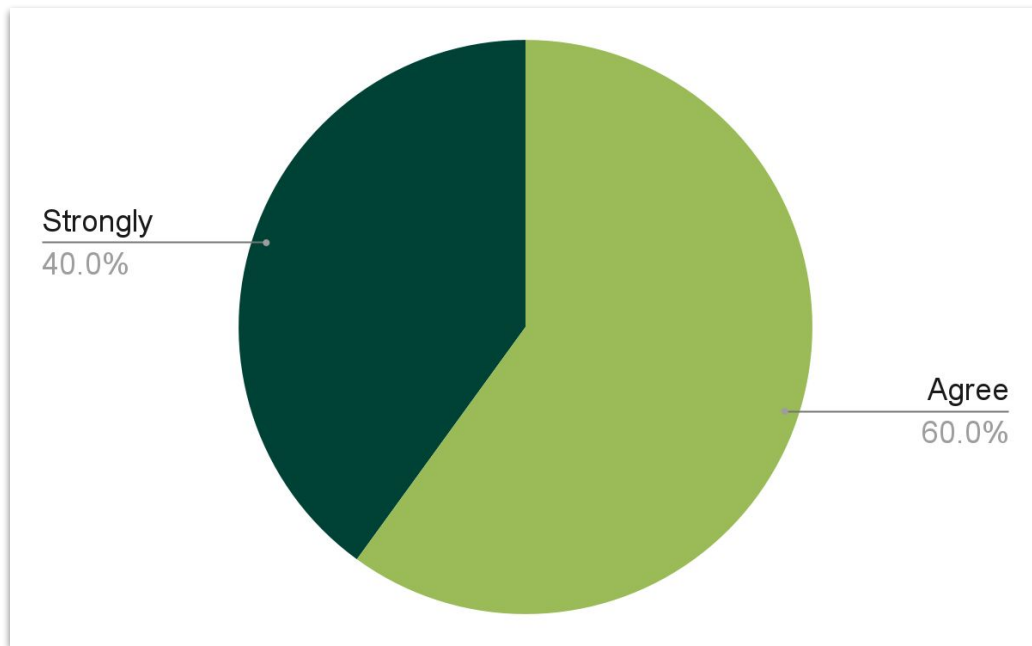
KEY	 Project Completed	 Revised Project Years (Grey Box)	 Proposed Projects [NEW]
	 Project On Track/In Progress	 Project Modified	

► ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CS1	Explore opportunities for a branch library at Alameda Point, including interim options for service expansion					Lead: Library Support: Multiple Departments	
CS2	Plan, Fund and construct a tool and seed lending library at Jean Sweeney Open Space Park					Lead: Library Support: ARPD	
CS3	Reimagine and update community library spaces, including teen room and computer lab					Library	
CS4	Assess expansion of library hours available to the public					Library	
CS5	Expand recreation programs and events to include broader and inclusive participation					ARPD	
CS6	Approve agreement for Lincoln and Franklin pools and expand community access					ARPD	
CS7	Expand early childhood programs (ages 2 - 5)					ARPD	

What We Heard from the City Council Survey

To what extent do you agree or disagree with the proposed project list for the priority area **Enhance Community Safety and Services**?



Response Breakdown:

- 3 agreed
- 2 strongly agreed
- 0 disagreed

Survey Results: Enhance Community Safety & Services

Proposed New Projects (3)

- **[Council]** Add creation of police officer retention program for mid-career officers (years 6 to 10).
- **[Council]** Add creation of higher visibility community policing in Park and Webster Streets business districts.
- **[Council]** Develop/Enhance a community notification system to ensure that residents are immediately aware of tsunami, fire, and earthquake dangers.

Edits (1)

- **[Council]** **CS21** – Add regional use and revenue focus and possible regional police training component to CS21.

Proposed Remove/Defer (2)

- **[Council]** **CS 32**– Council referral to study current zoning regulations for liquor stores. [+2]
- **[Council]** **CS29*** – Provide ongoing resources to enforce the ban on gas-powered leaf blowers.

**Area(s) to discuss alignment*

Survey Results: Enhance Community Safety & Services

Prioritized List [Council]

- **CS3** – Update community library spaces (including teen room and computer lab).
- **CS17** – Install cameras at certain intersections to reduce speeding and red light violations.
- **CS21** – Explore new fire training facility.
- **CS 22** – Upgrade and replace older fire hydrants throughout the city.
- **CS 24** – Expand disaster preparedness. [+2]
- **CS 25** – Evaluate Alameda Fire Dept. facilities for security, access control and seismic resiliency.
- **CS 26** – Discuss results and plan implementation of the Community Risk Assessment: Standards of Coverage report.
- **CS 29*** – Provide ongoing resources to enforce the band on gas-powered leaf blowers.
- **CS30** – Expand the City's capacity to handle domestic violence, stalking, elder abuse, and child abuse cases.

**Area(s) to discuss alignment*

Comments (2 mins each)

Potential Comment Topics:

- Do you have **questions** for staff?
- What are your **priorities** for this project list and why?
- Are there projects you would like to **add, remove, or defer**?
- Do you propose any other **changes** to the project list?

Projects Discussion:

Invest in Transportation, Infrastructure,
Economic Opportunities, and Historic Resources

Draft Projects: Invest in Transportation & Infrastructure

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KEY



Project Completed



Revised Project Years (Grey Box)



[NEW] Proposed Projects [NEW]



Project On Track/In Progress



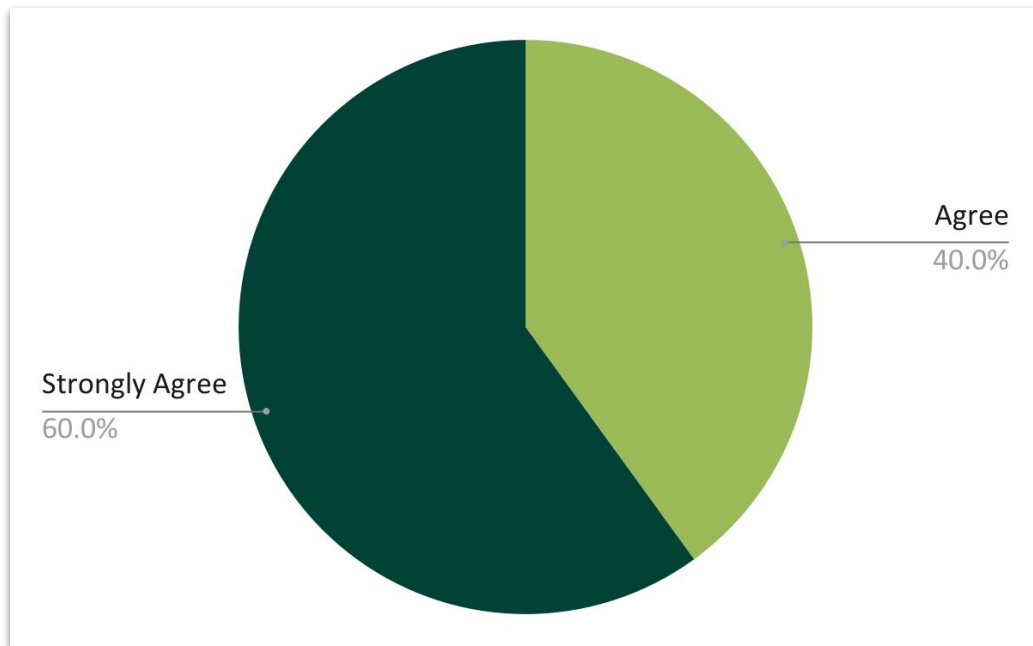
Project Not On Track

► INVEST IN TRANSPORTATION, INFRASTRUCTURE, ECONOMIC OPPORTUNITIES & HISTORIC RESOURCES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIE1	Implement Vision Zero Rapid Response - After Fatal Crashes Program	■	■	■	■	Lead: PBT Support: Multiple Departments	→
TIE2	Plan and identify funding for the design of a Bicycle Pedestrian Bridge on the west end	■	■	■		Lead: PBT Support: CMO	→
TIE3	Advocate bringing fixed rail (such as BART) to Alameda	■	■	■	■	Lead: PBT Support: CMO	→
TIE4	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	■	■	■	■	Lead: PW Support: PBT	→

What We Heard from the City Council Survey

To what extent do you agree or disagree with the proposed project list for the priority area **Invest in Transportation and Infrastructure**?



Response Breakdown:

- 2 agreed
- 3 strongly agreed
- 0 disagreed

Survey Results: Invest in Transportation & Infrastructure

Proposed New Projects (4)

- **[Council]** Add daylighting at priority intersections.
- **[Council]** Create economic development events and city website videos to educate residents on city efforts to attract new businesses in commercial districts, shopping centers, business parks, and Alameda Point.
- **[Staff] TIE 36 [NEW] {edit}**– Support businesses and the community through the construction of the Oakland Alameda Access Project, including *clear and frequent communication with input from an engineer at all meetings*.
- **[Staff] TIE37 [NEW]** – Dredging and repair at Alameda's piers.

Edits (2)

- **[Council] TIE 15 {edit}** – Design and construct a Commercial Street Program (striping, parklets) for Park Street and Webster Street *that is attractive and aesthetically pleasing*.
- **[Council] TIE 33 {edit}**– Implement increased cyber security measures and *ensure this remains an ongoing effort*.

Survey Results: Invest in Transportation & Infrastructure

Proposed Remove/Defer (2)

- **[Council] TIE8 – Drop** Advocate for AC Transit service enhancements for Alameda Point and Northern Waterfront (currently partially served by Line 96 and 19).
- **[Council] TIE17 – Defer** Implement paid parking at ferry terminals.

Prioritized List **[Council]**

- **TIE 21** – Rehabilitate 8 miles of sewer pipes.
- **TIE 22** – Underground utilities at Otis/Broadway.
- **TIE 25** – Implement the City's Alameda Point Disposition Strategy – renting and leasing City properties.
- **TIE 26** – Expand Citywide business economic development activities, including an Alameda Point attraction and retention program.
- **TIE 31** – Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency and implement free public WiFi.
- **TIE 35** – Protect historic resources.
- **[STAFF] TIE 37 [NEW]** – Dredging and repair at Alameda's piers.

Comments (2 mins each)

Potential Comment Topics:

- Do you have **questions** for staff?
- What are your **priorities** for this project list and why?
- Are there projects you would like to **add, remove, or defer**?
- Do you propose any other **changes** to the project list?

Projects Discussion:

Build Resilience to Climate Change & Water
Level Rise

Draft Projects: Build Resilience To Climate Change

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KEY



Project Completed



Revised Project Years (Grey Box)



[NEW] Proposed Projects [NEW]



Project On Track/In Progress



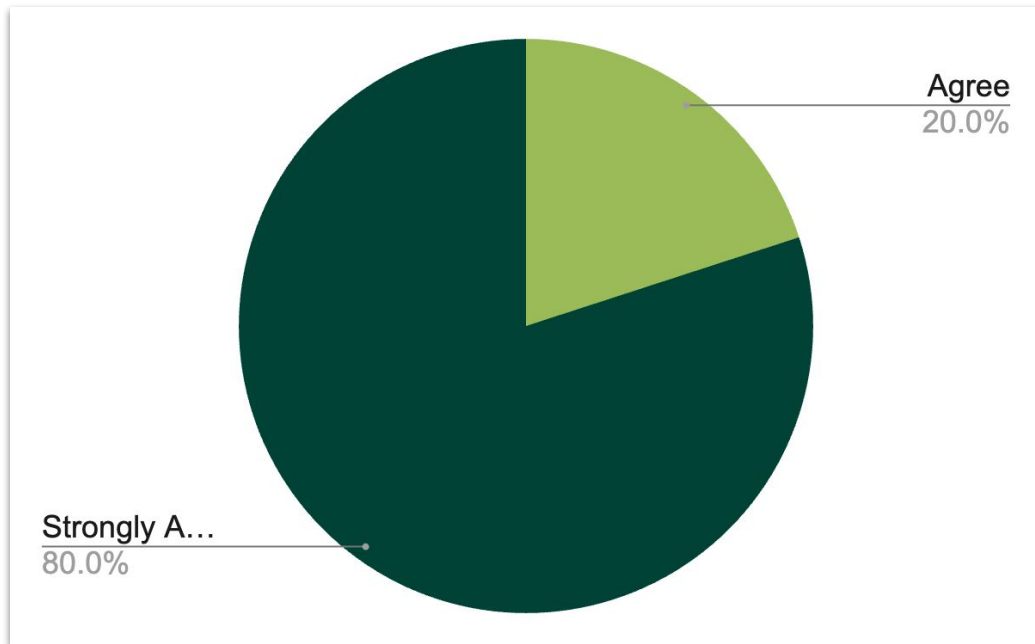
Project Not On Track

► BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CC1	Update 5-Year Climate Action and Resiliency Plan including greenhouse gas emission inventory	■	■			Lead: PBT Support: Multiple Departments	→
CC2	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City		■	■	■	Lead: PBT Support: Multiple Departments	→
CC3	Complete and implement Urban Forest Plan for all City trees. Strengthen tree protection ordinance and expand the urban forest.	■	■	■	■	Lead: PBT Support: Multiple Departments	→
CC4	Complete De-Pave Park design and seek construction funding	■	■	■		Lead: ARPD Support: Multiple Departments	→
CC5	Implement Equitable Building Decarbonization pilot programs	■	■	■	■	PBT	→

What We Heard from the City Council Survey

To what extent do you agree or disagree with the proposed project list for the priority area **Build Resilience To Climate Change & Water Level Rise**?



Response Breakdown:

- 1 agreed
- 4 strongly agreed
- 0 disagreed

Survey Results: Build Resilience To Climate Change & Water Level Rise

Proposed New Projects (1)

- **[Council]** Consider policy to eliminate balloon sales and penalize release of airborne balloons.

Edit (3)

- **[Council] CC9** – Update the Zero Waste Implementation Plan and provide public technical assistance.
 - *Look for ways to reduce emissions from food production, limit impact on small businesses, and find resources to compost bio plastics.*
 - *Consider establishing a comprehensive recycling facility similar to Richmond Recycling Depot.*
- **[Council] CC6b** - Implement the Oakland-Alameda Estuary Adaptation Project, which includes flood protection for the Webster-Posey tube area, *including developing resident education programs/tours and/or city website videos.*

Proposed Remove/Defer (1)

- **[Council] CC 12**– Implement Solar Project on Doolittle (Mt Trashmore).

Survey Results: Build Resilience To Climate Change & Water Level Rise

Prioritized List [Council]

- **CC5** – Implement Equitable Building Decarbonization pilot programs.
- **CC8** – Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity.
- **CC9** – Update the Zero Waste Implementation Plan and provide public technical assistance.

Comments (2 mins each)

Potential Comment Topics:

- Do you have **questions** for staff?
- What are your **priorities** for this project list and why?
- Are there projects you would like to **add, remove, or defer**?
- Do you propose any other **changes** to the project list?

Projects Discussion:

Practice Fiscally Responsible, Equitable & Inclusive Governance

Draft Projects: Fiscally Responsible & Inclusive Governance

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KEY



Project Completed



Revised Project Years (Grey Box)



[NEW] Proposed Projects [NEW]



Project On Track/In Progress



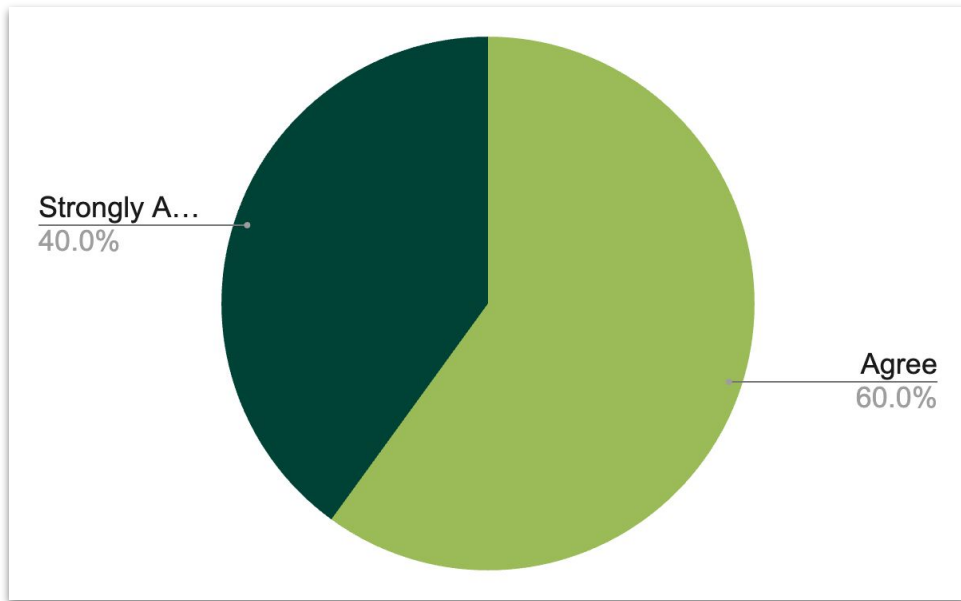
Project Not On Track

► PRACTICE FISCALLY RESPONSIBLE, EQUITABLE & INCLUSIVE GOVERNANCE

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
GOV1	Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term			■		Finance	→
GOV2	Develop a 5-Year fiscal forecast document for the biennial budget process		■			Finance	→
GOV3	Create an equity lens for the City budget to ensure public resources are distributed fairly and efficiently		■			Finance	→
GOV4	Explore options for the City's banking services and consider a possible transition to a new bank		■			Finance	✓
GOV5	Create a comprehensive employee professional development program that includes succession planning	■	■	■	■	HR	→

What We Heard from the City Council Survey

To what extent do you agree or disagree with the proposed project list for the priority area **Practice Fiscally Responsible, Equitable & Inclusive Governance**?



Response Breakdown:

- 3 agreed
- 2 strongly agreed
- 0 disagreed

Survey Results: Fiscally Responsible & Inclusive Governance

Proposed New Projects (2)

- **[Council]** Bring back local cable programming, in partnership with local schools.
- **[Council]** Research if the East Bay Public bank is a fiscally responsible option for Alameda in the future.

Edits (3)

- **[Council] GOV 1** – Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term, *and consider an independent audit or consultant.*
- **[Council] GOV10** – Review and consider election reform through charter amendments, including but not limited to district-based elections and adoption of mayor pro tempore.
- **Council] GOV15b** – Explore an infrastructure bond to fund deferred maintenance and new infrastructure needs. Consider a vacancy tax *or other legislative policy to penalize unoccupied commercial units.*

Proposed Remove/Defer (0)

Survey Results: Fiscally Responsible & Inclusive Governance

Prioritized List [Council]

- **GOV 1** – Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term.
- **GOV 3** – Create an equity lens for the City budget to ensure public resources are distributed fairly and efficiently.
- **GOV 4** – Explore options for the City’s banking services and consider a possible transition to a new bank.
- **GOV 5** – Create a comprehensive employee professional development program that includes succession planning.
- **GOV 11** – Create Citywide communications plan.
- **GOV 12** – Launch bi-annual residential satisfaction survey and employee engagement survey.
- **GOV 14** – Complete and plan implementation of the Diversity, Equity, Inclusion, and Belonging Plan.
- **GOV 15** – Explore potential revenue measures that increase fiscal resilience and implement the City Council’s strategic priorities.
- **GOV 15 b** – Explore an infrastructure bond to fund deferred maintenance and new infrastructure needs.

Comments (2 mins each)

Potential Comment Topics:

- Do you have **questions** for staff?
- What are your **priorities** for this project list and why?
- Are there projects you would like to **add, remove, or defer**?
- Do you propose any other **changes** to the project list?

Dot Voting

Dot Vote

- **BLUE dots:** Vote on your **top priorities** ($\frac{1}{3}$ of the total number of projects).
- **RED dots:** If you vote on new project(s), select another project to **defer/remove**.

Note: *This only applies to new projects proposed by Council (without numbers).*

Strategic Priority Area	Total Projects	# BLUE DOTS
Enhance Community Safety & Services	39 projects	13 dots
Invest in Transportation, Infrastructure, Economic Opportunities, and Historic Resources	49 projects	16 dots
Build Resilience to Climate Change & Water Level Rise	15 projects	5 dots
House All Alamedans & End Homelessness	24 projects	8 dots
Practice Fiscally Responsive, Equitable & Inclusive Governance	21 projects	7 dots

Final Direction to Staff & Next Steps