Exhibit 3

CITY OF ALAMEDA

STRATEGIC PLAN

Fiscal Year 2023 - 2024

Progress Report

ALAMEDA

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**	[NEW]	**Newly Added Project**
X	**Project Not On Track**		

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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	■	■	■		**Lead**: Library **Support**: Multiple Departments	→
CS2	Plan, Fund and construct a tool and seed lending library at Jean Sweeney Open Space Park	■	■	■		**Lead**: Library **Support:** ARPD	→
CS3	Reimagine and update community library spaces, including teen room and computer lab		■			Library	→
CS4	Assess expansion of library hours available to the public	■	■			Library	→
CS5	Expand recreation programs and events to include broader and inclusive participation	■	■	■	■	ARPD	→
CS6	Approve agreement for Lincoln and Franklin pools and expand community access	■				ARPD	✓
CS7	Expand early childhood programs (ages 2 - 5)	■	■	■		ARPD	→
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	■	■	■		ARPD	✓

▶ 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	■	■			**Lead**: ARPD **Support**: PW	→
CS13	Design and construct Cityview Skate Park expansion[1]		■			ARPD	X
CS14	Jean Sweeney Park Trail Connector Project	■	■			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[2]		■			AMP	X
CS17	Evaluate installing cameras at certain intersections to reduce speeding and redlight violations as permitted by law.	■	■	■	■	**Lead**: Police **Support**: PBT	X
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	■	■	■	■	**Lead**: Fire **Support**: Multiple Departments	→
CS22	Upgrade and replace older Fire Hydrants throughout the City	■	■	■		Fire	X
CS23	Determine service needs for a new fire station at Alameda Point	■	■	■	■	**Lead**: Fire **Support**: Multiple Departments	→

[1] Revised from FY 23/24 to FY 24/25. Coordination work ongoing due to limited staff resources.

[2] Revised from FY 23/24 to FY 24/25. Consultant selection took longer than anticipated.

▶ ENHANCE COMMUNITY SAFETY & SERVICES

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
CS24	Expand disaster preparedness	■	■	■	■	**Lead**: Fire **Support**: Multiple Departments	→
CS24**a**	• Provide regular training and education for staff and community	■	■	■	■	*[CS24 continued]*	→
CS24**b**	• Develop emergency water supply plan	■	■			*[CS24 continued]*	→
CS24**c**	• 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	■	■			**Lead**: Fire **Support**: Multiple Departments	→
CS27	Continue to seek out grant funding for the CARE (Community Assessment Response & Engagement) 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[3]	■	■	■	■	PBT	→
CS30	Expand the City's capacity to handle domestic violence, stalking, elder abuse, and child abuse cases	■	■	■		**Lead**: CAO **Support**: Police	→
CS31	Implement inspection and investigative services for City prosecution, public rights, and rent programs	■	■	■		**Lead**: CAO **Support**: Police	→
CS32	**[NEW]** Council Referral to study current zoning regulations for liquor stores		■	■		PBT	-

[3] Revised from FY 23/24 to FYs 23/24 - 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	■	■			**Lead**: PBT **Support**: Multiple Departments	→
CC2	Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	■	■			**Lead**: PBT **Support**: Multiple Departments	→
CC3	Complete and implement Urban Forest Plan for all City trees. Strengthen tree protection ordinance and expand the urban forest.	■	■	■	■	**Lead**: PBT **Support**: Multiple Departments	→
CC4	Complete De-Pave Park design and seek construction funding	■	■	■		**Lead**: ARPD **Support**: Multiple Departments	→
CC5	Implement Equitable Building Decarbonization pilot programs	■	■	■	■	PBT	→
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	→

▶ 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 (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**: AMP **Support**: Multiple Departments	→

PROJECT LIST

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIE1	Implement Vision Zero Rapid Response - After Fatal Crashes Program	■	■	■	■	**Lead**: PBT **Support**: Multiple Departments	→
TIE2	Plan and identify funding for the design of a Bicycle Pedestrian Bridge on the west end	■	■	■		**Lead**: PBT **Support:** CMO	→
TIE3	Advocate bringing fixed rail (such as BART) to Alameda	■	■	■	■	**Lead**: PBT **Support**: CMO	→
TIE4	Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	■	■	■	■	**Lead**: PW **Support**: PBT	→
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 AC Transit 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[4]		■	■	■	**Lead**: PBT **Support**: PW	X
TIE10	Plan, Design and Construct a backbone low-stress bicycle network, pedestrian safety, and traffic-calming projects[5]	■	■	■	■	**Lead**: PBT **Support**: PW	X

[4] Revised from FY 23/24 - FY 24/25 to FY 24/25 - FY 26/27. Not on track due to hiring delays in PW and staff pivoting to Grand Street.

[5] Not on track due to Neighborhood Greenways and the timeline may extend past FY 26/27.

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
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 St safety improvements from Shoreline to Encinal	■	■			**Lead**: PW **Support**: PBT	→
TIE14	Continue progress on the Cross Alameda Trail	■	■	■	■	**Lead**: PW **Support:** PBT	→
TIE14**a**	• 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 St and Webster St	■				**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	→
TIE19	Implement ADA (Americans with Disabilities Act) plan for City programs, facilities, parks, streets, and sidewalks	■	■	■		**Lead**: PW **Support**: Multiple Departments	→
TIE20	Continue infrastructure improvements at the Base including the design of Alameda Point Adaptive Reuse Area Phase 2 and 3		■			**Lead**: PW **Support**: BRED	→

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIE21	Rehabilitate 8 miles of sewer pipes	▪	▪	▪		PW	→
TIE22	Underground utilities at Otis/Broadway	▪	▪			AMP	→
TIE23	Adopt and implement new Public Art Master Plan	▪	▪	▪	▪	BRED	→
TIE24	Install additional wayfinding signs at Alameda Point	▪				BRED	✓
TIE25	Implement the City's Alameda Point Disposition Strategy – renting and leasing City properties	▪	▪	▪	▪	BRED	→
TIE26	Expand Citywide business economic development activities, including an Alameda Point attraction and retention program	▪	▪	▪	▪	BRED	→
TIE27	Reinvigorate and manage the business façade grant program	▪	▪	▪	▪	BRED	→
TIE28	Complete the revision for Special Event Permits	▪				**Lead**: BRED **Support**: PBT	✓

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIE29	Continue supporting AUSD and College of Alameda job and career fairs and career pathway opportunities	■	■	■		BRED	→
TIE30	Implement and manage Rise Up Alameda - the City's Guaranteed Income Program	■	■	■		BRED	→
TIE31	Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency and implement free public WiFi	■	■	■		**Lead**: IT **Support**: Multiple Departments	→
TIE32	Refresh the 5-year Strategic Technology Plan including research on a Citywide broadband network	■	■	■	■	**Lead**: IT **Support**: Multiple Departments	→
TIE33	Implement increased cybersecurity measures	■				IT	→
TIE34	Migrate all City computers to Microsoft Office 365	■	■			**Lead**: IT **Support:** Multiple Departments	→
TIE35	Protect historic resources	■	■	■	■	Multiple Departments	→
TIE35**a**	• 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	→

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

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
TIE35**b**	• Assess and address infrastructure of Veteran's Building	▪	▪	▪	▪	**Lead**: PW **Support**: ARPD	→
TIE35**c**	• Identify reuse opportunities for the Carnegie Building		▪	▪		**Lead**: BRED **Support**: PW	→
TIE35**d**	• Rehabilitate and maintain Big Whites at Alameda Point, consistent with existing capital improvement program	▪	▪	▪	▪	**Lead**: BRED **Support**: PBT	→
TIE35**e**	• Work with Alameda Museum to identify available resources and expand inclusivity of historical representation	▪				Library	✓
TIE35**f**	• Alameda Municipal Garage Rehabilitation Project, including repairing/replacing windows, roof, and paint				▪	PW	→
TIE35**g**	• City Hall Complex Garage improvements				▪	PW	→
TIE35**h**	• Prepare a landscaping plan to address diseased trees and overgrowth in the historic district	▪				BRED	✓

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	→
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[6]		■	■		*[HH2 continued]*	X
HH3	Further the preservation, rehabilitation, or construction of affordable housing in Alameda	■	■	■	■	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	→

[6] Revised from FY 23/24 - FY 24/25 to FY 24/25 - FY 25/26. Utility complications with identified site that impacted budget. Considering site options and coordinating with a project manager to move project forward.

▶ 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	→
HH7**a**	• 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	→
HH8	Streamline Housing Production	▪	▪	▪	▪	PBT	→
HH8**a**	• Update Inclusionary Housing Ordinance	▪	▪			**Lead**: PBT **Support**: CMO	→
HH8**b**	• Update Subdivision Ordinance	▪				**Lead**: PBT **Support**: PW	✓
HH8**c**	• 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	▪				PBT	→
HH9	Propose new Short Term Rental (AirBnB) Ordinance		▪	▪		**Lead**: PBT **Support**: Multiple Departments	→

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[7]		▪			Finance	X
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 Citywide communications plan	▪	▪	▪	▪	CMO	→
GOV11 a	• Create annual communications report		▪	▪		*[GOV11 continued]*	→

[7] Revised from FY 23/24 to FY 24/25. Significant workload and staffing changes.

▶ PRACTICE FISCALLY RESPONSIBLE, EQUITABLE & INCLUSIVE GOVERNANCE

#	Projects	Fiscal Years				Department(s)	Status
		23/24	24/25	25/26	26/27		
GOV11 **b**	• Invest and expand media programming and access to Alameda updates		▪	▪		*[GOV11 continued]*	→
GOV12	Launch bi-annual residential satisfaction survey and employee engagement survey		▪	▪	▪	CMO	→
GOV13	Adopt Citywide Strategic Roadmap 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	→
GOV15 **a**	• Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more	▪	▪	▪	▪	*[GOV15 continued]*	→
GOV15 **b**	• Explore an infrastructure bond to fund deferred maintenance and new infrastructure needs	▪	▪	▪	▪	*[GOV15 continued]*	→