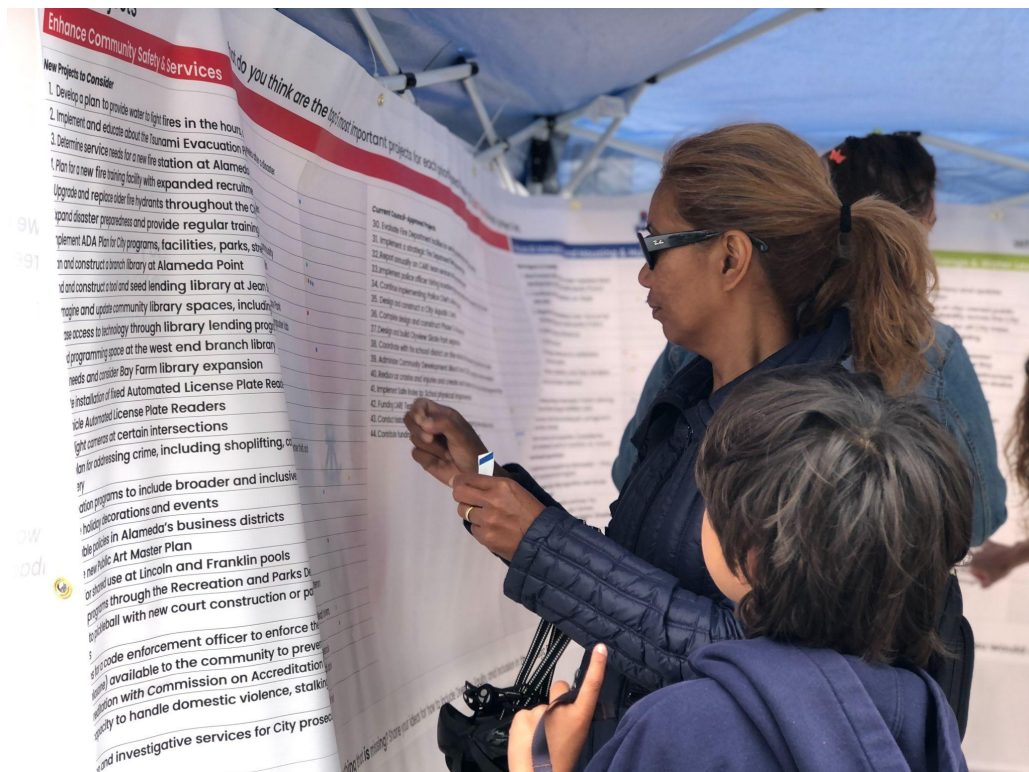




# Community & Staff Engagement Summary Report

*Community Engagement Summary Report for the City Of Alameda's  
Strategic Planning Process, Fiscal Years 2023/24 - 2025/26*

Prepared by CivicMakers  
July 14, 2023





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# Executive Summary

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## Engagement Overview

From February 2023 - June 2023 the City of Alameda conducted a community and staff engagement effort to gather feedback on a draft Strategic Plan. A myriad of engagement events occurred where Alameda community members and City Staff gave input on a draft vision statement, strategic priority areas, and associated projects lists.

To develop the draft, interviews and surveys were conducted with all five City Council members followed by two City Council retreats that were open for public attendance and comment. City staff weighed in initially through several focus groups and staff meetings. Finally, the draft was shared with the community at large and all city staff through online surveys and in-person engagement events.

Through these in-person events and online surveys **over 1,000 people were engaged** in this process. The City will use this feedback to finalize the Strategic Plan, which will guide the City's priorities for the next three fiscal years.

## Findings Overview

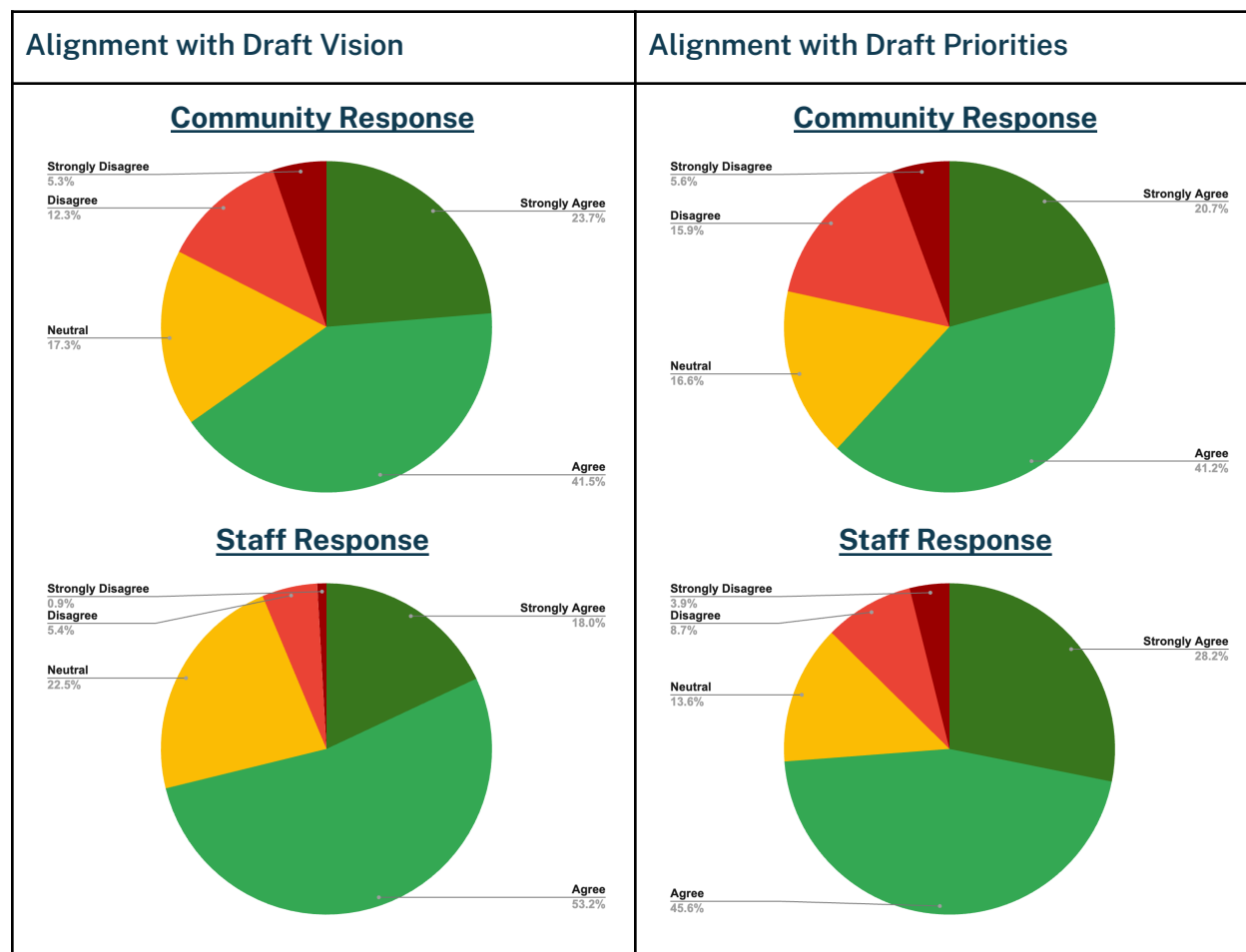
Feedback given from both City staff and the community on the draft vision statement and priority areas was generally positive, with both groups agreeing and in support of the language used for both. However, there were some differences in terms of emphasis, with community members placing more importance on infrastructure and city staff emphasizing public transportation. Here are some specific highlights from the feedback that was gathered:

- Both City Staff and community members generally prioritized issues under **housing and safety** the most
  - Both agree on the need for more affordable housing.
  - Both groups are in support of expanding police presence in high crime areas.
- Both City Staff and community members desire **more direct prioritization of diversity, equity, and inclusion**, specifically around equitable access to **quality of life resources** (ex: mental health services, housing, ADA resources)
- **Community members** place more importance on **infrastructure**, specifically a desire for the City to invest in infrastructure that supports car usage and is environmentally friendly.
- **City Staff** emphasized the importance of **investing in public transportation** due to the possibility of overcrowding that may come with adding more housing and an overall increase in Alameda's population.



## Alignment with Vision & Priority Areas

The online survey and in-person engagements invited participants to rank their level of agreement with the draft vision and priority areas. As shown in the pie charts below, the majority of community and staff participants are supportive of the draft vision and priority areas.



## Top Projects by Priority Area

The online survey and in-person engagements invited participants to select their top five projects under each priority area. The top five projects for each priority area are shown below. Commonalities between the two groups are color coded.

See chart on the following pages.



#	Community	Staff
<b>Enhance Community Safety &amp; Services</b>		
1	Expand recreation programs to include broader and inclusive participation	Develop a plan for addressing crime, including shoplifting, car theft, catalytic converter theft, and armed robbery
2	Coordinate with the school district on the rebuild of the Alameda High School Swim Center	Determine service needs for a new fire station at Alameda Point
3	Implement inspection and investigative services for City prosecution, public rights, and rent programs	Plan for a new fire training facility with expanded recruitment opportunities
4	Determine service needs for a new fire station at Alameda Point	Expand disaster preparedness and provide regular training for staff and community
5	Implement and educate about the Tsunami Evacuation Plan	Funding CARE Team services
<b>Build Resilience to Climate Change &amp; Water Level Rise</b>		
1	Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity	Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity
2	Develop adaptation and funding strategy with other lead agencies for flood protection for the Webster-Posey tube area	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City
3	Complete and implement Urban Forest Plan for all City trees	Implement grant program to retrofit Soft-Story buildings (with a high risk of damage in an earthquake because rooms are above an area not designed for that level of support)
4	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	Develop adaptation and funding strategy with other lead agencies for flood protection for the Webster-Posey tube area
5	Integrate Green Infrastructure into the City's stormwater systems to slow and clean runoff before it enters the Bay	Implement Solar Project on Doolittle (Mt Trashmore)
<b>Invest in Alameda's Transportation, Infrastructure, and Economy</b>		
1	Advocate bringing BART to Alameda	Continue redevelopment of the Base and complete design of Alameda Point Adaptive Reuse Area Phase 2 and 3
2	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency	Advocate bringing BART to Alameda



3	Design and construct a long-term Commercial Streets Program (restriping, parklets) for Park Street and Webster Street	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times
4	Implement Safe Routes to School physical improvements	Assess and address infrastructure of City-owned facilities at Alameda Point
5	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency
<b>House All Alamedans and End Homelessness</b>		
1	Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more	Further the preservation, rehabilitation, or construction of affordable housing in Alameda
2	Provide shelter and supportive services for people who are unsheltered - Day Center, Warming Shelter, Safe Parking, Overnight Shelter, Emergency Supportive Housing	Provide shelter and supportive services for people who are unsheltered - Day Center, Warming Shelter, Safe Parking, Overnight Shelter, Emergency Supportive Housing
3	Further the preservation, rehabilitation, or construction of affordable housing in Alameda	Research what a first-time homebuyer program could look like in Alameda
4	Coordinate with Alameda Food Bank on their relocation	Provide and connect supportive services for people who are housing insecure - Dine and Connect, Street Outreach, and Flex Spending
5	Research what a first-time homebuyer program could look like in Alameda	Move forward with next steps for a new residential development north of Midway at Alameda Point
<b>Practice Fiscally Responsive Governance</b>		
1	Improve and streamline design review and building permit processes for housing per State law	Expand employee safety and wellness program
2	Implement increased cybersecurity measures	Create a comprehensive employee professional development program that includes succession planning
3	Create an equity lens for the City budget to ensure public resources are distributed fairly and efficiently	Expand workforce development and career pathway opportunities
4	Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term	Complete and implement Diversity, Equity, Inclusion, and Belonging Plan
5	Expand business economic development activities, including at Alameda Point	Implement increased cybersecurity measures

See the full report for additional details, including charts and summaries of comments.





# 1. Overview

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## About the Project

From February 2023 - June 2023 The City of Alameda conducted community and staff engagement efforts to gather feedback on a **draft Strategic Plan**. Developed through careful deliberation by the City Council with input from executive leadership and select City staff, the Draft Plan includes a **vision**, five **strategic priorities**, and a set of **projects** that will guide the City during fiscal years (FY) 2023-24 -2025-26. The engagement effort included in-person events and online surveys, and invited community members and City staff at large to provide input on the draft Strategic Roadmap.

## Overview of Feedback Results

There is a high level of **agreement** with the draft vision and strategic priorities among both City Staff and community members. The most frequently referenced issues in the comments from both groups are **Housing** and **Safety**. We also see significant alignment within the project lists in terms of what both groups want to have emphasized and prioritized.

City Staff and community members acknowledge the need for more **affordable housing** and both have cautioned that development in the areas that will add to Alameda's housing stock should be done strategically so as not to overcrowd the island or add more congestion. In terms of safety both groups are in support of **expanding police presence** in high crime areas as well as to help monitor traffic with the goal of reducing accidents and thefts. We see from both groups general concerns for residents' ability to feel safe while walking through the streets of Alameda.

In terms of differences, community members place more importance on **infrastructure** - specifically a desire for the City to invest in infrastructure that supports **car usage**, while continuing to explore and expand transit options. Other frequent community comments mentioned a desire for the City to prioritize the conservation and preservation of **historical buildings** and architecture. Community members also want to see more interconnectedness between infrastructure development and climate resiliency to ensure that the city is taking an environmentally friendly approach to infrastructure and transportation development.

In contrast, City Staff emphasized the importance of investing in **public transportation** due to the possibility of overcrowding that may come with adding more housing and increasing the population. Staff noted that they want to make sure there are sufficient transit options available to meet the needs of community members who either live and/or work in Alameda.



## 2. Engagement Overview

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### Approach & Process Overview

From **May to June 2023**, the City of Alameda worked with their consultant (CivicMakers) to educate and gather input on the draft Strategic Plan from the community at large and city staff across levels and departments. The **goals** of this effort were to educate staff and the community about the City's strategic planning process, gather input about the degree of alignment between City Council, City staff, and the community, and compile recommended changes or additions to the Plan ahead of adoption by the City Council. Community and staff input was gathered through an online survey and numerous in-person engagements.

To spread the word about these engagement opportunities, the City shared information on the City's website and social media channels, created a printed flier, sent an electronic newsletter to more than 30,000 subscribers, and provided an update during City Manager Communications at a City Council meeting.

The City project team will provide this report to the City Council along with the final Draft Strategic Plan (that incorporates comments and suggestions) for their review during a September 2023 workshop prior to final adoption.

### Engagement Opportunities

Community engagement about the Strategic Plan was intended as an educational opportunity about this first citywide Strategic Plan and to capture a high-level snapshot of community sentiment from those who were interested in participating. In-person engagement opportunities for **community members** included 5 pop-up workshops at well-trafficked locations around the City, 2 online workshops, and an online survey.

In-person engagement opportunities for **city staff** included various staff meetings, gallery walk displays at **12 locations** (for staff to review information and add comments on their own time), and an online survey.

These engagement opportunities allowed community members and City staff to provide feedback on the draft vision statement, draft strategic priority areas, and draft project lists. Community members were also able to ask questions and share their feedback at a later time online. At the in-person pop-up workshops, staff heard from **more than 100 people** about their priorities for the City. Of note was the variety of the feedback heard, with the shared sentiment of feeling lucky to live in Alameda and feeling grateful for the opportunity to participate.





## Engagement Dates and Locations

Community Pop-ups	Staff Gallery Walks
<ul style="list-style-type: none"> <li>Tuesday 5/30, 9am-1pm, Alameda Farmers Market</li> <li>Tues 5/30, 6-7pm, Zoom</li> <li>Thursday 6/1, 6-7pm, Leydecker Recreation Center</li> <li>Friday 6/2, 12-1pm, Zoom</li> <li>Sat 6/3, 9am-1pm, Alameda Farmers' Market</li> <li>Monday 6/5, 5 - 6pm, Lincoln Park</li> <li>Tues 6/6, 6 - 7pm, City Hall</li> </ul>	<ul style="list-style-type: none"> <li>City Hall</li> <li>City Hall West</li> <li>Alameda Municipal Power</li> <li>Alameda Free Library</li> <li>Police Dept.</li> <li>Fire Dept.</li> <li>Rec &amp; Park Dept.</li> <li>Public Works Dept.</li> </ul>

## Online Survey

The online surveys were available via SurveyMonkey and were linked from the City's website and various outreach collateral (see below). The survey's included the draft vision and projects and asked people taking the survey to rank their top 5 most important projects, as well as gave the opportunity to share open-ended feedback. The survey was the same for City staff and the public with data gathered separately for comparison purposes.

The surveys received the following **responses**:

- Community Survey: 868
- Staff Survey: 112





### 3. Engagement Synthesis

The data below is an aggregate synthesis of all survey data collected. Comment summaries **are shown in the priority order from the survey results** and reflect the most frequent comments and shared sentiments. Comments related to Diversity, Equity, Inclusion and Belonging are marked **DEIB**.

## Summary of Community & Staff Feedback on Projects

### Enhance Community Safety & Services

#### Top 5 Projects

Participants were asked to select the projects that are most important to them. Commonalities between the two groups are shown in blue.

Community	Staff
Expand recreation programs to include broader and inclusive participation	Develop a plan for addressing crime, including shoplifting, car theft, catalytic converter theft, and armed robbery
Coordinate with the school district on the rebuild of the Alameda High School Swim Center	Determine service needs for a new fire station at Alameda Point
Implement inspection and investigative services for City prosecution, public rights, and rent programs	Plan for a new fire training facility with expanded recruitment opportunities
Determine service needs for a new fire station at Alameda Point	Expand disaster preparedness and provide regular training for staff and community
Implement and educate about the Tsunami Evacuation Plan	Funding CARE Team services

#### Feedback on Projects

Participants were asked what they thought was missing, what they would change, and if they had feedback on how to better integrate Diversity, Equity, Inclusion and Belonging.

Community	Staff
<ul style="list-style-type: none"> <li>• <b>[Community Investment]</b> Community events where families can come together</li> <li>• <b>[Community Investment]</b> Community services such as public pools, better</li> </ul>	<ul style="list-style-type: none"> <li>• <b>[Community Investment]</b> Consensus building opportunities between citizens, city staff, and council concerning city values (to help</li> </ul>



<p>fields for students to play sports, and services that help the elderly</p> <ul style="list-style-type: none"> <li>• <b>[Community Investment]</b> There's a strong desire for historic buildings to be preserved</li> <li>• <b>[Community Investment]</b> More arts (of all kinds)</li> <li>• <b>[Economic Development]</b> Educators need to be paid more (AUSD)</li> <li>• <b>General Feedback:</b> <ul style="list-style-type: none"> <li>○ Project list is too long. Community members are concerned that this will cause projects that are critical in this area to not be prioritized accordingly.</li> </ul> </li> </ul>	<p>establish more citizen trust in government)</p> <ul style="list-style-type: none"> <li>• <b>[Community Investment] DEIB:</b> Ensure that segments of the community have equitable access to resources that support quality of life (housing, economic assistance, ada resources)</li> <li>• <b>[Education] DEIB:</b> More investment in public education. Desire to see education on diversity and equity subjects.</li> <li>• <b>[Education]</b> More resources and support allocated to educators</li> </ul>
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## **Build Resilience to Climate Change & Water Level Rise**

### **Top 5 Projects**

*Participants were asked to select the projects that are most important to them. Commonalities between the two groups are shown in green.*

<b>Community</b>	<b>Staff</b>
Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity	Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity
Develop adaptation and funding strategy with other lead agencies for flood protection for the Webster-Posey tube area	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City
Complete and implement Urban Forest Plan for all City trees	Implement grant program to retrofit Soft-Story buildings (with a high risk of damage in an earthquake because rooms are above an area not designed for that level of support)
Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	Develop adaptation and funding strategy with other lead agencies for flood protection for the Webster-Posey tube area
Integrate Green Infrastructure into the City's stormwater systems to slow and clean runoff before it enters the Bay	Implement Solar Project on Doolittle (Mt Trashmore)

### **Feedback on Projects**

*Participants were asked what they thought was missing, what they would change, and if they had feedback on how to better integrate Diversity, Equity, Inclusion and Belonging.*

<b>Community Input</b>	<b>Staff Input</b>
<ul style="list-style-type: none"> <li>• <b>[Climate]</b> More programs aimed at being green, such as managing food waste, having electric vehicles, using solar power, having recycling programs, and planting more trees</li> <li>• <b>[Infrastructure]</b> One of the largest concerns is being prepared for emergencies due to climate change, especially considering rising sea levels -- "Given rising waters from climate change we need immediate action plans for how to get residents</li> </ul>	<ul style="list-style-type: none"> <li>• <b>[Safety]</b> Would like for there to be inclusion of projects around emergency preparedness in project lists (also make sure these projects lead to generating public resources).</li> <li>• <b>[Climate]</b> A desire for considerations for how climate resiliency measures may contribute to the rising cost of housing and how to alleviate that in order to not push out medium and low income residents.</li> </ul>

- **[Climate]** More focus on becoming zero waste.





## Invest in Alameda's Transportation, Infrastructure, and Economy

### Top 5 Projects

Participants were asked to select the projects that are most important to them. Commonalities between the two groups are shown in orange.

Community	Staff
Advocate bringing BART to Alameda	Continue redevelopment of the Base and complete design of Alameda Point Adaptive Reuse Area Phase 2 and 3
Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency	Advocate bringing BART to Alameda
Design and construct a long-term Commercial Streets Program (restriping, parklets) for Park Street and Webster Street	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times
Implement Safe Routes to School physical improvements	Assess and address infrastructure of City-owned facilities at Alameda Point
Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency

### Feedback on Projects

Participants were asked what they thought was missing, what they would change, and if they had feedback on how to better integrate Diversity, Equity, Inclusion and Belonging.

Community	Staff
<ul style="list-style-type: none"> <li>• <b>[Infrastructure]</b> Fine/Tax commercial landlords for vacancies.</li> <li>• <b>[Transportation]</b> The majority of people who discussed BART, wished not to have this train system brought into the city. [concerns with this leading to a rise in crime]</li> <li>• <b>[Transportation] DEIB:</b> Provide more, better, and affordable transit so the elderly, and everyone else, can get around easily and in a timely manner.</li> <li>• <b>[Infrastructure]</b> More infrastructure pertaining to car and transit traffic as</li> </ul>	<ul style="list-style-type: none"> <li>• <b>[Safety]</b> Ensure that streets do not become over congested with such structures as parklets that it impacts safety vehicle's access to main roads.</li> <li>• <b>[Infrastructure]</b> Would like for the city to focus on infrastructure development in tandem with housing development to accommodate increased population in priority development areas.</li> </ul>



well as biking and pedestrian traffic, in order to keep the city safe.

- **[Infrastructure]** More tunnels and bridges to help people get in, out, and around the city and alleviate stress, accidents, and traffic congestion.
- **[Infrastructure]** Ensure that development does not erase the historical features/architecture of Alameda's buildings.
- **Suggested Projects:**
  - Rehabilitate the historic police garage next to City Hall.
  - Ensure that the state-required objective design review standards protect historic buildings and neighborhoods as effectively as the current discretionary design review program.
  - Provide a new use for the vacant Carnegie building that maintains its historic architectural features.
  - Ensure that the vacant historic buildings at Alameda point are adequately maintained, protected from vandalism and have new occupancies as soon as possible to help prevent further deterioration and vandalism.





## House All Alamedans and End Homelessness

### Top 5 Projects

Participants were asked to select the projects that are most important to them. Commonalities between the two groups are shown in purple.

Community	Staff
Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more	Further the preservation, rehabilitation, or construction of affordable housing in Alameda
Provide shelter and supportive services for people who are unsheltered - Day Center, Warming Shelter, Safe Parking, Overnight Shelter, Emergency Supportive Housing	Provide shelter and supportive services for people who are unsheltered - Day Center, Warming Shelter, Safe Parking, Overnight Shelter, Emergency Supportive Housing
Further the preservation, rehabilitation, or construction of affordable housing in Alameda	Research what a first-time homebuyer program could look like in Alameda
Coordinate with Alameda Food Bank on their relocation	Provide and connect supportive services for people who are housing insecure - Dine and Connect, Street Outreach, and Flex Spending
Research what a first-time homebuyer program could look like in Alameda	Move forward with next steps for a new residential development north of Midway at Alameda Point

### Feedback on Projects

Participants were asked what they thought was missing, what they would change, and if they had feedback on how to better integrate Diversity, Equity, Inclusion and Belonging.

Community	Staff
<ul style="list-style-type: none"> <li><b>[Education]</b> Currently missing a public education effort on the principles behind many of the city's approaches to housing security and human services <i>"There should be education on what housing first policy means and why it works; education on the principles of harm reduction and why they're the best approach; opportunities for the public to learn how to handle conflict resolution and de-escalation."</i></li> </ul>	<ul style="list-style-type: none"> <li><b>[Housing]</b> Development considerations: long term residents may be apprehensive of their neighborhoods becoming oversaturated with development.</li> <li><b>[Housing]</b> Would like for there to be more projects that offer pathways to home ownership</li> </ul>



<ul style="list-style-type: none"> <li>• <b>[Housing]</b> Policies regarding pricing of housing should be reviewed and revised as it is getting ridiculously expensive here</li> <li>• <b>[Housing]</b> Provide more Housing vouchers to help families with rent or mortgage</li> <li>• <b>[Housing]</b> <b>DEIB</b> More facilities built to house seniors</li> <li>• <b>[Housing]</b> Increase affordable housing</li> <li>• <b>[Housing]</b> Help the middle class to own homes</li> <li>• <b>[Housing]</b> More resources for first-time homeownership</li> </ul>	
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## Practice Fiscally Responsive Governance

### Top 5 Projects

Participants were asked to select the projects that are most important to them. Commonalities between the two groups are shown in magenta.

Community	Staff
Improve and streamline design review and building permit processes for housing per State law	Expand employee safety and wellness program
Implement increased cybersecurity measures	Create a comprehensive employee professional development program that includes succession planning
Create an equity lens for the City budget to ensure public resources are distributed fairly and efficiently	Expand workforce development and career pathway opportunities
Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term	Complete and implement Diversity, Equity, Inclusion, and Belonging Plan
Expand business economic development activities, including at Alameda Point	Implement increased cybersecurity measures



## Feedback on Projects

Participants were asked what they thought was missing, what they would change, and if they had feedback on how to better integrate Diversity, Equity, Inclusion and Belonging.

Community	Staff
<ul style="list-style-type: none"> <li>• <b>[Community Investment]</b> Transparency from the government about projects, budgets, council meetings, and definitions</li> <li>• <b>[Community Investment] DEIB:</b> Deeper commitment to outreach -- not enough of the community is getting notified about projects, budgets, council meetings, and definition. Have events at various times to reach multiple segments of the population. <i>"The more you can broaden the days/times, citizen participation is easily accessible, the more you will be inclusive of everyone - so much of the inclusion/diversity goals would be met."</i></li> <li>• <b>General Feedback:</b> <ul style="list-style-type: none"> <li>○ It was pointed out that Office 365 is an internal problem to be solved, not something to ask the public about.</li> <li>○ Too much focus on the firefighters, too much focus on DEI.</li> </ul> </li> <li>• <b>Wording/Phrasing Considerations:</b> <ul style="list-style-type: none"> <li>○ "Do not use acronyms like PIO, GIS, IT/AMP, DEI in your project descriptions---spell it out [followed by the acronym if repetition is to follow] so us ordinary folk know what you're talking about."</li> <li>○ "Most folks may not know what DEI is and it should be spelled out."</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>[Employment]</b> Create more incentives for City Staff in pursuing professional development goals. (e.g. performance evaluations that can directly lead to salary raises based off score)</li> <li>• <b>[Economic Development]</b> Allocating budget for life enriching resources to be provided to lower income households (ex: vehicles)</li> </ul>

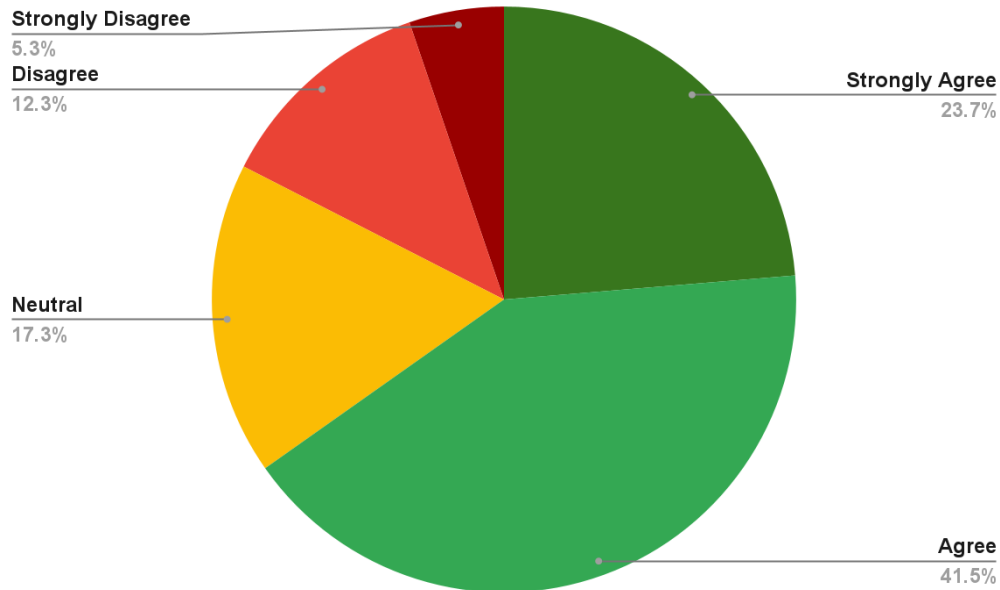


## Vision Statement & Priorities Poll: Summary of Results

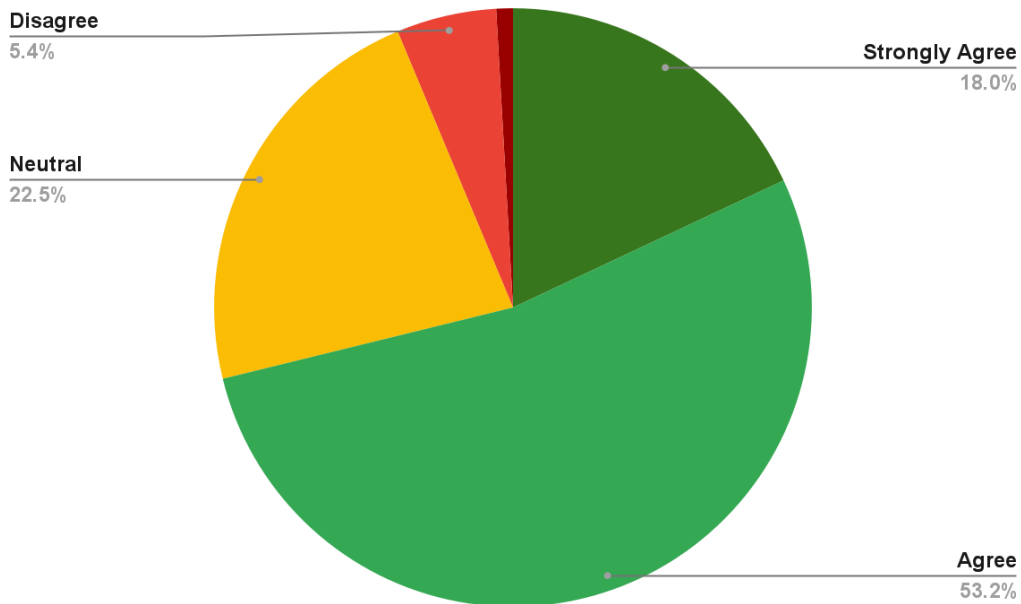
### Vision Statement

Overall, to what extent do you agree or disagree that the draft **vision statement** reflects the future **YOU** want for Alameda?

#### Community Response



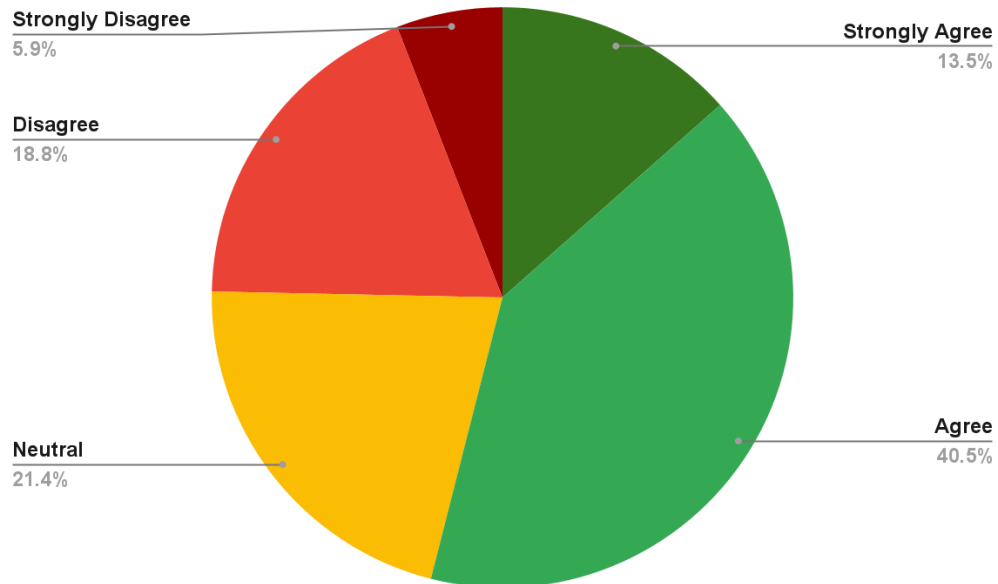
#### Staff Response



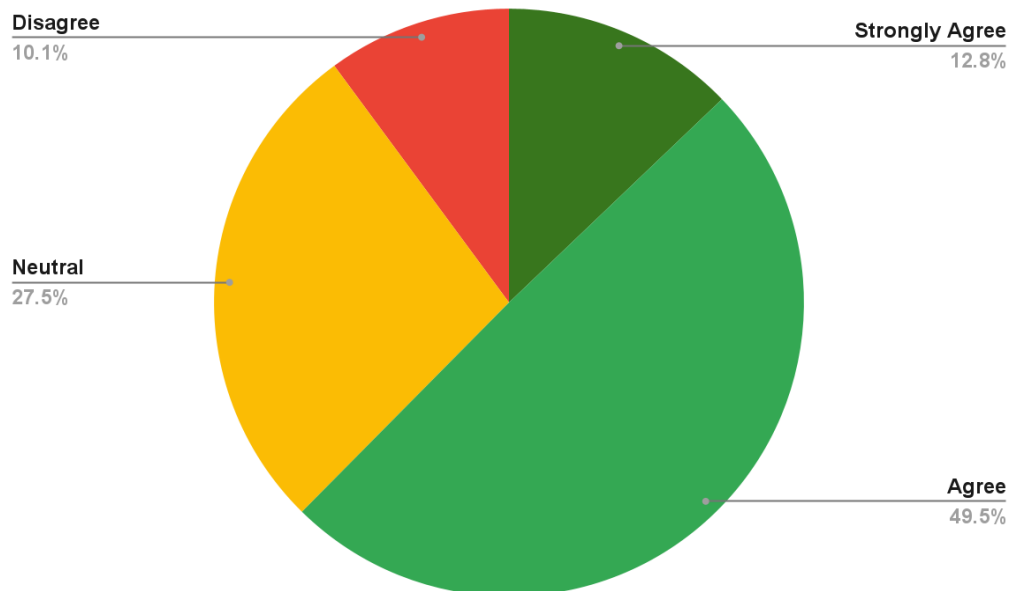


Overall, to what extent do you agree or disagree that the **draft vision statement** reflects the current needs and priorities of the community?

**Community Response**



**Staff Response**

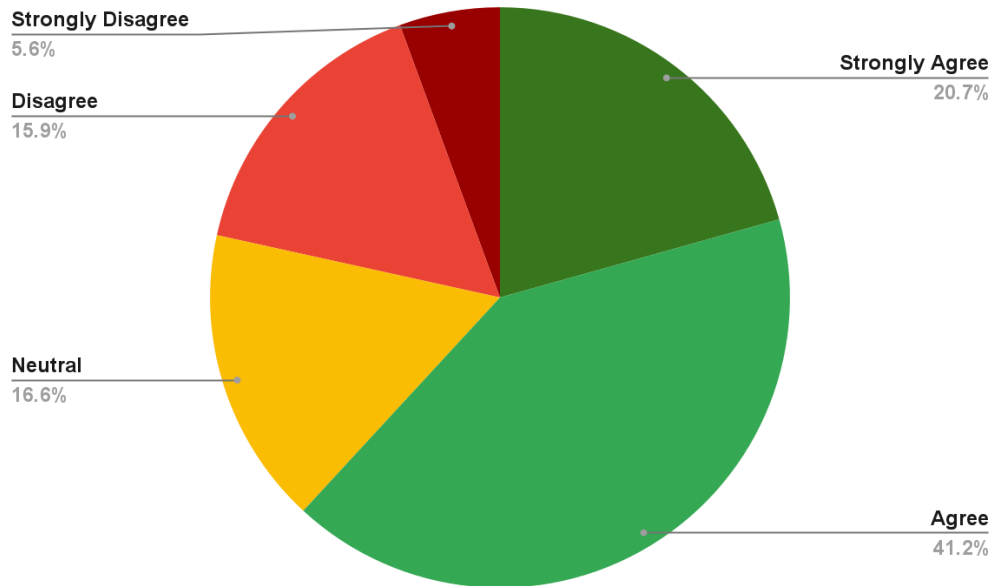




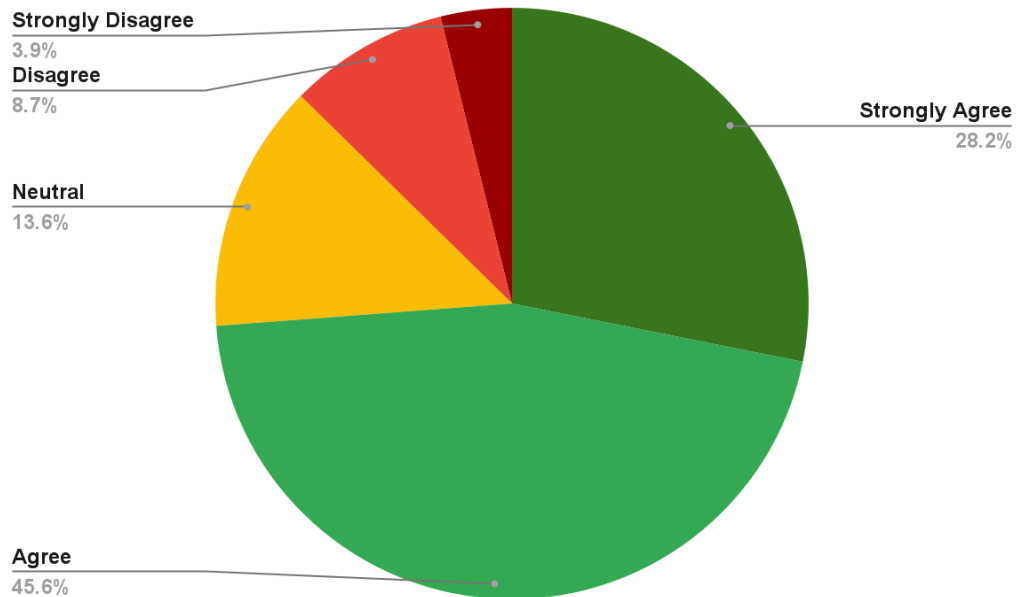
## Draft Priority Areas Poll: Summary of Results

Overall, to what extent do you agree or disagree that the **draft priorities** are aligned with your vision for the City of Alameda?

### Community Response



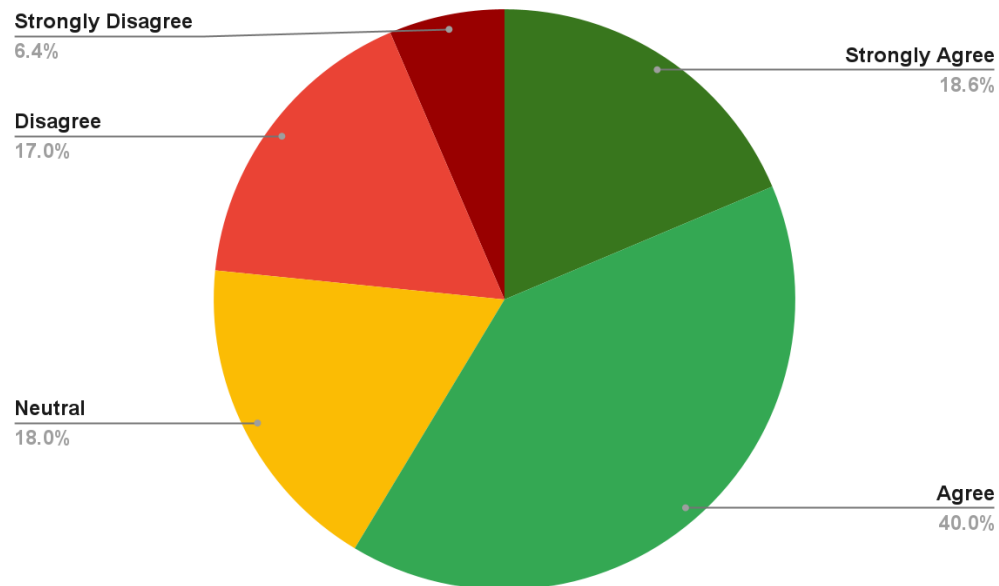
### Staff Response



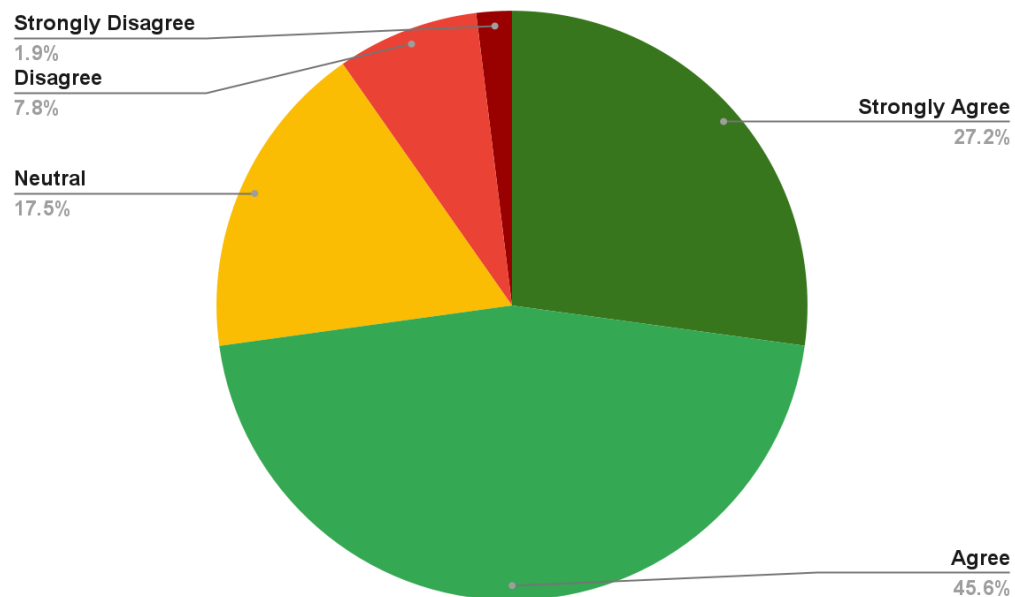


To what extent do you agree or disagree that the **draft priorities** reflect the needs and priorities of the community for the coming three years?

**Community Response**



**Staff Response**







## Key Themes from Comments: Vision Statement & Priority Areas

Participants were asked to share comments in response to the draft vision and priorities. The comments below were summarized by theme and organized in order of frequency.

### Top Themes from Comments

Community	Staff
<b>Housing</b> <ul style="list-style-type: none"> <li>• Significant <b>support</b> for <b>building more housing</b> (note: oppositions to housing have very specific reasons - see last bullet point)</li> <li>• <b>More affordable housing options</b> for current populations of Alameda at <b>median and low income levels</b> (median and low income level residents being priced out)</li> <li>• More affordable housing options for <b>Alameda's workforce, full time student, and civil servant</b> (who make under \$100k) populations.</li> <li>• Concerns for the <b>expansion</b> of the housing stock <b>impacting Alameda's current look and feel</b> as an island. <i>"The beauty of our island is that it doesn't look like Manhattan."</i></li> </ul>	<b>Housing</b> <ul style="list-style-type: none"> <li>• Expand access to affordable housing resources to include not just those with "special needs" but also single adults, young adults and city employees (potential solutions: city-owned housing to keep rents actually affordable)</li> <li>• More of an emphasis on providing transitional and affordable housing (lack of either of these can be linked to increase crime rates)</li> <li>• Addressing economic barriers and social support needs will help to combat rent/housing problems and reduce/prevent homelessness</li> </ul>
<b>Safety</b> <ul style="list-style-type: none"> <li>• General Support for increasing police presence (especially in high crime areas)</li> <li>• Focus on reducing car related crimes (breaking into cars, stealing parts of cars)</li> <li>• Emphasis on traffic enforcement and installing license plate readers</li> <li>• Separate 'increased safety' from 'increased police force' so that the "focus is not just on more police, but</li> </ul>	<b>Safety</b> <ul style="list-style-type: none"> <li>• Support for expanding police force, especially in regards to monitoring reckless driving</li> <li>• More mitigation of traffic to reduce the number of accidents and to prevent cars from speeding in high foot traffic areas</li> </ul>



<p>on meeting the needs of community members, which will in-turn reduce incidents of crime."</p> <ul style="list-style-type: none"> <li>Many Alamedan residents want to be safe walking around their neighborhoods and know that their property will be secure.</li> </ul>	
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>Improve auto-related transportation infrastructure (e.g., pave roads, update tubes and tunnels)</li> <li>Strengthen wording that connects investment in transportation options and infrastructure with climate friendly transit options and disaster preparedness</li> <li>Preserve community buildings/institutions (i.e. hospitals, schools, historic buildings and architecture)</li> <li>Build transportation infrastructure that will reduce traffic congestion</li> <li><b>DEIB</b> - Ensure that the city's infrastructure is accessible for older adults and people living with disabilities</li> </ul>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Desire for more of an emphasis on reducing traffic congestion via offering accessible "Transportation Choices"</li> <li>Emphasis on offering transportation choices that correlate to rising population with the goal of not creating more traffic</li> </ul>

### Other Themes from Comments

Community	Staff
<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Emphasize building infrastructure that supports transportation to/from the island</li> <li>More public transit options that do not reduce current car infrastructure (many folks who work off the island rely on auto infrastructure, as do many elderly and disabled residents)</li> </ul>	<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>More prioritization around updating/building infrastructure with environmental sustainability in mind (green infrastructure)</li> <li>Prioritize street infrastructure that reduces traffic congestion on main roads and ensuring that street improvements, like parklets, do not</li> </ul>



<p>who may require vehicles for transportation purposes)</p> <ul style="list-style-type: none"> <li>• <b>DEIB:</b> More investment in public transit choices that are accessible to ALL (not just in bikes as that option is not accessible for all)"</li> </ul>	<p>lead to traffic being pushed into neighborhoods, especially for public safety vehicles.</p>
<p><b>Community Investments</b></p> <ul style="list-style-type: none"> <li>• More investment in <b>bringing community together in publicly accessible spaces</b> "<i>We are missing prioritizing creating and nurturing community events and community spaces</i>"</li> <li>• More access to <b>public art and public spaces</b>, especially <b>public pools</b></li> <li>• More investment in publicly <b>accessible resources for young adults and seniors</b> (art programs and tech skill building programs)</li> <li>• <b>DEIB:</b> Investment in <b>safety and quality of life resources</b> that also have a focus on supporting <b>minorities and vulnerable populations</b></li> </ul>	<p><b>Climate</b></p> <ul style="list-style-type: none"> <li>• Vision statement should include climate mitigation, including citizens working towards reducing global GHG emissions.</li> <li>• Vision statement should mention investing in city infrastructure to support the current population in the event of a major natural disaster (i.e. tubes, bridges, food supplies)</li> <li>• Want to see a higher allocation of budget towards dealing with future consequences of sea level rise.</li> </ul>
<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• More direct mention of <b>education</b> as a focus area within the Priority Areas</li> <li>• <b>Increase</b> educator <b>pay/salaries</b></li> <li>• Make sure <b>resources</b> are allocated to <b>school districts according to their district's population size</b></li> </ul>	<p><b>Community Investments</b></p> <ul style="list-style-type: none"> <li>• <b>DEIB:</b> More direct reference to the City of Alameda prioritizing equity, diversity, inclusion, and accessibility.</li> </ul>



<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• More emphasis on economic development that will <b>attract new businesses</b>.</li> <li>• Stronger encouragement for industries to <b>pay livable wages to employees</b>, so they can afford to live in Alameda (e.g., construction companies).</li> </ul>	<p><b>Employment</b></p> <ul style="list-style-type: none"> <li>• Proportional health and retirement benefits for part-time employees (want to make sure that becoming more "fiscally responsible" does not include over reliance on part time employees or not providing them benefits)</li> <li>• Investment in City staff locations/buildings (with an emphasis on safety)</li> <li>• </li> </ul>
<p><b>Climate</b></p> <ul style="list-style-type: none"> <li>• More <b>education &amp; direct facilitation</b> offered to the public on how to help the <b>environment</b> and <b>live more sustainably</b></li> <li>• Would like to see more environmentally friendly <b>public transit choices</b> made available and conveniently <b>accessible at all times</b></li> <li>• A strong desire to have more of the <b>interconnectedness</b> between the <i>"Build Resilience"</i> SP Area and <i>"Transportation &amp; Infrastructure"</i> SP Area <ul style="list-style-type: none"> <li>○ i.e. the creation of public green spaces, planting more trees, encouragement of environmentally friendly public transit, etc..</li> </ul> </li> <li>• Would like to see more of an emphasis on <b>climate adaptation</b> and <b>preparedness</b> (preparing for the future consequences of climate change and major earthquakes)</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>• A desire to promote more citizen participation in budgeting priorities (i.e. participatory budgeting)</li> <li>• More of an emphasis on allocating budget to particular strategic priority areas to prepare for future needs (e.g., sea level rise)</li> </ul>



<b>Policing</b> <ul style="list-style-type: none"> <li>Investment in better training and tools for the police officers (with more emphasis on community policing without the use of force and less military style policing)</li> <li>Better police responsiveness and response times</li> <li><b>DEIB:</b> More access to services that can act as first responders to a questionable situation BEFORE police arrive. "Create a safety net for people of color and people with mental issues by providing services that can be first responders to a questionable situation BEFORE police arrive"</li> </ul>	<b>Mental Health</b> <ul style="list-style-type: none"> <li><b>DEIB:</b> A lot of support for expanding equitable access to mental health services for Alamedans</li> </ul>
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## General Comments

Community	Staff
<b>Vision Statement</b> <b>DEIB:</b> General desire expressed in seeing diversity, equity, inclusion, and accessibility more directly referenced within the Vision Statement. <ul style="list-style-type: none"> <li><i>"I would love to see the specific acknowledgement of people from diverse backgrounds - ethnic, socio-economic, LGBTQ+, disabled, etc."</i></li> </ul>	<b>Responsiveness of Services &amp; Community Engagement</b> There is a sentiment that overall what is missing is an explanation for <i>"how internal projects will improve the responsiveness of government to the public,"</i> and a commitment to providing the general public ongoing opportunities to engage in shaping what this looks like.
<b>Priority Areas</b> There were quite a few comments concerning the title of the Housing strategic priority area <i>"House all Alamedans."</i> Commenters were particularly focused on the word "Alamedan," asking for definitions and what criteria "qualifies" someone as an Alamedan.	