



CITY OF ALAMEDA

STRATEGIC PLAN

Fiscal Year 2024 - 2025
Progress Report

April 2025







PROGRESS REPORT

This report provides an update on the progress of the City of Alameda's 2023-2026 Strategic Plan adopted by City Council on November 21, 2023. The plan outlines a shared vision for Alameda's future, along with key priorities and specific projects to achieve them. The projects in the Strategic Plan are reviewed and adjusted each year as part of the City's annual budget process.

The following project lists use a key to show each project's status: completed, on track, not on track, with revised timelines, and indicates any newly added projects.

KEY

	Project Completed		Revised Project Years (Grey Box)
	Project On Track		Newly Added Project

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PROJECT LIST



► 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	■	■	■		Library	→
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 ¹			■	■	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	→
CS8	Expand access to pickleball with new court construction or partnerships with existing tennis/pickleball courts	■	■	■		ARPD	✓
CS9	Explore indoor pickleball courts at vacant retail locations	■	■	■	■	ARPD	✓
CS10	Design and construct City Aquatic Center	■	■	■	■	Lead: ARPD Support: PW	→
CS11	Coordinate with Alameda Unified School District (AUSD) on the rebuild of the Alameda High School swim center ²	■	■	■	■	ARPD	→

¹ Revised from FY 23/24 to FYs 25/26 - FY 26/27. Furniture acquisition is taking longer than expected.

² Revised from FY 23/24 - FY 25/26 to FY 23/24 - FY 26/27. AUSD is having issues with soils delaying construction.

► ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CS12	Complete design and construct phase 2 of Estuary Park ³	■	■	■		Lead: ARPD Support: PW	→
CS13	Design and construct Cityview Skate Park expansion ⁴		■	■		ARPD	→
CS14	Jean Sweeney Park Trail Connector Project ⁵	■	■	■		ARPD	→
CS15	Implement Council direction to rename the park at Alameda Marina, including considering Svenson Maritime Park	■				ARPD	✓
CS16	Review the Alameda Municipal Power Infrastructure Master Plan		■			AMP	→
CS17	Evaluate installing cameras at certain intersections to reduce speeding and redlight violations as permitted by law	■	■	■	■	Lead: Police Support: PBT	→
CS18	Install vehicle Automated License Plate Readers	■				Police	✓
CS19	Continue implementing data driven, intelligence led policing strategies to reduce crime, including working with new crime analyst position and incentive program	■	■	■	■	Police	→
CS20	Implement police officer hiring program	■	■	■		Lead: Police Support: HR	→
CS21	Explore potential for a new or upgraded fire training facility, including Peralta + regional use with a revenue focus and possible regional police training component	■	■	■	■	Fire	→
CS22	Upgrade and replace older Fire Hydrants throughout the City	■	■	■		Fire	→

³ Revised from FY 23/24 - FY 24/25 to FY 23/24 - FY 25/26. The park will start construction in 2025.

⁴ Revised from FY 23/24 to FY 23/24 - FY 24/25. Overall project construction will extend into early 2026 due to staff capacity.

⁵ Revised from FY 23/24 to FY 23/24 - FY 24/25. Project delayed by DTSC soil management plan approvals.

► ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CS23	Determine service needs for a new fire station at Alameda Point	■	■	■	■	Fire	→
CS24	Expand disaster preparedness	■	■	■	■	Fire	→
CS24a	<ul style="list-style-type: none"> Provide regular training and education for staff and community 	■	■	■	■	[CS24 continued]	→
CS24b	<ul style="list-style-type: none"> Develop, identify funding for, and implement emergency water plan 	■	■			[CS24 continued]	→
CS24c	<ul style="list-style-type: none"> Implement and educate about the Disaster Response Plan 	■	■			[CS24 continued]	→
CS25	Evaluate Alameda Fire Dept facilities for security, access control and seismic resiliency	■	■			Lead: Fire Support: PW	→
CS26	Discuss results and plan implementation of the Community Risk Assessment: Standards of Cover report	■	■			Fire	→
CS27	Continue to seek out grant funding for the CARE Team	■	■	■	■	Lead: Fire Support: CMO	→
CS28	Plan inclusive holiday decorations and events	■				Lead: CMO Support: ARPD	✓
CS29	Provide ongoing resources to enforce the ban on gas-powered leaf blowers	■	■	■	■	PBT	→
CS30	Expand the City's capacity to handle domestic violence, stalking, elder abuse, and child abuse cases	■	■	■		Lead: CAO Support: PD	→
CS31	Implement inspection and investigative services for City prosecution, public rights, and rent programs	■	■	■		Lead: CAO Support: PD	→

► ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CS32	Council Referral to study current zoning regulations for liquor stores ⁶		■	■	■	PBT	→
CS33	[NEW] Add Street Vendor Ordinance		■	■		Lead: PW Support: PBT	[NEW]
CS34	[NEW] Negotiate police officer retention program for mid-career officers (years 6 to 10)		■	■		Lead: HR Support: PD	[NEW]
CS35	[NEW] Continue implementing community policing and sector specific beat meetings		■	■	■	PD	[NEW]
CS36	[NEW] Enhance efforts to expand AC Alert including internal user trainings and criteria for use		■	■		CMO	[NEW]

⁶ Revised from FY 24/25 - FY 25/26 to FYs 24/25- FY 26/27.



PROJECT LIST

► 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	■	■			PBT	✓
CC2	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City ¹	■	■	■	■	PBT	→
CC3	Complete and implement Urban Forest Plan for all City trees. Strengthen tree protection ordinance and expand the urban forest	■	■	■	■	PBT	→
CC4	Complete De-Pave Park design and seek construction funding	■	■	■		ARPD	→
CC5	Implement Equitable Building Decarbonization pilot programs	■	■	■	■	PBT	→
CC6	Develop long-term adaptation plan and short-term adaptation projects	■	■	■	■	Lead: PBT Support: PW	→
CC6a	<ul style="list-style-type: none"> Design adaptation project for the Veterans Court area and develop a vision for Bay Farm Island's northern waterfront 	■	■	■	■	[CC6 continued]	→
CC6b	<ul style="list-style-type: none"> 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	→

¹ Revised from FY 23/24 - FY 24/25 to FYs 23/24 - FY 26/27. Chargers are being installed starting in 2025.

► BUILD RESILIENCE TO CLIMATE CHANGE & WATER LEVEL RISE							
#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CC8	Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity	■	■	■	■	PW	→
CC9	Update the Zero Waste Implementation Plan and provide public technical assistance	■	■	■		PW	→
CC10	Educate the public on State law (SB1383) and efforts to divert organic waste from the landfill and promote other landfill diversion programs offered by ACI, Stopwaste, Ridwell, Okapi	■	■	■		PW	→
CC11	Convert lawn at City Hall West (Alameda Point) to drought-tolerant landscape and later evaluate for new sports complex		■			PW	✓
CC12	Implement Solar Project on Doolittle (Mt Trashmore) ²		■	■		AMP	→

² Revised from FY 24/25 to FY 24/25 - FY 25/26. AMP PUB remains interested but AMP is using resources for Aquatic Center electrification project



PROJECT LIST

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIEH1	Implement Vision Zero Rapid Response - After Fatal Crashes Program	■	■	■	■	PBT	→
TIEH2	Plan and identify funding for the design of a Bicycle Pedestrian Bridge on the West End	■	■	■		Lead: PBT Support: CMO	→
TIEH3	Advocate bringing fixed rail (such as BART) to Alameda	■	■	■	■	Lead: PBT Support: CMO	→
TIEH4	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	■	■	■	■	Lead: PW Support: PBT	→
TIEH5	Secure funding and detailed design for the Lincoln/Marshall/Pacific corridor project	■	■	■	■	Lead: PBT Support: PW	→
TIEH6	Assess bicycle and pedestrian safety improvements on Mecartney Road, including consideration of a traffic signal	■	■	■	■	Lead: PW Support: PBT	→
TIEH7	Implement a free public Water Shuttle pilot program on the west end	■	■	■		PBT	✓
TIEH8	Advocate for AC Transit service enhancements for Alameda Point and Northern Waterfront (currently partially served by Line 96 and 19)	■	■	■	■	PBT	→
TIEH9	Convert Slow Streets to Neighborhood Greenways as directed in the Active Transportation Plan		■	■	■	Lead: PBT Support: PW	→
TIEH10	Plan, design and construct a backbone low-stress bicycle network, pedestrian safety, and traffic-calming projects	■	■	■	■	Lead: PBT Support: PW	→

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIEH11	Plan, design and construct Stargell Avenue bicycle and pedestrian improvements			■	■	Lead: PBT Support: PW	→
TIEH12	Construct Central Avenue safety improvements including roundabouts and bicycle lanes		■	■		Lead: PW Support: PBT	→
TIEH13	Implement Grand St safety improvements from Shoreline to Encinal	■	■			Lead: PW Support: PBT	→
TIEH14	Continue progress on the Cross Alameda Trail	■	■	■	■	Lead: PW Support: PBT	→
TIEH14a	• Construct on Clement Ave (Grand to Broadway)	■	■	■		PW	→
TIEH14b	• Design and construct Clement/Tilden	■	■	■		Lead: PBT Support: PW	→
TIEH15	[NEW] Develop and implement a vacancy strategy in commercial districts		■	■		BRED	→
TIEH16	Implement Safe Routes to School physical improvements		■	■	■	Lead: PW Support: PBT	→
TIEH17	Implement paid parking at ferry terminals (prioritize Harbor Bay) ¹	■	■	■		Lead: PW Support: PBT	→
TIEH18	Design and construct Civic Center Garage safety improvements ²	■	■	■		PW	→
TIEH19	Implement ADA (Americans with Disabilities Act) plan for City programs, facilities, parks, streets, and sidewalks	■	■	■		PW	→
TIEH20	Continue infrastructure improvements at the Base including the design of Alameda Point Adaptive Reuse Area Phase 2 and 3		■			Lead: PW Support: BRED	✓

¹ Revised from FY 23/24 - FY 24/25 to FY 23/24 - FY 25/26. Delayed due to coordination needs with SF Bay Ferry.

² Revised from FY 23/24 - FY 24/25 to FY 23/24 - FY 25/26. Extended design phase due to challenges in meeting ADA standards.

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIEH21	Rehabilitate 8 miles of sewer pipes	■	■	■		PW	→
TIEH22	Underground utilities at Otis/Broadway ³	■	■	■		AMP	→
TIEH23	Adopt and implement new Public Art Master Plan	■	■	■	■	BRED	→
TIEH24	Install additional wayfinding signs at Alameda Point ⁴	■		■		BRED	✓
TIEH25	Implement the City's Alameda Point Disposition Strategy – renting and leasing City properties and evaluate renewal provisions	■	■	■	■	BRED	→
TIEH26	Expand Citywide business economic development activities, including an Alameda Point attraction and retention program	■	■	■	■	BRED	→
TIEH27	Reinvigorate and manage the business facade grant program	■	■	■	■	BRED	→
TIEH28	Complete the revision for Special Event Permits	■				Lead: BRED Support: PBT	✓
TIEH29	Continue supporting AUSD and College of Alameda job and career fairs and career pathway opportunities	■	■	■		BRED	→
TIEH30	Implement and manage Rise Up Alameda - the City's Guaranteed Income Program	■	■	■		BRED	→
TIEH31	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency and implement free public WiFi	■	■	■		IT	→
TIEH32	Refresh the 5-Year Strategic Technology Plan including research on a Citywide broadband network	■	■	■	■	IT	→

³Revised from FY 23/24 - FY 24/25 to FY 23/24 - FY 25/26. Delayed while AMP obtains a new Caltrans permit.

⁴Revised from FY 23/24 to FY 25/26. While this is technically completed, the wayfinding has been vandalized since and needs restoration.

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIEH33	Implement increased cybersecurity measures	■				IT	✓
TIEH34	Migrate all City computers to Microsoft Office 365	■	■			IT	→
TIEH35	Protect historic resources	■	■	■	■	PBT	→
TIEH35a	<ul style="list-style-type: none"> Reuse and renovate buildings in NAS Alameda Historic District consistent with Secretary of Interior standards, with consultation and approval by Historic Advisory Board, as feasible 	■	■	■	■	Lead: BRED Support: PBT	→
TIEH35b	<ul style="list-style-type: none"> Assess and address infrastructure of Veteran's Building 	■	■	■	■	Lead: PW Support: ARPD	→
TIEH35c	<ul style="list-style-type: none"> Identify reuse opportunities for the Carnegie Building 		■	■		Lead: BRED Support: PW	→
TIEH35d	<ul style="list-style-type: none"> Rehabilitate and maintain Big Whites at Alameda Point, consistent with existing capital improvement program 	■	■	■	■	Lead: BRED Support: PBT	→
TIEH35e	<ul style="list-style-type: none"> Work with Alameda Museum to identify available resources and expand inclusivity of historical representation 	■				Library	✓
TIEH35f	<ul style="list-style-type: none"> Alameda Municipal Garage Rehabilitation Project, including repairing/replacing windows, roof and paint 				■	PW	→
TIEH35g	<ul style="list-style-type: none"> City Hall Complex Garage improvements 				■	PW	→
TIEH35h	<ul style="list-style-type: none"> Prepare a landscaping plan to address diseased trees and overgrowth in the historic district 	■				BRED	✓

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIEH36	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		■	■	■	Lead: BRED Support: CMO	→
TIEH37	Dredging and repair at Alameda's piers			■	■	BRED	→
TIEH38	[NEW] Continue implementing intersection daylighting on high injury corridors and as part of the street paving program		■	■	■	Lead: PW Support: PBT	[NEW]
TIEH39	[NEW] 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			■	■	Lead: BRED Support: CMO	[NEW]

PROJECT LIST



► HOUSE ALL ALAMEDANS & END HOMELESSNESS

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
HH1	Assess housing and human services functions and develop recommendations	■				CMO	✓
HH2	Implement Homelessness Strategic Plan	■	■	■	■	CMO	→
HH2a	• Supportive Services: Dine and Connect, Street Outreach, Flex Spending	■	■	■	■	[HH2 continued]	→
HH2b	• Sheltering: Safe Parking, Emergency Supportive Housing, Warming Shelter Day Center	■	■	■	■	[HH2 continued]	→
HH2c	• Relocate and expand Day Center and overnight shelter		■	■		[HH2 continued]	→
HH3	Further the preservation, rehabilitation, or construction of affordable housing in Alameda and research other innovative affordable programs to increase affordable housing.	■	■	■	■	CMO	→
HH4	Research downpayment assistance program for first-time homebuyers		■			CMO	✓
HH5	Coordinate with Alameda Food Bank on their relocation and solicit purchase offers for Building 92	■	■		■	BRED	→
HH6	Support implementation of West Midway (mixed use) and RESHAP (supportive housing) developments at Alameda Point	■	■	■	■	BRED	→

► 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	<ul style="list-style-type: none"> Next steps for a new residential development north of Midway at Alameda Point 	■	■	■	■	[HH7 continued]	→
HH7b	<ul style="list-style-type: none"> Consider seeking housing at Alameda Point along Central Ave 	■	■	■	■	[HH7 continued]	→
HH8	Streamline housing production	■	■	■	■	PBT	→
HH8a	<ul style="list-style-type: none"> Update Inclusionary Housing Ordinance and include preferences for certain sectors including public safety and education. 	■	■			[HH8 continued]	→
HH8b	<ul style="list-style-type: none"> Update Subdivision Ordinance 	■				[HH8 continued]	✓
HH8c	<ul style="list-style-type: none"> Revise Universal Design Ordinance to address building new townhome projects 		■			[HH8 continued]	→
HH8d	<ul style="list-style-type: none"> Improve and streamline design review and building permit processes for housing per State law 	■				[HH8 continued]	✓
HH9	Propose new Short Term Rental (AirBnB) Ordinance		■	■		PBT	→
HH10	[NEW] Identify ongoing funds for Dignity Village (affordable housing).		■	■	■	Lead: HHS Support: CMO	[NEW]
HH11	[NEW] Research if development ideas outside of but adjacent to AP proper counts to Navy-Alameda housing cap.		■	■		BRED	[NEW]



PROJECT LIST

► 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. Reviewed by City's auditor ¹			■		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	→
GOV6	Expand employee safety and wellness program			■	■	HR	→
GOV7	Review and update employee classification specifications	■	■	■	■	HR	→
GOV8	Revitalize the employee performance evaluation and management program		■	■	■	HR	→
GOV9	Expand employee engagement and recognition program		■	■	■	HR	→
GOV10	Review and consider election reform	■	■			Clerk	✓
GOV11	Create and implement Citywide communications plan	■	■	■	■	CMO	→
GOV11a	• Create annual communications report		■	■		[GOV11 continued]	→

¹ Revised from FY 24/25 to FY 25/26. Lack of key budget staff.

► PRACTICE FISCALLY RESPONSIBLE, EQUITABLE & INCLUSIVE GOVERNANCE							
#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
GOV11b	<ul style="list-style-type: none"> Invest and expand media programming that is accessible to all 		■	■		[GOV11 continued]	→
GOV12	Launch bi-annual residential satisfaction survey and employee engagement survey		■	■	■	CMO	→
GOV13	Adopt Citywide Strategic Plan and update annually	■	■	■	■	CMO	→
GOV14	Complete and plan implementation of the Diversity, Equity, Inclusion, and Belonging Plan	■	■	■	■	CMO	→
GOV15	Explore potential revenue measures that increase fiscal resilience and implement the City Council's strategic Priorities	■	■	■	■	CMO	→
GOV15a	<ul style="list-style-type: none"> Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more. 	■	■	■	■	[GOV15 continued]	✓
GOV15b	<ul style="list-style-type: none"> 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. 	■	■	■	■	[GOV15 continued]	→