

CITY OF ALAMEDA

2023 STRATEGIC PLAN

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3 ABOUT THE PLAN Strategic Plan 2023

ABOUT THE STRATEGIC PLAN

What is the Strategic Plan?

The City of Alameda's Strategic Plan sets forth a shared **vision** and five strategic **priorities** that will help shape the future of the City. The three-year Strategic Plan establishes the top **projects** to help accomplish the vision and priorities during Fiscal Years (FY) 2023/24 - 2025/26. The Plan will be refreshed annually, including a progress report and revised project lists. City Council will revisit the vision and priorities and create a new Strategic Plan approximately every 3 years.

▶ Why create a Strategic Plan?

A Strategic Plan helps create alignment between City Council, City staff, and the community on what the ideal future looks like, where improvements are needed, and how to focus limited resources in the near-term to work toward that ideal future. Other benefits of the City of Alameda's strategic plan include:

- Engaging the community in thinking holistically about the future of their City
- Improving coordination and communication between City Council and City staff
- Matching adequate staff and budgeting appropriately
- Strategic alignment on equitable outcomes across departments

By outlining a shared vision and an actionable way to move forward, we can build a better future for everyone in Alameda.





ABOUT THE PROCESS

The City of Alameda Strategic Plan 2023 - 2026 was developed through careful deliberation by the City Council in collaboration with City staff and feedback from the community.

City Council workshops, community pop-up workshops, an online community survey, and City staff meetings and surveys offered a myriad of ways for community members and staff to weigh in throughout the process.

Read more details about the Stakeholder Engagement Process on page 32.





VISION STATEMENT

Alameda is an inclusive and connected community where everyone is welcome and supported with robust and sustainable city services. Our safe neighborhoods, vibrant downtown areas, and beautiful outdoor spaces have something for all to enjoy. Housing options for everyone are prioritized and transportation choices are safe, climate-friendly, and accessible. The City is resilient to climate change and prepared for natural disasters. Overall, Alameda is a city where people are proud to live, work, and raise a family. The City's government is fiscal responsibility, invested in its staff, and committed to equity.

What is a Vision Statement?

The vision statement captures a clear, compelling picture of what makes our City unique, and is useful in finding areas of alignment among the community so we can all work together to achieve a better future. The **strategic priorities** emerge from the vision.



The City of Alameda is an inclusive and accessible place where people of every age, ability, gender, sexual orientation, race, culture, and background are supported and meaningfully engaged. We celebrate and embrace our most important asset - our people - in everything we do.

Alameda is a low-crime community thanks to our ability to meet the needs of our most vulnerable community members, while maintaining well-resourced public safety and supportive services. Residents are proud to have beautiful, clean, and safe outdoor spaces for play and recreation, as well as a variety of high quality schools, local businesses and restaurants, public events, and art that reflect the vibrancy of their neighborhoods. One of our biggest projects, Alameda Point, is becoming a fully activated community and contributes to the economic, cultural, and recreational landscape of the entire City. The City is working to ensure that all Alamedans (including our most vulnerable community members, workers, students, and seniors) can afford housing that meets their needs, and that those who are unhoused or at risk of being unhoused can access the services they need.

Alameda supports accessible, safe, and climate-friendly transportation options, including walking, biking, and public transit, in addition to auto infrastructure, to get residents and visitors to more destinations in the City and across the Bay Area with less traffic and fewer crashes. Alameda is actively working to reduce greenhouse gas emissions while becoming more resilient to climate change and rising sea and ground water levels. Residents and businesses feel prepared for natural disasters, such as earthquakes and flooding, and the City is prepared to support them.

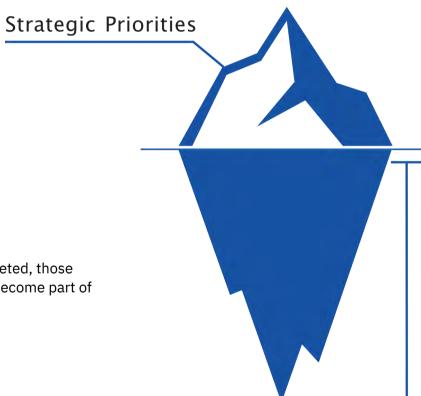
Through fiscal responsibility and good governance, Alameda leverages its committed staff and many assets - housing, businesses, transportation choices, architecture, recreation, and natural resources – that contribute to the long-term betterment of the community. Overall, Alamedans are proud and hopeful for their City.

ABOUT THE PLAN Strategic Plan 2023

STRATEGIC PRIORITIES

What is strategic?

In addition to providing essential operational services, the City needs to plan ahead to create a better future for all Alamedans. A strategic plan helps the City do this by prioritizing meaningful efforts toward longer-term, big-picture goals, in addition to continuing to provide core operational services. In this way, the initiatives in the Strategic Plan are like the visible tip of an iceberg, while the core services are the much larger, but less visible mass below the water line.



Essential Services

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

ABOUT THE PLAN Strategic Plan 2023

STRATEGIC PRIORITIES

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► What are Strategic Priorities?

Strategic priorities represent the top areas of focus to achieve the vision. The City must focus its efforts and make difficult decisions on what to prioritize, while addressing the ongoing needs of the community. The City Council agreed to five priority areas to help inform that prioritization.

STRATEGIC PRIORITIES



Enhance Community Safety & Services

Expand and maintain city services that support community wellbeing and quality of life, including libraries and parks. Invest in public safety staff and resources, including crime prevention, fire infrastructure, disaster preparedness, legal protections, and mental health services.



Build Resilience to Climate Change & Water Level Rise

Reduce greenhouse gas emissions and become more resilient and adaptive to climate change through equitable efforts in building decarbonization, solar power and electrification, urban greening, flood protections, and composting.



Invest in Alameda's Transportation, Infrastructure, and Economy

Upgrade and enhance Alameda's bicycle, pedestrian, transit, and car infrastructure to increase safety, reliability, sustainability and accessibility. Beautify public places, restore historic buildings, rehabilitate utilities and expand broadband. Support local businesses and workforce development.



House All Alamedans and End Homelessness

Overcome housing challenges and support unhoused or housing insecure residents through affordable housing production, equitable housing practices, housing assistance programs, and comprehensive housing and supportive services.



Practice Fiscally Responsible, Equitable & Inclusive Governance

Increase fiscal resilience and ensure equitable distribution of public resources. Invest in equitable, inclusive and sustainable organizational practices including professional development, employee engagement and recognition, safety and wellness programming, and succession planning. Strengthen public communications and resident engagement.

10 ABOUT THE PLAN Strategic Plan 2023

DIVERSITY, EQUITY, INCLUSION & BELONGING

The City of Alameda is committed to putting equity at the forefront of City decision-making to ensure that we are meeting the needs of all Alameda residents. The City is creating a Diversity, Equity, Inclusion, and Belonging (DEIB) Plan and will begin implementation in 2024. This is the first step toward creating more equitable programs, services and policies. The City intends to work with employees across all departments to implement the DEIB Plan. Putting equity at the center of governance and starts with educating, implementing, and practicing DEIB principles at all levels of governance.

Alameda's vision and strategic priorities are anchored in equity, with DEIB goals stated throughout.

The DEIB working group will develop a set of guiding questions to further inform strategic projects towards equitable outcomes.

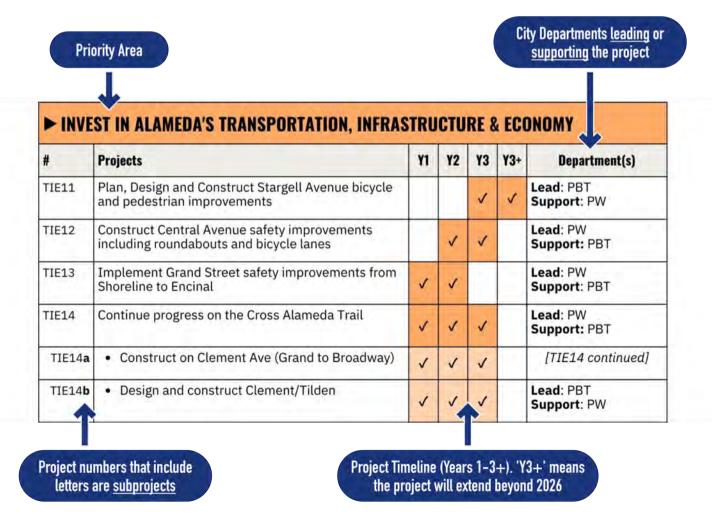


STRATEGIC PROJECTS

The Strategic Projects are the specific actions that the City needs to take to achieve each Strategic Priority and work toward realizing the longer-term vision. The following Strategic Projects were identified by City Council, the City Executive Leadership team, and key staff who are subject matter experts. Council then prioritized the projects through a dot voting exercise. The draft lists were further vetted by community members and the larger City organization through surveys and workshops.

The following pages detail the projects by priority area. Each table will include the project number ('#'), project description ('Projects'), anticipated timeline ('Y1', 'Y2', 'Y3', 'Y3+'), and supporting City departments ('Department(s)').

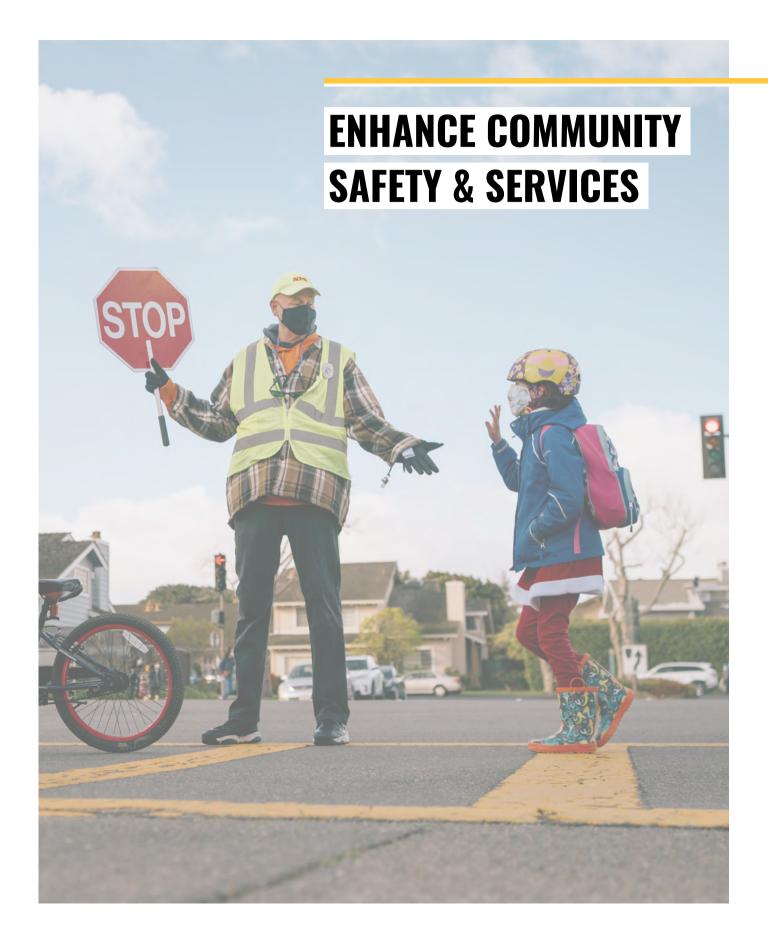
Below is a key, highlighting the organization of information.



STRATEGIC PROJECTS

In the project lists below, Departments are listed according to the acronyms in the table below.

	DEPARTMEN ⁻	T ACRONYMS	
AMP	Alameda Municipal Power	Fire	Fire Department
ARPD	Alameda Recreation & Parks Department	HR	Human Resources
BRED	Base Reuse and Economic Development	IT	Information Technology
CAO	City Attorney's Office	Library	Library
Clerk	City Clerk's Office	PBT	Planning, Building, Transportation
СМО	City Manager's Office	Police	Police Department
Finance	Finance Department	PW	Public Works



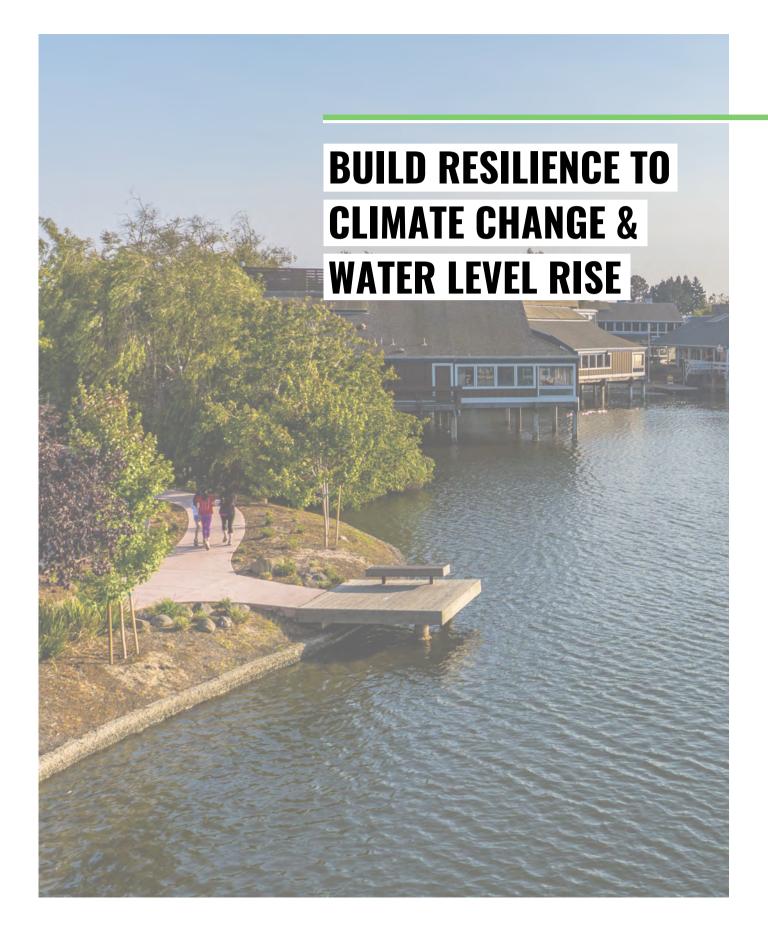


► ENHANCE COMMUNITY SAFETY & SERVICES # **Proiects Y1 Y2 Y3 Y3**+ Department(s) CS1 Explore opportunities for a branch library at Lead: Library Alameda Point, including interim options for service Support: Multiple **√** Departments expansion CS2 Plan, Fund and construct a tool and seed lending **Lead**: Library library at Jean Sweeney Open Space Park Support: ARPD Reimagine and update community library spaces, CS3 Library including teen room and computer lab Assess expansion of library hours available to the CS4 Library 1 **√** public Expand recreation programs to include broader and ARPD CS5 inclusive participation CS₆ Approve agreement for Lincoln and Franklin pools ARPD and expand community access Expand early childhood programs (ages 2 - 5) ARPD CS7 **√** CS8 Expand access to pickleball with new court ARPD construction or partnerships with existing tennis/pickleball courts Design and construct City Aquatic Center Lead: ARPD CS9 Support: PW ARPD Coordinate with Alameda Unified School District CS10 (AUSD) on the rebuild of the Alameda High School swim center Complete design and construct phase 2 of Estuary CS11 Lead: ARPD Park **Support**: PW CS12 Design and construct Cityview Skate Park expansion ARPD Implement Council direction to rename the park at ARPD CS13 Alameda Marina, including considering Svenson √ Maritime Park

► ENH	ANCE COMMUNITY SAFETY & SERVICES					
#	Projects	Y1	Y2	Y3	Y3+	Department(s)
CS14	Evaluate installing cameras at certain intersections to reduce speeding and redlight violations as permitted by law	√	√	√	√	Lead: Police Support: PBT
CS15	Install vehicle Automated License Plate Readers	√				Police
CS16	Continue implementing data driven, intelligence led policing strategies to reduce crime, including working with new crime analyst position and incentive program	√	√	√	√	Police
CS17	Implement police officer hiring program	√	√	√		Lead: Police Support: HR
CS18	Explore potential for a new or upgraded fire training facility				√	Lead: Fire Support: Multiple Departments
CS19	Upgrade and replace older Fire Hydrants throughout the City	√	√	√		Fire
CS20	Determine service needs for a new fire station at Alameda Point	√	√	√	√	Lead: Fire Support: Multiple Departments
CS21	Expand disaster preparedness	√	√	√	√	Lead: Fire Support: Multiple Departments
CS21 a	Provide regular training and education for staff and community	√	√	√	√	[CS21 continued]
CS21 b	Develop emergency water supply plan	√	√			[CS21 continued]
CS21 c	Implement and educate about the Disaster Response Plan	√	√			[CS21 continued]
CS22	Evaluate Alameda Fire Dept. facilities for security, access control and seismic resiliency	✓	✓			Lead: Fire Support: PW

► ENI	HANCE COMMUNITY SAFETY & SERVICES					
#	Projects	Y1	Y2	Y3	Y3+	Department(s)
CS23	Discuss results and plan implementation of the Community Risk Assessment: Standards of Cover report	√	√			Lead: Fire Support: Multiple Departments
CS24	Continue to seek out grant funding for the CARE Team	√	√	√	√	Lead: Fire Support: CMO
CS25	Plan inclusive holiday decorations and events	√				Lead: CMO Support: ARPD
CS26	Provide ongoing resources to enforce the ban on gas-powered leaf blowers	√				РВТ
CS27	Expand the City's capacity to handle domestic violence, stalking, elder abuse, and child abuse cases	✓	√	✓		Lead: CAO Support: Police
CS28	Implement inspection and investigative services for City prosecution, public rights, and rent programs	√	√	✓		Lead: CAO Support: Police





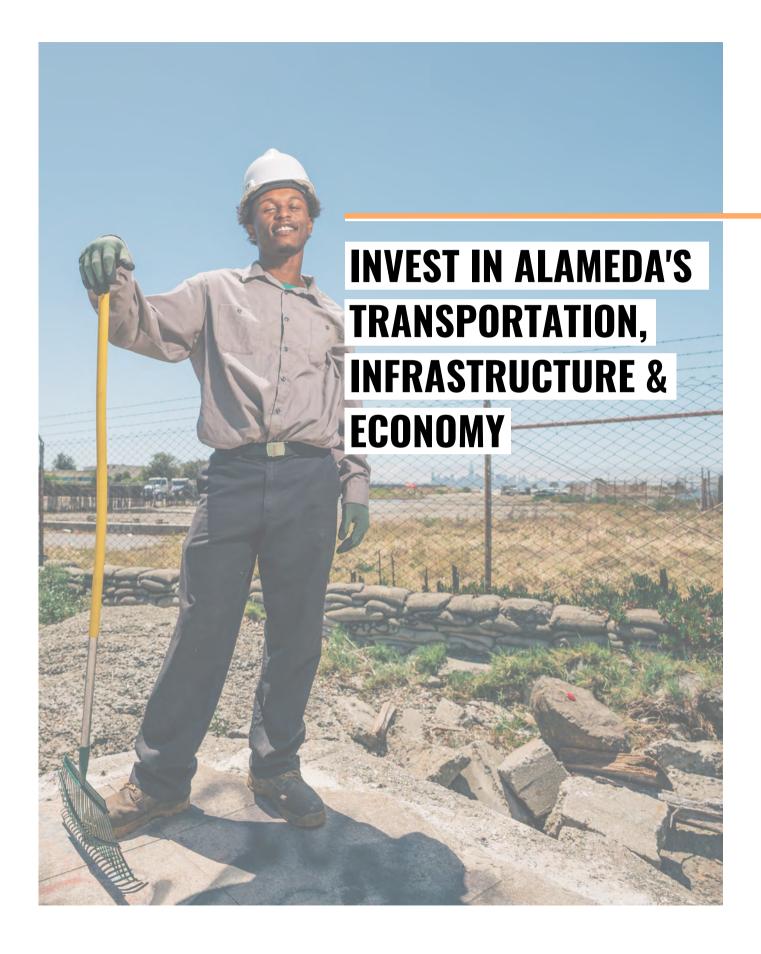


#	Projects	Y1	Y2	Y3	Y3+	Department(s)
CC1	Update 5-Year Climate Action and Resiliency Plan including greenhouse gas emission inventory	√	√			Lead: PBT Support: Multiple Departments
CC2	Implement electric vehicle (EV) charging at city- owned public parking lots and expand EV charging availability across the City	√	√			Lead: PBT Support: Multiple Departments
CC3	Complete and implement Urban Forest Plan for all City trees	√	√	✓	✓	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
CC6	Develop long-term adaptation plan and short-term adaptation projects	√	√	√	√	Lead: PBT Support: PW
CC6 a	Design adaptation project for the Veterans Court area and develop a vision for Bay Farm Island's northern waterfront	✓	√	✓	✓	[CC6 continued]
CC6 b	Oakland-Alameda Estuary Adaptation Project (includes flood protection for the Webster-Posey tube area)	√	√	✓	✓	[CC6 continued]
CC7	Integrate Green Infrastructure into the City's stormwater systems to slow and clean runoff before it enters the Bay	✓	✓	✓		PW
CC8	Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity	√	√	✓	1	PW

▶ BU	► BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE							
#	Projects	Y1	Y2	Y3	Y3+	Department(s)		
CC9	Update the Zero Waste Implementation Plan and provide public technical assistance	√	√	√		PW		
CC10	Educate the public on State law (SB 1383) and efforts to divert organic waste from the landfill	✓	√	√		PW		
CC11	Convert lawn at City Hall West (Alameda Point) to drought-tolerant landscape		√			PW		
CC12	Implement Solar Project on Doolittle (Mt Trashmore)		√			Lead: APM Support: Multiple Departments		









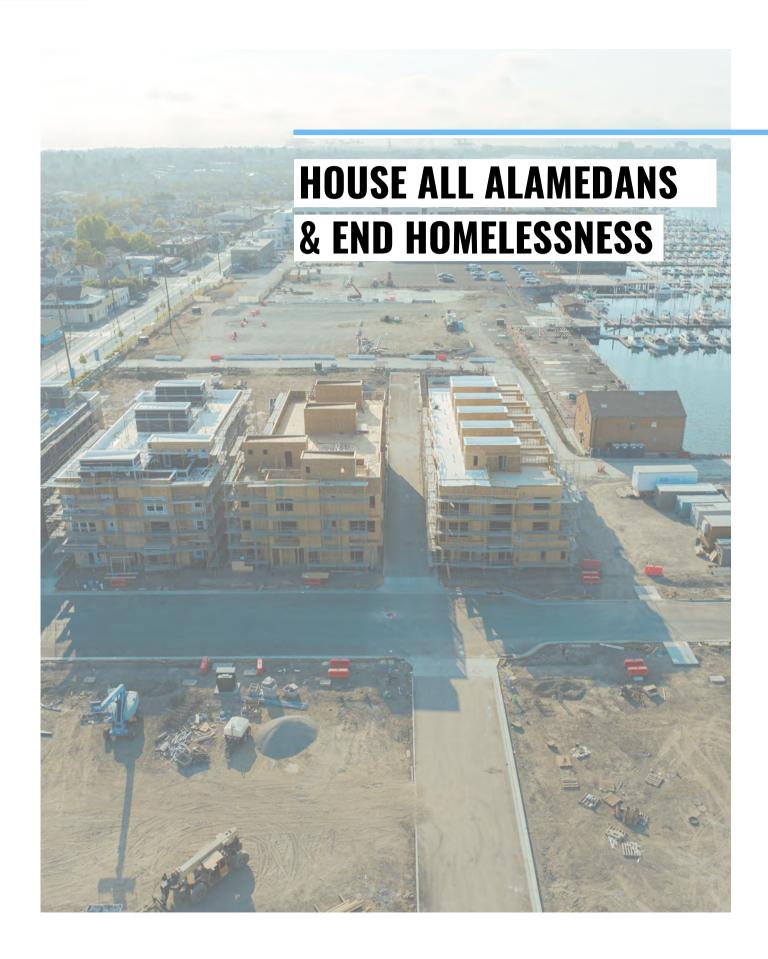
► INV	EST IN ALAMEDA'S TRANSPORTATION, INFRAS	TRU	CTU	RE 8	EC(DNOMY
#	Projects	Y1	Y2	Y3	Y3+	Department(s)
TIE1	Implement Vision Zero Rapid Response - After Fatal Crashes Program	√	✓	√	√	Lead: PBT Support: Multiple Departments
TIE2	Plan and identify funding for the design of a Bicycle Pedestrian Bridge 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
TIE5	Secure funding and detailed design for the Lincoln/Marshal/Pacific corridor project	√	√			Lead: PBT Support: PW
TIE6	Assess bicycle and pedestrian safety improvements on Mecartney Road, including consideration of a traffic signal	✓	✓	✓	✓	Lead: PW Support: PBT
TIE7	Implement a free public Water Shuttle pilot program on the west end	√	✓	√		PBT
TIE8	Advocate for ACTransit service enhancements for Alameda Point and Northern Waterfront (currently partially served by Line 96 and 19)	✓	✓	✓	✓	PBT
TIE9	Convert Slow Streets to Neighborhood Greenways as directed in the Active Transportation Plan	√	√			Lead: PBT Support: PW
TIE10	Plan, Design and Construct a backbone low-stress bicycle network, pedestrian safety, and traffic- calming projects	✓	✓	✓	✓	Lead: PBT Support: PW

► INVE	ST IN ALAMEDA'S TRANSPORTATION, INFRAS	TRU	CTU	RE 8	EC(DNOMY
#	Projects	Y1	Y2	Y3	Y3+	Department(s)
TIE11	Plan, Design and Construct Stargell Avenue bicycle and pedestrian improvements			√	√	Lead: PBT Support: PW
TIE12	Construct Central Avenue safety improvements including roundabouts and bicycle lanes		√	√		Lead: PW Support: PBT
TIE13	Implement Grand Street safety improvements from Shoreline to Encinal	√	√			Lead: PW Support: PBT
TIE14	Continue progress on the Cross Alameda Trail	√	√	√	✓	Lead: PW Support: PBT
TIE14a	Construct on Clement Ave (Grand to Broadway)	√	√	√		[TIE14 continued]
TIE14 b	Design and construct Clement/Tilden	√	√	√		Lead: PBT Support: PW
TIE15	Design and construct a Commercial Streets Program (restriping, parklets) for Park Street and Webster Street	√				Lead: PW Support: Multiple Departments
TIE16	Implement Safe Routes to School physical improvements		√	√	√	Lead: PW Support: PBT
TIE17	Implement paid parking at ferry terminals	√	√			Lead: PBT Support: PW
TIE18	Design and construct Civic Center Garage safety improvements	√	√			PW
ΓΙΕ19	Implement ADA plan for City programs, facilities, parks, streets, and sidewalks	√	√	√		Lead: PW Support: Multiple Departments

#	Projects	Y1	Y2	Y3	Y3+	Department(s)
TIE20	Continue infrastructure improvements at the Base including the design of Alameda Point Adaptive Reuse Area Phase 2 and 3		√			Lead: PW Support: BRED
TIE21	Assess and address infrastructure of Veteran's Building	√	√	✓	✓	Lead: PW Support: ARPD
TIE22	Identify reuse opportunities for the Carnegie Building		√	√		Lead: BRED Support: PW
TIE23	Rehabilitate 8 miles of sewer pipes	√	√	√		PW
TIE24	Underground utilities at Otis/Broadway	√	✓			AMP
TIE25	Adopt and implement new Public Art Master Plan	√	√	✓	√	BRED
TIE26	Install additional wayfinding signs at Alameda Point	√				BRED
TIE27	Implement the City's Alameda Point Disposition Strategy – renting and leasing City properties	✓	√	✓	✓	BRED
TIE28	Expand Citywide business economic development activities, including an Alameda Point attraction and retention program	✓	√	√	√	BRED
TIE29	Reinvigorate and manage the business façade grant program	√	√	✓	√	BRED
TIE30	Complete the revision for Special Event Permits	√				Lead: BRED Support: PBT
TIE31	Continue supporting AUSD and College of Alameda job and career fairs and career pathway opportunities	√	√	√		BRED
TIE32	Implement and manage Rise Up Alameda - the City's Guaranteed Income Program	✓	✓	✓		BRED

► INV	► INVEST IN ALAMEDA'S TRANSPORTATION, INFRASTRUCTURE & ECONOMY							
#	Projects	Y1	Y2	Y3	Y3+	Department(s)		
TIE33	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency	√	✓	✓		Lead: IT Support: Multiple Departments		
TIE34	Refresh the 5-year Strategic Technology Plan including research on a Citywide broadband network	√	✓	✓	✓	Lead: IT Support: Multiple Departments		
TIE35	Implement increased cybersecurity measures	√				IT		
TIE36	Migrate all City computers to Microsoft Office 365	√	✓			Lead: IT Support: Multiple Departments		





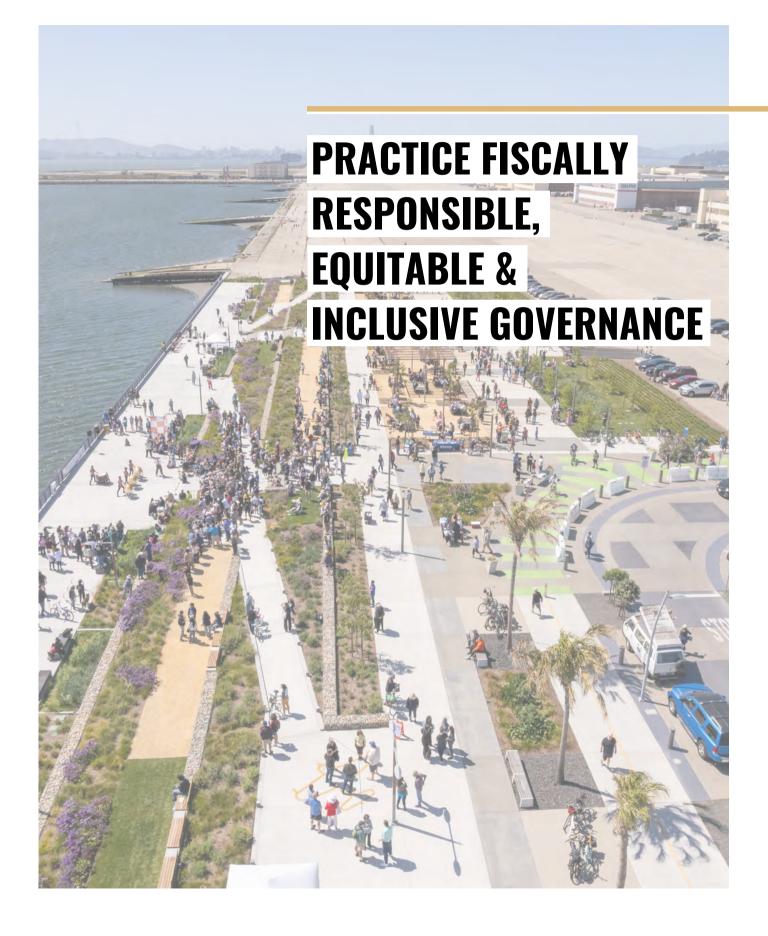


#	Projects	Y1	Y2	Y3	Y3+	Department(s)
HH1	Assess housing and human services functions and develop recommendations	√				СМО
HH2	Implement Homelessness Strategic Plan	√	√	✓	√	СМО
HH2 a	Supportive Services: Dine and Connect, Street Outreach, Flex Spending	√	√	√	√	[HH2 continued]
HH2 b	 Sheltering: Safe Parking, Emergency Supportive Housing, Warming Shelter, Day Center 	✓	√	√	✓	[HH2 continued]
HH2 c	 Relocate and expand Day Center and overnight shelter 	✓				[HH2 continued]
НН3	Further the preservation, rehabilitation, or construction of affordable housing in Alameda	√	√	√	✓	СМО
HH4	Research downpayment assistance program for first-time homebuyers		✓			СМО
HH5	Coordinate with Alameda Food Bank on their relocation and solicit purchase offers for Building 92	✓	√		✓	BRED
НН6	Support implementation of West Midway and RESHAP housing developments at Alameda Point	√	√	√	√	BRED
HH7	Implement Housing Element	√	√	√	√	Lead: BRED Support: PBT
НН7а	Next steps for a new residential development north of Midway at Alameda Point	√	√	√	√	BRED
HH7 b	 Consider seeking housing at Alameda Point along Central Ave 	✓	√	√	✓	BRED

► HOU	► HOUSE ALL ALAMEDANS & END HOMELESSNESS								
#	Projects	Y1	Y2	Y3	Y3+	Department(s)			
НН8	Streamline housing production	√	√			PBT			
НН8 а	Update Inclusionary Housing Ordinance	✓	√			Lead: PBT Support: CMO			
НН8 b	Update Subdivision Ordinance	√				Lead: PBT Support: PW			
НН8с	Revise Universal Design Ordinance to address building new townhome projects		✓			PBT			
HH8 d	Improve and streamline design review and building permit processes for housing per State law	✓				РВТ			
НН9	Propose new Short Term Rental (AirBnB) Ordinance		✓	✓		Lead: PBT Support: Multiple Departments			









► PRACTICE FISCALLY RESPONSIBLE, EQUITABLE & INCLUSIVE GOVERNANCE							
#	Projects	Y1	Y2	Y3	Y3+	Department(s)	
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	Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more	√				Finance	
GOV6	Create a comprehensive employee professional development program that includes succession planning	√	√	√	1	HR	
GOV7	Expand employee safety and wellness program			√	√	HR	
GOV8	Review and update employee classification specifications	√	√	√	✓	HR	
GOV9	Revitalize the employee performance evaluation and management program		√	√	✓	HR	
GOV10	Expand employee engagement and recognition program		√	√	✓	HR	
GOV11	Review and consider election reform	√	√			Clerk	
GOV12	Create Citywide communications plan	√	✓	✓	✓	СМО	
GOV12 a	Create annual communications report		√	√		[GOV12 continued]	
GOV12 b	Invest and expand media programming and access to Alameda updates		√	√		[GOV12 continued]	

► PRACTICE FISCALLY RESPONSIBLE, EQUITABLE & INCLUSIVE GOVERNANCE								
#	Projects	Y1	Y2	Y3	Y3+	Department(s)		
GOV13	Launch bi-annual residential satisfaction survey and employee engagement survey		√	√	√	СМО		
GOV14	Adopt Citywide Strategic Roadmap and update annually	√	√	√	✓	СМО		
GOV15	Complete and plan implementation of the Diversity, Equity, Inclusion, and Belonging Plan	√	√	√	√	СМО		



31 MONITORING PROGRESS Strategic Plan 2023

MONITORING & UPDATING THE STRATEGIC PLAN

Monitoring Progress

As part of the biennial budget process, City staff will provide a **progress report** to the City Council that includes an assessment of each project and overall progress for each strategic priority. In addition to semi-annual reporting, all staff reports for City Council agenda items will include a reference to any corresponding strategic priorities. City Council may also request additional progress reports, as needed.

Annual Review

During the **annual project review**, which will align with the biennial budget cycle, the City will provide a formal progress report to the City Council that includes an assessment of each project and overall progress toward each strategic priority. During the annual review, the City Council will **review the project lists** and make modifications and updates. Additional changes may be made outside of this cadence, as directed by the City Council.

Year 3 Update

A more robust **Strategic Plan update** will occur **every three years**, with the first update scheduled to begin in late 2025 with the intent to adopt a new plan by June 2026 to align with the budget cycle. At this time the City Council may revise the existing Strategic Plan, including the **vision**, **strategic priorities** and **projects**, or develop an entirely new Strategic Plan for Fiscal Years 2026/27 - 2029/30.

During the Strategic Plan update process, the City commits to **engaging staff and community members** in the process. This includes evaluating and learning from past engagement efforts. Importantly, the City will review demographic engagement data to identify which demographics may have been left out and will make intentional efforts to reach these populations in future iterations.

STAKEHOLDER ENGAGEMENT PROCESS

Stakeholder Process Timeline

The Strategic Plan was developed with input from diverse staff and community members. Engagement efforts were aimed at identifying areas of alignment between City Council, city staff, and the community, to inform a meaningful and broadly-supported Strategic Plan. Over the course of 8 months, the City applied this framework to guide strategic planning and engagement activities.

February - March 2023: Discovery Phase and Draft Vision and Priorities

Throughout February and March an in-depth discovery process analyzed existing assets relevant to the development of a citywide strategic plan. This included reviewing city department work plans, previous priority-setting documents, and community surveys. The discovery phase also consisted of individual interviews with each City Council member, as well as a meeting with the City Executive Team listening sessions with City staff to understand their vision for the future of Alameda, assess key issues, and identify an initial list of priorities and projects for the coming years. These activities culminated in a City Council meeting on March 6, 2023 to discuss a draft vision and set of guiding priorities.

April - May 2023: Staff Input on Vision and Priority Setting

The discovery process resulted in drafts of a vision and key priorities that were further vetted and refined through participatory engagement with City staff. This included 1:1 interviews with staff members from across departments and levels in the organization, and a meeting with the City's Equity Working Group, which includes staff from all departments working on draft recommendations that will be included in the City's Diversity, Equity, Inclusion, and Belonging (DEIB) Plan. Throughout March, multiple focus groups were conducted with city staff to find alignment on emerging priorities and emphasize new priorities. Additionally, the focus groups allowed city staff to discuss challenges of implementing previous plans and provide feedback on the coordination of daily decision-making throughout departments.

Following the focus groups, the Executive Management Team led an effort to compile draft projects lists to correspond with each priority area, which included further involvement from City staff via various team meetings.

All City staff were also invited to provide input on the draft vision, an online survey was shared with allCity staff. Ahead of a second City Council meeting, the Executive Management Team responded to a survey to share their feedback on the draft vision, priorities, and project lists. Information collected during the executive team meetings, staff focus groups, and survey was aggregated and brought forth to City Council on April 24, 2023 for discussion and consideration.



Credit: Photo taken by CivicMakers, at a community engagement event in 2023. All other photography in the Strategic Plan belongs to Maurice Ramirez.

May - July 2023: Community Engagement and Data Analysis

The second City Council meeting incorporated feedback from city staff engagement and resulted in a draft of the Strategic Plan, which was shared broadly with the Alameda community for feedback. Engagement opportunities for community members included 5 in-person pop-up workshops at well-trafficked locations around the City, 2 online workshops, and an online survey. Engagement opportunities for city staff at large included various staff meetings, a gallery walk (for staff to review information and add comments in their own time), and an online survey. Broad community and staff input was summarized in a report and shared back to the City Council.

<u>Aug - Sept 2023:</u> Drafting the Plan and Adoption

The City prepared a final draft of the Strategic Plan that incorporated community and staff input, including revisions to the vision, priorities, and projects. The final draft was shared with the City Council on September x and was adopted by a x-x majority.

[Signatures to be added below upon approval]

THANK YOU

Mayor Ezzy Ashcraft

Vice Mayor Daysog

Councilmember Jensen

Councilmember Herrera Spencer

Councilmember Vella

ACKNOWLEDGEMENTS

Strategic Plan Compiled & Prepared by:



Photography Credit: