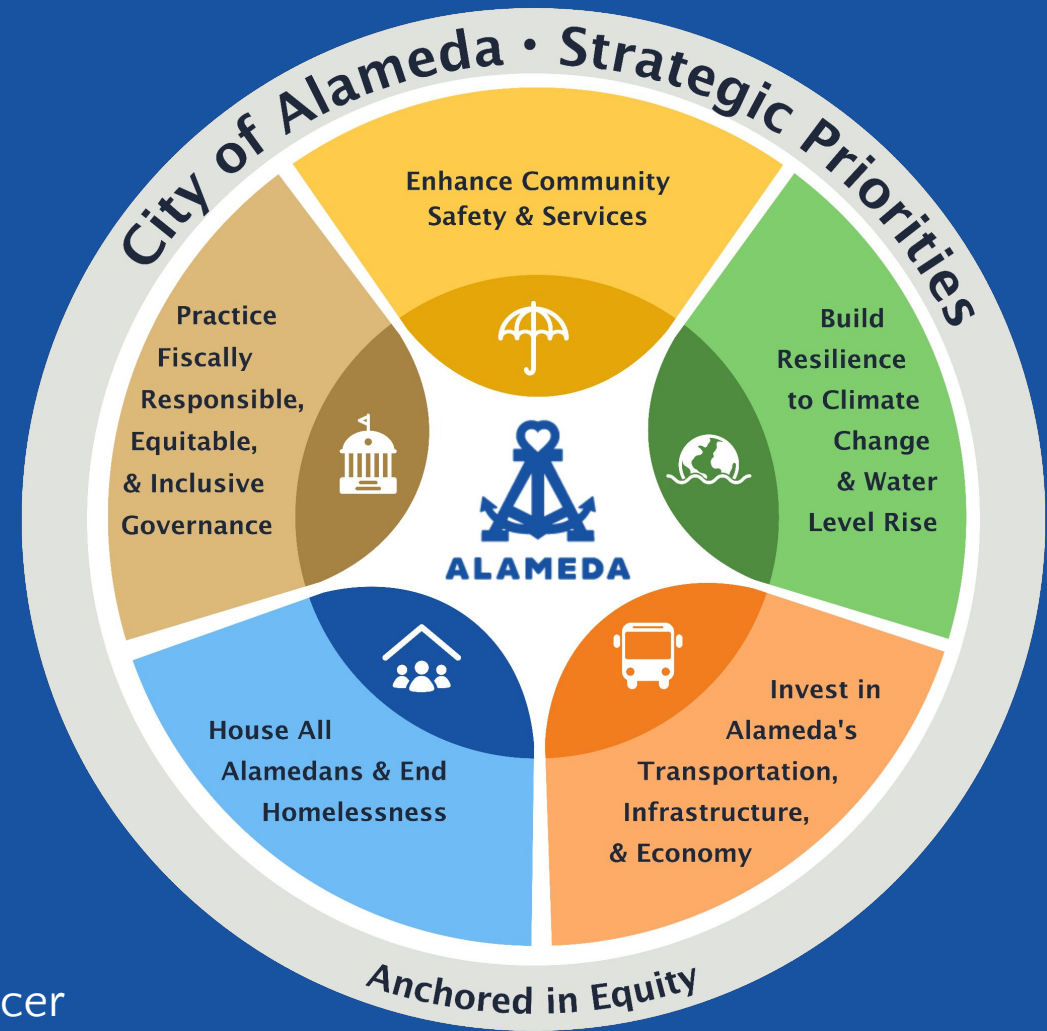


# Strategic Plan Final Report

## City Council Meeting

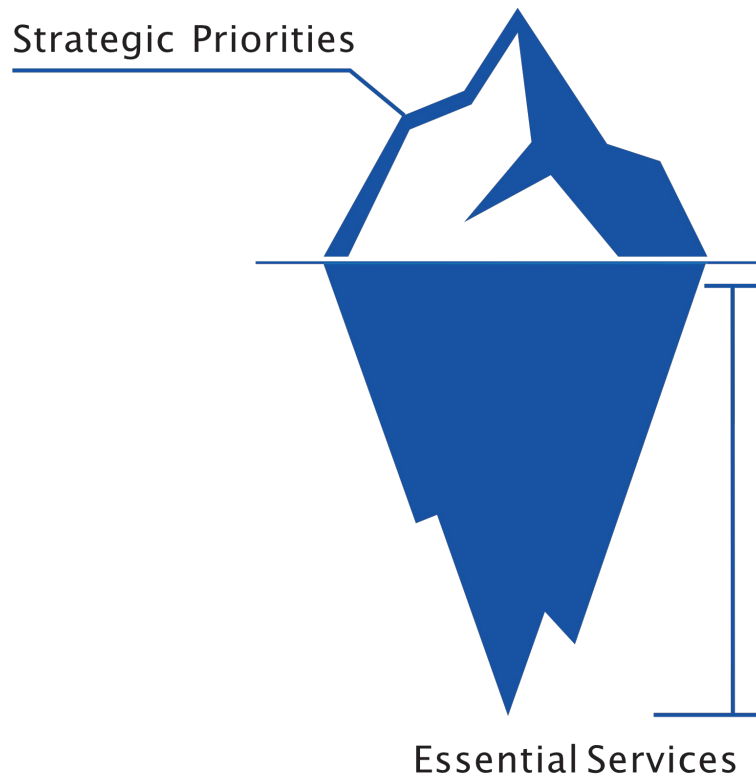
Sarah Henry, Communications & Legislative Affairs Officer



September 19, 2023



# Why do we need a Strategic Plan?

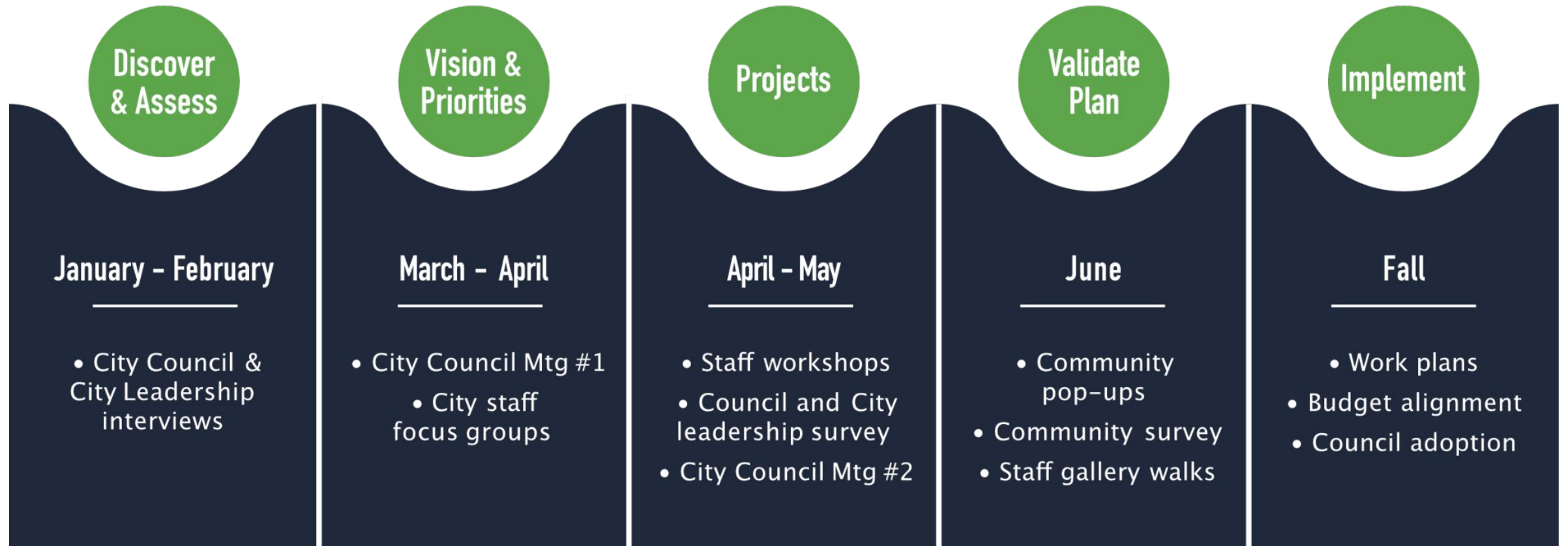


The draft Strategic Plan aligns the City Council, community, and staff around a clear vision, set of strategic priorities, and projects that will be launched in the next three years

The City has many **existing plans** (i.e. General Plan, Active Transportation Plan, Climate Action and Resiliency Plan, Vision Zero Action Plan) and provides many **essential services** as part of our day-to-day operations that are incorporated into the Strategic Plan.

The strategic plan helps us be more **proactive and forward-thinking** in response to the City Council's priorities and emergent community needs.

# Strategic Planning Process and Timeline

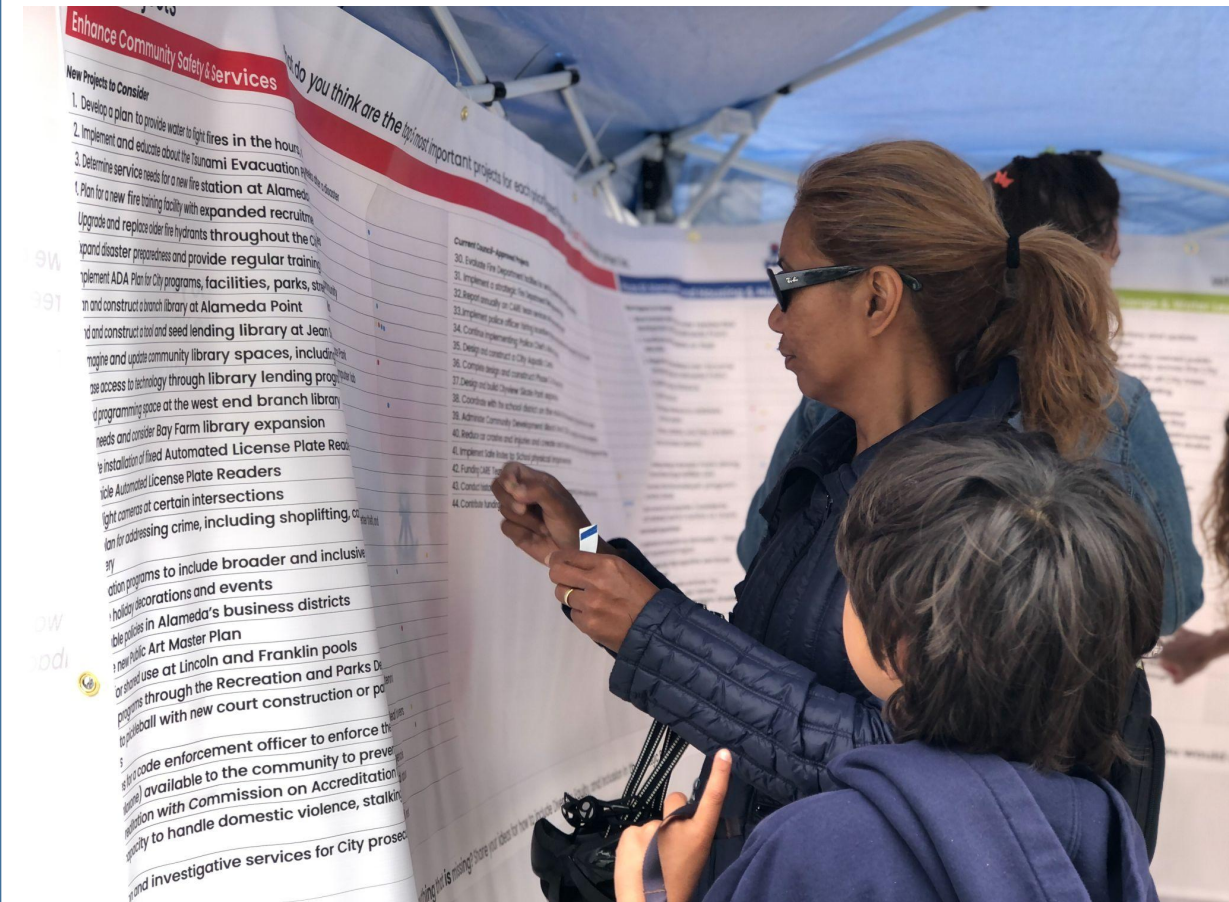


# Community & Staff Engagement

February 2023 – June 2023

- Online survey
- Community pop-ups
- Email and social media outreach
- Staff gallery walks

**Over 1,000 people** were engaged in providing feedback on the draft Vision, Priorities, and projects.





# Community & Staff Engagement Dates & Locations



## Community Pop-Up Workshops

- Tuesday, May 30, 9am-1pm, Alameda Farmers Market
- Tuesday, May 30, 6-7pm, Zoom
- Friday, June 2, 12-1pm, Zoom
- Saturday, June 3, 9am-1pm, Alameda Farmers Market
- Monday, June 5, 5-6pm, Lincoln Park
- Tuesday, June 6, 6-7pm, City Hall

## Staff Gallery Walk Engagements:

City Hall (1) · City Hall West (1) · Alameda Municipal Power (1) · Alameda Free Library (1) · Police Station (1) · Fire Stations (4) · Alameda Recreation & Parks Department (1) · Maintenance Service Center (1) · Fleet Garage (1)



# Community & Staff Engagement Findings

- 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 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 our roads in a way that is environmentally friendly
- City Staff emphasized the importance of investing in public transportation as we add more housing in Alameda





# Vision Statement

(Short Version)

*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 fiscally responsible, invested in its staff, and committed to equity.*

# Draft Strategic Plan



The City Manager's Office and CivicMakers used the feedback we received through our work sessions and engagement efforts to draft a Strategic Plan that will help guide the City's priorities for the next three fiscal years. The draft plan incorporates and includes all other City Council approved plans.






# Draft Strategic Plan

14 ENHANCE COMMUNITY SAFETY & SERVICES Strategic Plan 2023					
PROJECT LIST					
► ENHANCE COMMUNITY SAFETY & SERVICES					
#	Projects	Y1	Y2	Y3	Department(s)
C31	Explore opportunities for a branch library at Alameda Point, including interim options for service expansion	✓	✓	✓	Lead: Library Support: Multiple Departments
C32	Plan, fund and construct a tool and seed lending library at Main Secondary Open Space Park	✓	✓	✓	Lead: Library Support: ARPD
C33	Reorganize and update community library spaces, including teen room and computer lab	✓	✓	✓	Library
C34	Assess expansion of library hours available to the public	✓	✓	✓	Library
C35	Expand recreation programs to include broader and inclusive participation	✓	✓	✓	ARPD
C36	Approve agreement for Lincoln and Franklin pools and expand community access	✓	✓	✓	ARPD
C37	Expand early childhood programs (ages 2-5)	✓	✓	✓	ARPD
C38	Expand access to pickleball with new court construction or partnerships with existing tennis/pickleball courts	✓	✓	✓	ARPD
C39	Design and construct City Aquatic Center	✓	✓	✓	Lead: ARPD Support: PW
C40	Coordinate with Alameda Unified School District (AUSD) on the rebuild of the Alameda High School lawn center	✓	✓	✓	ARPD
C41	Complete design and construct phase 2 of Estuary Park	✓	✓	✓	Lead: ARPD Support: PW
C42	Design and construct Cityview Skate Park expansion	✓	✓	✓	ARPD
C43	Implement Council direction to rename the park at Alameda Marina, including considering Surman Maritime Park	✓	✓	✓	ARPD
Response Plan					
C42	Evaluate Alameda Fire Dept. facilities for security, access control and seismic resiliency	✓	✓	✓	Lead: Fire Support: PW

15 BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE Strategic Plan 2023					
PROJECT LIST					
► BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE					
#	Projects	Y1	Y2	Y3	Department(s)
C44	Update 5-Year Climate Action and Resiliency Plan including greenhouse gas emission inventory	✓	✓	✓	Lead: PW Support: Multiple Departments
	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	✓	✓	✓	Lead: PW Support: Multiple Departments
	Complete and implement Urban Forest Plan for all City trees	✓	✓	✓	Lead: PW Support: Multiple Departments
	Complete Du-Pont Park design and seek construction funding	✓	✓	✓	Lead: ARPD Support: Multiple Departments
	On plot	✓	✓	✓	PBT
	Reform	✓	✓	✓	Lead: PW Support: PW
	City Court Branch	✓	✓	✓	(COCs continued)
	Point of Entry	✓	✓	✓	(COCs continued)
	Before	✓	✓	✓	PW
	After the P	✓	✓	✓	PW
Y3 Y3+ Department(s)					
	Lead: Fire Support: Multiple Departments				
	Lead: Fire Support: CHD				
	Lead: CHD Support: ARPD				
	PBT				
	Lead: CAO Support: Police				
	Lead: CAO Support: Police				
	(C42 continued)				
	(C42 continued)				
	(C42 continued)				

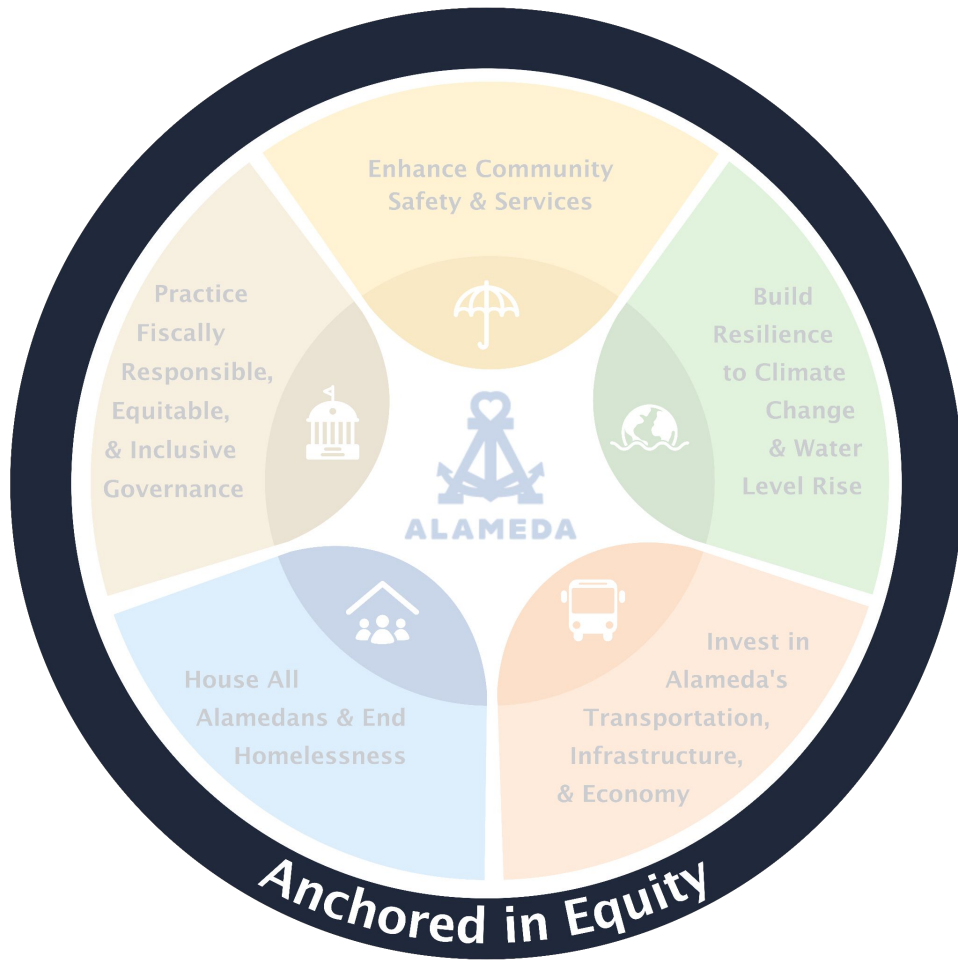


Projects in the Plan are organized by a Fiscal Year timeline, the City department(s) leading or supporting the project, and **Strategic Priority**:

- Enhance Community Safety & Services
- Build Resilience to Climate Change & Water Level Rise
- Invest in Alameda's Transportation, Infrastructure, & Economy
- House All Alamedans & End Homelessness
- Practice Fiscally Responsible, Equitable, & Inclusive Governance



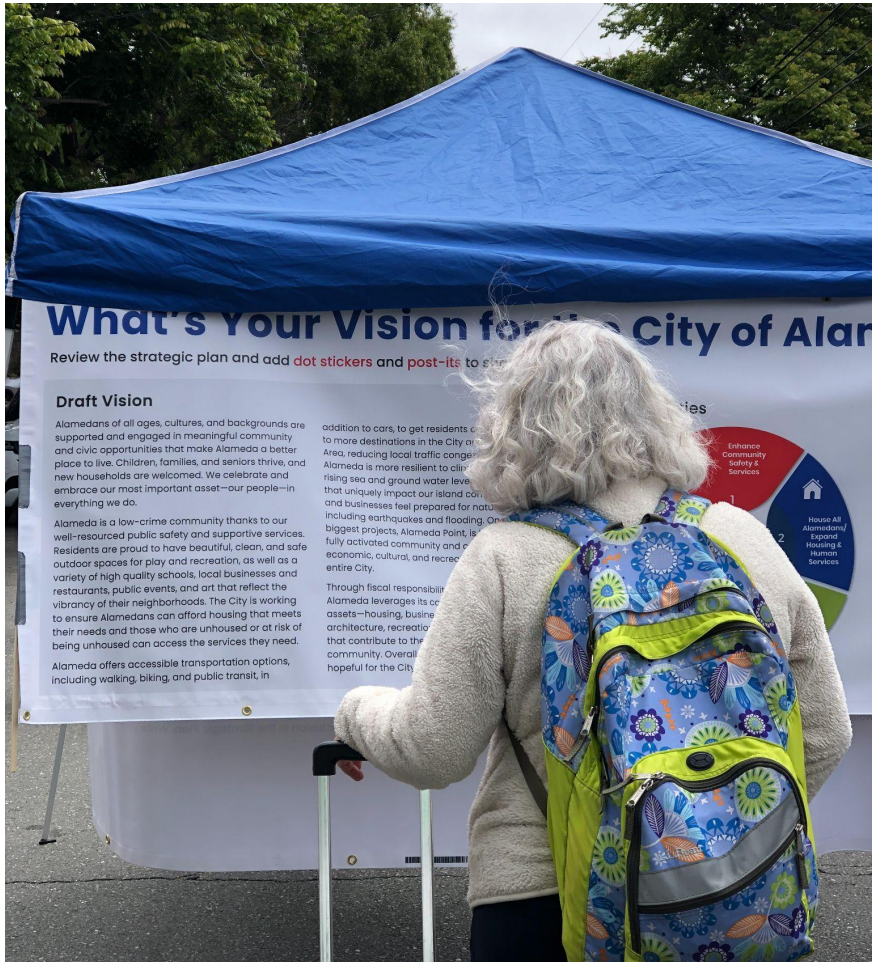
# Diversity, Equity, Inclusion & Belonging



- Alameda's vision and strategic priorities are anchored in equity, with DEIB goals stated throughout the draft plan.
- As a first step, the City is in the process of creating a Diversity, Equity, Inclusion, and Belonging (DEIB) Plan.

*A staff-led working group will be formed to develop a set of guiding questions to further inform strategic projects towards equitable outcomes.*

# Next Steps



Staff will incorporate feedback from the City Council tonight into a final Strategic Plan that will return the City Council for approval. Staff will then return to the Council annually with updates.