



**SOCIAL AND ECONOMIC JUSTICE COMMISSION  
REGULAR MEETING**

**City Hall Council Chambers – 1000 San Pablo Avenue**

**March 7, 2017 – 7:30 PM**

**AGENDA**

**\*\*WRITTEN CORRESPONDENCE FOR THE SOCIAL & ECONOMIC JUSTICE  
COMMISSION\*\***

Persons interested in submitting written correspondence on an item listed on the agenda are requested to submit the correspondence and any related materials no later than 12:00 PM on the date of the meeting. If correspondence is received after the deadline, the Social & Economic Justice Commission may not have time to review its content.

**1. CALL TO ORDER**

**2. APPROVAL OF ACTION MINUTES:** February 7, 2016

**3. PUBLIC COMMENT**

For persons desiring to address the Commission/Committee/Board on an item that is not on the agenda. Please note that each speaker is limited to three (3) minutes. The Chair may reduce the time limit per speaker depending on the number of speakers. The Brown Act limits the Commission's ability to take and/or discuss items that are not on the agenda; therefore, such items are normally referred to staff for comment or to a future agenda.

All persons wishing to speak on an item on the agenda are to fill out speaker cards and provide to the staff liaison. Comments related to items appearing on the agenda are taken up at the time the Commission deliberates each action item. The Chair will announce when the period for public comment is open on each agenda item.

**4. ANNOUNCEMENTS FROM COMMITTEE MEMBERS**

**5. ANNOUNCEMENTS FROM STAFF**

**5-1 ECHO Housing Fair Housing Workshop:** Echo Housing will host a Fair Housing Workshop in Albany on Thursday, March 16, 2017.

**6. PRESENTATION**

**6-1 Tax reductions for low-income households –** Preston Jordan

**7. UNFINISHED BUSINESS**

**7-1 Resource Center:** Chair Grossman will provide an update.

*Staff Recommendation: Receive information*

**7-2 Work Plan 2017-2019:** The Commission will work on its 2017-2019 Work Plan in support of the Council Strategic Plan.

*Staff Recommendation: Review current work plan accomplishments and identify items for inclusion in the 2017-19 Work Plan to support the Council Strategic Plan. The Work Plan will be presented to Council in April/May 2017.*

**8. NEW BUSINESS**

**9. FUTURE AGENDA ITEMS**

(Commission/Committee/Board Member announcement of requests for future agenda items. No public comment will be taken on announcement of future agenda items). **Next Meeting: Tuesday, April 4, 2017, 7:30pm, City Hall Council Chambers, 1000 San Pablo Ave.**

**10. ADJOURNMENT**

*The Commission/Committee/Board agenda is available for public inspection at the Albany Community Center/Library, Senior Center and at City Hall. The agenda and supporting staff reports, when available, can be found on our web page at [www.albanyca.org](http://www.albanyca.org).*

*To view the live televised meetings, go to KALB Comcast channel 33, AT&T channel 99 or view in HD at [youtube.com/Albany KALB](http://youtube.com/AlbanyKALB). Please note that if you provide your name and address when speaking before the Commission it will become part of the official public record, which will be posted on the Internet and broadcast on KALB.*

*In compliance with the Americans with Disabilities Act (ADA), and State Law, if you need special assistance to participate in this meeting, please contact the City Administration Office 510-528-5710. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102.104 ADA Title II)". Upon request, we will provide written agenda materials in appropriate alternate formats, of disability related modification or accommodation, including auxiliary aids or services to enable individuals with disabilities to participate in public meetings. Please deliver a written request, including your name, mailing address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service at least two (2) days before the meeting. Request should be sent to: City Clerk, 1000 San Pablo Avenue, Albany, CA 94706.*



## SOCIAL AND ECONOMIC JUSTICE COMMISSION MEETING

Tuesday, February 7, 2017, 7:30 PM

City Hall – Council Chambers, 1000 San Pablo Avenue

### ACTION MINUTES

**1. Call to Order:** 7:34 PM. Members Present: Chair Marks, Members Diehl and Baer. Members Absent: Beall and Grossman. Staff Present: Isabelle Leduc

**2. Approval of Minutes:** Motion to approve minutes from December 6, 2016 was made by Member Diehl, and seconded by Member Marx.

AYES: Members Diehl and Marks

NOES: None

Abstain: Baer

Motion carried and so ordered.

### 3. Public Comments

### 4. Announcements from Commission Members

### 5. Announcement from Staff

### 6. Presentation

### 7. Unfinished Business

**7-1 Resource Center:** Chair Marks provided an update on the presentation to Council.

**7-2 Work Plan 2017-2018:** Tabled.

**7-3 ECHO Housing Fair Housing Workshop:** Echo Housing will host a Fair Housing Workshop in Albany on Thursday, March 16, 2017.

### 8. New Business

**8-1 Affordable Housing Bond Issuance:** Measure A1 – Alameda County Affordable Housing Bond Implementation Plan. Documents included in packet for Commission's information.

**8-2 Election of Officers:** The Commission nominated and elected Chair and Vice-Chair.

**Motion:** A motion to elect Member Grossman as Chair was made by Member Diehl and seconded by Member Baer.

AYES: Members Baer, Diehl and Marks

NOES: None

Abstain: None

Motion carried and so ordered.

**Motion:** Motion to elect Member Diehl as Vice-Chair was made by Member Marx and seconded by Member Baer.

AYES: Members Baer, Diehl and Marks

NOES: None

Abstain: None

Motion carried and so ordered.

**9. Future Agenda Items:** Work Plan, Albany Project Hope, Resource Center

**10. Adjournment:** 7:50 PM

# ECHO HOUSING

## WELCOMES RENTERS, HOUSING PROVIDERS AND SERVICE PROVIDERS TO A FREE FAIR HOUSING TRAINING!

**Date: Thursday, March 16, 2017**

**Time: 2:00PM to 5:00PM**

**Albany Community Center  
1249 Marin Avenue  
Albany, CA 94706**



### Topics will include:

- Reasonable accommodations/modifications for tenants with disabilities
- Renting to families with children
- Occupancy standards
- What are the state and federal fair housing laws?
- Who is protected under the law?
- Advertising guidelines
- AND MORE!

Please register for this training by contacting Angie Watson-Hajjem at (855) ASK-ECHO x15 or at [angie@echofairhousing.org](mailto:angie@echofairhousing.org)

**See You There!**



ECHO Housing provides free Fair Housing training for tenants, rental property owners and managers, realtors, and the community at large to eliminate illegal housing practices and discrimination in housing.

This training is made possible with generous funding from the Department of Housing and Urban Development.

Social and Economic Justice Commission  
**Recommended Outreach Policy Regarding Tax Provisions for  
Households Receiving a Low Income**

*Report to Albany City Council*

**17 November 2012**

**Recommended policy: The City of Albany will seek to assure every Albany household receiving a low income is aware of, applies for and qualifies to receive available Albany tax reductions, exemptions and/or rebates.**

**Summary**

Three of the City of Albany's ten property taxes include exemptions for home owners and rebates for home renters receiving a low income. Data for 2010 from the U.S. Census indicates there are at least 1,600 such households in Albany according to Albany's low-income criteria. Just 38 households of these more than 1,600 applied and qualified for the available tax reductions in 2011. This is one out of fifty of the potentially qualifying households. By contrast, PG&E's program to provide a discount to households receiving low incomes, called CARE, served approximately 1,000 households in Albany in 2010. The value of Albany's low-income provisions is the same to slightly greater than the average CARE discount, and Albany's qualifying income thresholds are higher than PG&E's.

Albany's mission is, in part, to respond "to the needs of a diverse community." Differences in income are part of that diversity. While Albany has enacted some provisions to lower its tax burden for households receiving a low income, those provisions are not achieving their intended purpose. Adopting the proposed policy would be a first step to remedy this situation.

If adopted, the policy could be implemented by a number of means. For instance, a description of Albany's tax exemptions and rebates along with an application could be included in the quarterly recreation guide.

**Albany Households Receiving a Low Income Qualifying for Other Programs**

California Alternate Rates for Energy (CARE) reduces the cost of power for low-income residents by 20%. The average amount CARE accounts paid monthly for power was \$54. This indicates an average savings due to CARE of about \$130 per year.

Of 6,755 residential power accounts, 964 qualified for CARE in 2010, the most recent data available from PG&E. Approximately one out of seven accounts qualified.

Households in University Village cannot apply because the entire Village is on one account.

Table 1 lists the maximum annual income to qualify for CARE in 2012. The CARE income thresholds are lower than Albany's 2007-2008 thresholds (the latest posted on the City's web site).

*Table 1. Maximum annual income to qualify for low-income Albany tax programs*

Household Size	Albany (2007-2008)	CARE (2012)	Free meals for student (2010-2011)	Reduced fee meals for student (2010-2011)
1	\$30,150	\$22,340	\$14,157	\$20,147
2	\$34,450	\$30,260	\$19,123	\$27,214
3	\$38,750	\$38,180	\$24,089	\$34,281
4	\$43,050	\$46,100	\$29,055	\$41,348
5	\$46,500	\$54,020	\$34,021	\$48,415
6	\$49,950	\$61,940	\$38,987	\$55,482
7	\$53,400	\$69,860	\$43,953	\$62,549
8	\$56,850	\$77,780	\$48,919	\$69,616

The Free and Reduced Price Meal Program provides California students of families receiving low incomes low to no cost lunches and breakfasts. The annual value of the free meal program is about \$700 for lunch and \$300 for breakfast. The value of the reduced price meal program is almost as much.

In 2010, 560 Albany Unified School District students qualified for free meals and 165 qualified for reduced price meals out of a total of 3,851 students. This is about one out of five students qualifying for one or the other (data source and a chart, including temporal trends, are available at <http://albany.patch.com/articles/you-said-it-students-needing-free-or-reduced-lunches-are-increasing-in-albany>). Table 3 shows the maximum annual qualifying income for free and reduced fee meals.

Approximately 12% of students lived outside of the District in the 2010/2011 school year (enrollment report posted with <http://albany.patch.com/articles/out-of-district-students-a-qa-with-albany-superintendent-marla-stephenson>). If the proportion of these families receiving a low income is half the proportion in Albany, then about one out of five student's families in Albany receives a low income. If the proportion of out-of-district student's families receiving a low income is twice the proportion in Albany, then about one out of six student's families in Albany receives a low income.

As explained in the report associated with the tax justice policy recommendation, more than 1,600 Albany households, which is one out of four, receives a low income according to the City's criteria. As also explained in that report, Albany's property taxes include

exemptions for home owners and rebates for home renters receiving a low income. These are worth about \$175 per year for households in multiunit buildings and \$200 per year for households in single family homes. In 2011, 38 households applied and qualified for Albany's low-income benefit.

Albany's low-income tax provisions are reaching one out of fifty or fewer of the households receiving a low income. This indicates Albany's current outreach program regarding these provisions is not effective, particularly when compared to the results of PG&E's outreach for its CARE program and the Albany Unified School District's outreach for the free and reduced price meal program.

### **Pros**

“The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy and sustainable environment.”

*City of Albany Mission Statement*

Differences in income are part of Albany's diversity. Consequently Albany's mission statement indicates the need to recognize this diversity when designing and operating outreach regarding tax provision for households receiving low income. The implementation of the proposed policy would fulfill this portion of the intent of Albany's mission statement by making it both a more viable place to live for low-income residents currently in the City as well as a more viable place to move to for prospective new low-income residents.

### **Cons**

Implementation of the recommended policy would decrease revenues in the short term with regard to the taxes for which exemptions and rebates are available. Implementation of the policy may require additional staff resources to administer. Coordinating implementation with the Albany Unified School District, which has a parallel property tax reduction program for households receiving a low income, could reduce staff workload processing the larger number of applications that would result from the recommended policy.

### **Acknowledgment**

Albany's Treasurer, Kim Denton, kindly relayed how many households qualified in 2011 for Albany's tax exemptions/rebates for households receiving low incomes. The Commission appreciates her time researching and sharing this information.



Social and Economic Justice Commission  
**Recommended Tax Policy for Households Receiving a Low Income**  
*Report to Albany City Council*  
**17 November 2012**

**Recommended policy: The City of Albany will seek to make a reduction or exemption/rebate of each tax and fee under its control available to households receiving a low income. For taxes or fees where this cannot be achieved, the City will issue a statement explaining why and seek over time to change conditions in order to be able to implement such provisions.**

### **Summary**

Based on 2010 Census data, more than 1,600 Albany households, which is about one in four, receives a low income according to Albany's low-income thresholds. These households receive a median income about one fifth the median for households receiving incomes above the threshold.

Albany's mission, in part, is to respond "to the needs of a diverse community." Differences in income are part of that diversity. Albany's current provisions for households receiving a low income decrease total property taxes by 10% to 20%. None of Albany's other revenue sources, such as the property transfer tax or solid waste franchise agreement, include provisions for households receiving a low income. With the existing provisions, the median annual property tax rate as a percentage of household income is about four times greater for households receiving a low income than for other households. Albany's tax structure does not respond to the needs of households receiving a low income.

Albany has no policy to systematically consider including provisions for households receiving low income in new City revenue sources, or back implementing them into existing sources. Such a policy is needed for Albany to fulfill its mission to respond to the needs of community with a diversity of incomes.

Implementing this policy would either reduce the City's revenue, or increase taxes for households who receive incomes above the low-income threshold.

### **Number of Albany Households Receiving a Low Income**

The 2010 Census reports 7,401 housing units in Albany, of which 3,574 (48.3%) are owner occupied and 3,827 (51.7%) are renter occupied. Table 1 provides the distribution of household sizes in each category in 2010 according to the Census.

Table 1. 2010 household sizes

# of people	owner occupied				renter occupied				total			
	in category		Cumulative		in category		cumulative		in category		cumulative	
	#	%	#	%	#	%	#	%	#	%	#	%
1	864	24.2%	864	24.2%	998	26.1%	998	26.1%	1862	25.2%	1862	25.2%
2	1,116	31.2%	1980	55.4%	1,199	31.3%	2197	57.4%	2315	31.3%	4177	56.4%
3	722	20.2%	2702	75.6%	840	21.9%	3037	79.4%	1562	21.1%	5739	77.5%
4	662	18.5%	3364	94.1%	560	14.6%	3597	94.0%	1222	16.5%	6961	94.1%
5	144	4.0%	3508	98.2%	172	4.5%	3769	98.5%	316	4.3%	7277	98.3%
6	45	1.3%	3553	99.4%	45	1.2%	3814	99.7%	90	1.2%	7367	99.5%
7-or-more	21	0.6%	3574	100.0%	13	0.3%	3827	100.0%	34	0.5%	7401	100.0%

Table 2 lists the estimated number of households in Albany receiving less than various incomes based on data from the United States Census Bureau.

Table 2. Estimated households receiving income less than various thresholds in 2010

Income threshold	# of households	Cumulative # of households	Cumulative % of households	Cumulative ratio of households
\$10,000	280	280	4%	1 out of 26
\$14,999	334	614	8%	1 out of 11.9
\$19,999	260	874	12%	1 out of 8.3
\$24,999	479	1,353	19%	1 out of 5.4
\$29,999	259	1,612	22%	1 out of 4.5
\$34,999	142	1,754	24%	1 out of 4.2
\$39,999	217	1,971	27%	1 out of 3.7
\$44,999	204	2,175	30%	1 out of 3.3
\$49,999	334	2,509	34%	1 out of 2.9
\$59,999	522	3,031	42%	1 out of 2.4
\$74,999	716	3,747	51%	1 out of 1.9
\$99,999	1035	4,782	66%	1 out of 1.5
\$124,999	750	5,532	76%	1 out of 1.3
\$149,999	468	6,000	82%	1 out of 1.2
\$199,999	688	6,688	92%	1 out of 1.1
more	595	7,283	100%	1 out of 1

Table 3 lists the maximum income thresholds to qualify for Albany's tax exemption and/or rebate programs for households receiving low income in 2007-2008, the latest information posted on the [web page](#) describing this provision of the City's taxes.

*Table 3. Maximum annual income to qualify for low-income Albany tax programs*

Household Size	Albany (2007-2008)
1	\$30,150
2	\$34,450
3	\$38,750
4	\$43,050
5	\$46,500
6	\$49,950
7	\$53,400
8	\$56,850

Comparing Tables 2 and 3 indicates that if all Albany households consist of one individual, more than 1,600 households, which is one out of four, would be receiving a low income according to Albany's qualifying thresholds. As shown in Table 1, the majority of Albany households have more than one individual. So the proportion of Albany households receiving a low income according to Albany's criteria may be higher than one in four.

Comparing Tables 1, 2 and 3 indicates the median income for households receiving a low income is about \$20,000 per year. The median income of households earning more than \$35,000 per year (Albany's low income threshold for a two-person household) is close to \$100,000 per year. The median income for a non low-income household is five times that of a household receiving a low income.

### **Current Albany Provisions for Households Receiving a Low Income**

Albany currently generates revenue from a number of sources as follows:

- property tax for debt service on three different bond issues (which appear as one lump sum on property tax bills),
- nine different special property tax assessments (popularly referred to as parcel taxes),
- a property transfer tax,
- a utility user tax,
- revenue from its solid waste franchise agreement, and
- various other sources.

Treasurer Denton indicates three of the parcel taxes have provisions for households receiving a low income: Library Services, Library Supplemental, and Streets & Storm Drains. These taxes constitute less than 20% of total Albany property taxes for a small, newly purchased condominium, and considerably less for a newly purchased one bathroom, one bedroom house according to purchase prices for such properties listed at [redfin.com](http://redfin.com) and [trulia.com](http://trulia.com) in late summer 2012.

*Table 4. Property taxes in 2011-12 on example properties*

Type of unit	Condominium	Single family house	
Assessed value	\$180,000	\$360,000	\$720,000
Debt service (0.1628%)	\$293.04	\$586.08	\$1,172.16
City landscape 88-1	\$56.66	\$75.54	\$75.54
ALS (Measure N)	\$18.26	\$18.26	\$18.26
Paramedic supplement	\$66.94	\$66.94	\$66.94
Streets & storm drains	\$80.82	\$107.76	\$107.76
Library supplement	\$26.92	\$26.92	\$26.92
Library services	\$65.68	\$65.68	\$65.68
City landscape 96-1	\$51.76	\$69.00	\$69.00
Clean storm water	\$12.48	\$41.62	\$41.62
City sewer service	\$350.28	\$350.28	\$350.28
Total	\$1,022.84	\$1,408.08	\$1,994.16
Effective rate	0.57%	0.39%	0.28%
Low income exemption/rebate	\$173.42	\$200.36	\$200.36
Low income total	\$849.42	\$1,207.72	\$1,793.80
Effective rate with exemption/rebate	0.47%	0.34%	0.25%
% reduction in effective rate	17%	14%	10%

The total tax with the low income exemption on Table 4 indicates the median household receiving a median low income and living in a less expensive multifamily residence pays 4% of its income to Albany in property taxes. The median household receiving the median non low income and living in a less expensive single family home pays around 1% of its income to Albany in property taxes. Households receiving a low income pay on the order of four times the tax rate as households receiving more than a low income.

Upon purchasing a residence in Albany, a property transfer tax is \$12.60 per \$1,000 of purchase value is charged. Of the hundreds of property transfer taxes for different cities in California, Albany's is the fifth highest (<http://www.chicagotitletransfertax.com/>). This tax includes no provision for households receiving a low income. The tax is over \$2,000 on a \$180,000 property purchase, which is toward the lower end sales price for a condominium in Albany recently.

## **Pros**

“The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy and sustainable environment.”

*City of Albany Mission Statement*

Differences in income are part of diversity. Consequently Albany, for its part, needs to recognize this diversity when structuring the costs it imposes on households in the form of taxes and fees. The implementation of the proposed policy would fulfill this portion of the intent of Albany's mission statement by making it both a more viable place to live for residents receiving a low income currently in the City as well as a more viable place to move to for prospective new residents receiving a low income.

For instance, if the recommended policy had been in place, Albany would have requested a solid waste fee reduction for residents receiving a low income earlier in its recent negotiations with Waste Management. Instead, Albany only made this request in the last month of an approximately year-long negotiation, and then only in response to public input during one of the Council's last considerations of the contract negotiations. Perhaps not surprisingly, the City was unsuccessful in negotiating for the low-income provision at this late time.

As a consequence the solid waste hauling rate increased by about \$130 per year, which was 45%, upon approval of the new contract, with no relief for residents receiving a low income (<http://albany.patch.com/articles/lofty-climate-goals-new-services-lead-to-higher-waste-rates>). While it is not possible to know if a low-income provision could have been successfully negotiated if the request had been included at the outset, the existence of such a provision in Emeryville suggests that it could have (<http://emeryville.wm.com/residential.asp>).

## **Cons**

Implementation of the recommended policy will either decrease revenues or require households receiving more than a low income to pay higher taxes. Implementation of the policy may require additional staff resources to administer as more taxes and revenue sources include reductions or exemptions and rebates, however this should be minimal as a single process could be used to qualify residents for the new provisions in tandem with the administration of the existing provisions.

## **Acknowledgment**

Albany's Treasurer, Kim Denton, kindly identified which property taxes provide a low income exemption/rebate, the debts upon which service is being collected through property taxes, and suggested the means to access the property tax information presented in Table 1. The Commission appreciates her time sharing this information.

## Community Resource Center Timeline

Time	Description	Comments
March 2017	Create budget for FY17-18	Enter in Munis
March-April 2017	Rental agreement with United Methodist Church	Insurance Send to City Attorney for review Other inspections needed?
March 2017	Research staffing	<ul style="list-style-type: none"> <li>Follow up re interns or</li> <li>Reach out to non-profits for contract or</li> <li>Create job description</li> </ul>
March 2017	<ul style="list-style-type: none"> <li>Apply for MHSA INN Funds</li> <li>Apply for Oakland Berkeley Association of Realtors</li> </ul>	<ul style="list-style-type: none"> <li>Due March 30, Karen Klatt, BMH</li> <li>Assist ACF</li> </ul>
April 2017	Coordinator Recruitment	<ul style="list-style-type: none"> <li>Work with Bart if intern or</li> <li>RFP if contracted or</li> <li>Job posting if city employee</li> </ul>
May 2017	Collaborators/Partners meeting	<ul style="list-style-type: none"> <li>Church, SEJC, DHWG, ACF, others?</li> <li>Create subcommittees:</li> <li>Outreach &amp; advertising, information gathering, volunteers, refreshments, others</li> <li>Discussion on outcomes/deliverables to measure success</li> </ul>
June 2017	New coordinator orientation	
June-July 2017	Stakeholders meeting	Church, SEJC (Bart), ACF, DHWG, PD, FD, AUSD, BFHP, BMH, others?
July- August 2017	Information gathering  Purchase supplies	Coordinator seeks and organizes information, seeks organizations to have representatives at the CRC, meets with collaborators,  Coffee, tea, snacks, socks, other
August – September 2017	Community Resource Center Opening	
September 2017	Collaborators/Partners meeting ( 2 weeks after opening of center)	Church, SEJC, DHWG, ACF, others? What's working well, challenges, what's needed
November 2017	Collaborators/Partners meeting	Church, SEJC, DHWG, ACF, others? What's working well, challenges, what's needed
January 2018	Collaborators/Partners meeting	Church, SEJC, DHWG, ACF, others? What's working well, challenges, what's needed
March 2018	Collaborators/Partners meeting	Church, SEJC, DHWG, ACF, others? What's working well, challenges, what's needed
September 2017 - April 2018	Performance Measures	Keep track of performance measures
April - May 2018	Presentation to Council	Public Evaluation and proposed next steps

## **Budget**

<b>Description</b>	<b>Cost</b>
Community Hall Rental (48 weeks)	\$18,400
Staffing	\$45,000
Supplies	\$5,000
Total 1 year	\$68,400

## **Reporting**

- Periodical updates to Council as part of Strategic Plan Updates
- Monthly progress report to SEJC starting in March 2017

## **Performance Measures**

- Number of unduplicated visitors
- Number of visits
- Service inquiry tracking
- Referrals tracking
- Demographics (HMIS Report): gender, age, race, marital status, disabilities, income, city of residence/homeless, health insurance, employment
- Number of volunteers
- Programs implemented
- Service Organizations visits
- Unmet needs
- Others?



CITY OF ALBANY  
SOCIAL AND ECONOMIC JUSTICE COMMISSION

2017 - 2019 Work Plan **DRAFT 3/3/17**

Approved by the Social and Economic Justice Commission: DATE

Approved by the City Council:

---

### Background

The following work plan identifies recent accomplishments, and priority work items for the upcoming work plan period. The work plan includes items identified as priority projects within the City Council's Strategic Plan. The Social and Economic Justice Commission shall review the work plan each year in January to identify accomplishments and ensure continued focus on completing work plan items. Work plans are presented to the Council every two years, and if a change is needed to the work plan outside of that schedule, the Social and Economic Justice Commission shall submit a "Request for Amendment to Advisory Body Work Plan" Form for review by the City Council.

### Social and Economic Justice Commission Purpose

The charge of this Commission is to research, analyze, discuss and evaluate a broad range of data and opinions on social and environmental issues affecting the welfare of the residents of Albany as inhabitants of both a local and a global community, and make recommendations to the City Council on positions and/or actions to take to address these issues.

Recommendations to the City Council shall state the relevance, important and/or particular impact that the issue has on the welfare of the residents of Albany.

### Recent Initiatives and Accomplishments

- Analyzed the "soda tax" and made a presentation to the City Council
- Provided a report on Minimum Wage to the City Council
- Researched the feasibility of a Rent Review Program and made a presentation to Council
- Presentation to the City Council for a one-year Community Resource Center Pilot Program

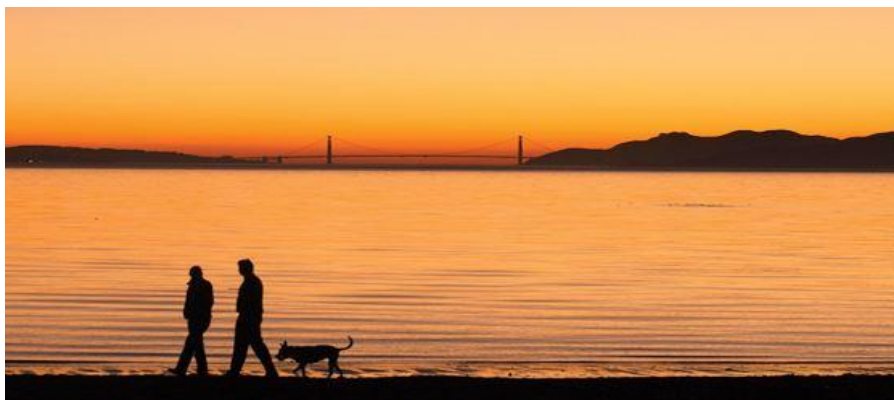
### 2017-2019 Policy Review and Initiatives

- Prioritize the items that are on the Council's Strategic Plan first (note – there is a column now that lists which Advisory Body is assigned on the strategic plan).





# City Council Strategic Plan Update February 2017



*Includes*

Mission and  
Vision  
Statements

Goals

Strategies

Council  
Priorities

*Prepared for the City of Albany by Management Partners*



# Table of Contents

City of Albany Mission and Vision Statements .....	1
Background and Methodology .....	2
Conclusion .....	5
Attachment A: City Council Priorities – Fiscal Years 2017-18 and 2018-19 .....	6



# City of Albany Mission and Vision Statements

The broad policy goals and their more specific objectives and implementation action items are based on an overarching statement of the character of the community (vision) and how that character is achieved by the City organization (mission). The following statements are the foundation for the 2017 Strategic Plan Update.

## Vision Statement

The City of Albany is environmentally and fiscally strong, champions a healthy local economy, fosters safe, diverse and engaged neighborhoods, and treasures its unique waterfront.

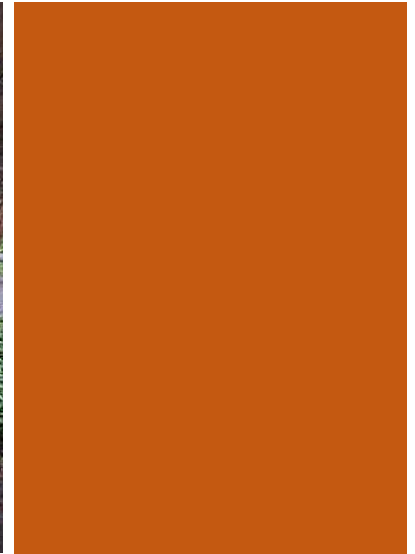
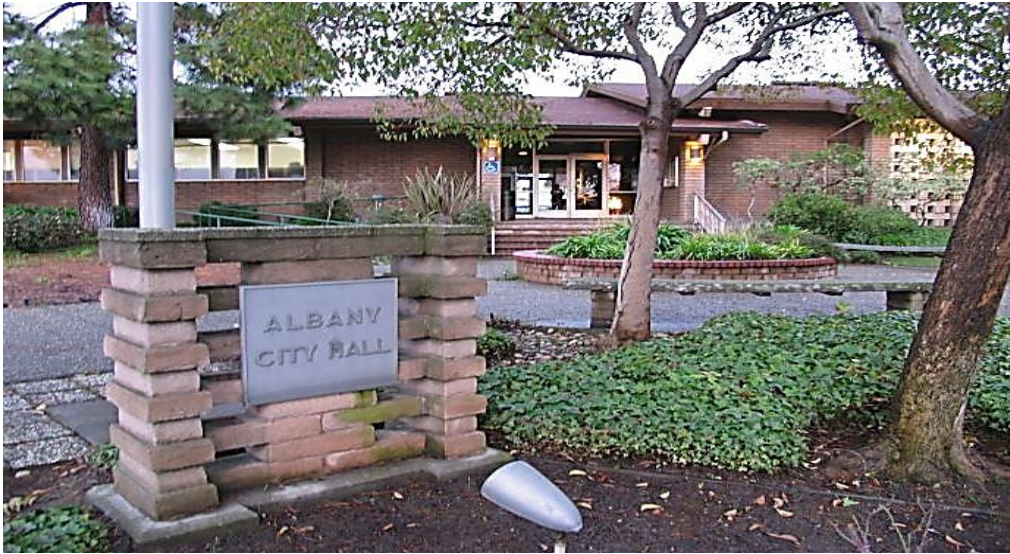
## Mission Statement

The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy, and sustainable environment.





# Background and Methodology



## 2013 Strategic Plan

In 2013 the City Council conducted a strategic planning process to identify key issues, develop Council direction, establish priorities, and set goals and objectives to best focus the City's limited resources and capacity. The planning process resulted in identification of four major themes for *An Even Better Albany: Foster Community Climate Action, Engage our Diverse Community, Maximize Park and Open Space, and Promote Vital and Inviting Business Areas*.

The strategic planning process included the following components:

- Retaining a consultant versed in strategic planning;
- Conducting interviews with each Council member;
- Holding a strategic planning workshop with City staff;
- Holding a strategic planning workshop with the City Council, including staff and community participation;
- Convening a follow-up session with City staff to further refine themes, identify goals and metrics to accomplish themes; and
- Council review and approval of the strategic plan themes, goals and metrics along with developing a "scorecard" to track progress towards achieving goals.

The product of this effort was a Strategic Plan that informed the City's Operating and Capital Improvement Budgets, communicated the City Council's priorities to the community, and assisted staff with resource allocation.

### *The strategic planning process included:*

- Retaining a consultant
- Holding Councilmember interviews
- Convening strategic planning workshops
- Setting goals and prioritizing them



## 2015 Strategic Plan Update

Given the major planning work conducted in 2013, and that the themes and goals identified at that time remained relevant, the Council was tasked with updating the 2013 Strategic Plan and reviewing the scorecard.

The strategic planning update process consisted of the following components:

- Retaining a consultant versed in strategic planning and facilitation;
- Holding interviews with each Council member to review the existing strategic plan's themes, goals, metrics, and scorecard and discuss updates;
- Holding a strategic planning update study session on January 5, 2015 with the City Council;
- Having staff refine themes, goals and metrics to accomplish themes; and
- Having City Council approve updated scorecard.

As part of the City Council's discussion regarding the strategic plan update, several policy items were identified that are inherently overlapping and respond to major needs identified in the City. These items include housing, parking and transportation safety. The 2015 Strategic Plan discussed how these policy items were addressed by various action items (metrics) within the four overall goals (themes) identified in the original 2013 Strategic Plan. The policy items of housing, parking and transportation safety were not however identified as separate additional goals.

To ensure the strategic plan remained a priority, staff reported to the City Council on the implementation progress three times a year in the Fall, Spring and Summer utilizing the strategic plan scorecard.

## 2017 Strategic Plan Update

In keeping with the timing of updating the Strategic Plan every two years, the Council undertook a 2017 update using a similar process as follows:

- Review of Capital Improvement Program progress by City Council on December 19, 2016;
- Review of updated strategic plan scorecard by City Council on January 17, 2017;
- Retain a consultant versed in strategic planning and facilitation;
- Hold interviews with each Council member to review the existing strategic plan's themes, goals, metrics, and scorecard and discuss updates; and

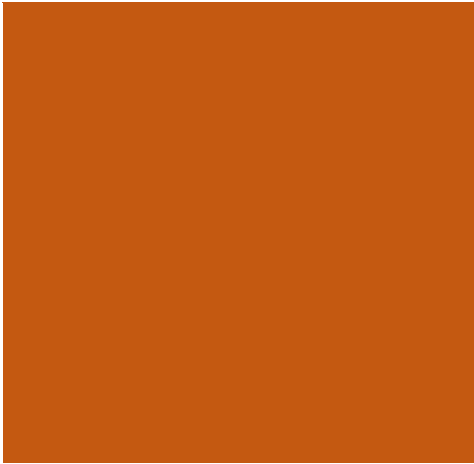


- Convene City Council strategic plan update study session on January 23, 2017.

As part of the 2017 Strategic Plan update, the policy areas of housing, parking and transportation were identified as separate objectives within an expanded new goal of Foster a Healthy and Sustainable Urban Village, resulting in a total of five goals. Each existing goal was reviewed for its continued relevancy, and new or revised objectives and action items were identified for each goal. These updated policies are set forth in the following narrative, and are summarized in Attachment A. The attachment also sets forth implementation timing and the responsible department.



# Conclusion



The City of Albany has made strong progress developing and implementing policies that sustain and enhance the livability of the community. The Strategic Plan structure provides the City Council, staff, and the community the opportunity to compare the goals with one another and to understand the breadth of the City's mission.

This update of the Strategic Plan will inform the City's next operating and capital improvement budgets, which will match available staff and financial resources to the goals and objectives. This plan will continue to be a living document through the periodic review of implementation status using the scorecard set forth in Attachment A.





# Attachment A: City Council Priorities – Fiscal Years 2017-18 and 2018-19

Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
<b>1. Foster a Healthy and Sustainable Urban Village</b>	<b>1.1. – Advance Climate Action</b>	A. Implement Active Transportation Plan (ATP)	1) Issue a Request for Construction Bids to complete all the striping projects in the City	FY 2017-18	\$290,000 Budgeted in Capital Improvement Program (CIP) budget	Traffic and Safety Commission review complete	Public Works staff (ATP needs update in 2018)
			2) Secure grant funding	On-going	Staff time	Staff	Community Development and Public Works staff
		B. Implement and evaluate Climate Action Plan (CAP)	1) Present CAP implementation and Green House Gas (GHG) inventory update to Council in the Spring 2017	Spring 2017 and every three years thereafter	Staff time	Sustainability Committee	Community Development staff is relying on availability of CivicSpark Intern Fellow Program
			2) If BEADO is approved, administer program, and utilize data to inform future actions	FY 2017-18 through FY 2018-19	Staff time \$25,000 Fee recovery cost	Sustainability Committee	Community Development staff
			3) Develop new CAP: Climate Mitigation and Adaption Plan for 2035 and 2050 Goals including development of funding strategies	FY 2017-18 through FY 2018-19	\$75,000 Unbudgeted	Sustainability Committee	Community Development staff



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
	<b>1.2 – Promote Housing Availability</b>	A. Facilitate development of housing including mixed use, transit oriented development (TOD), senior housing and secondary units	1) Implement Housing Element policies	On-going	Staff time	Planning and Zoning Commission	Community Development staff
			2) Implement Measure N1	Spring 2016	Staff time	Planning and Zoning Commission	Community Development staff
			3) Update codes to support housing and urban development	FY 2018-19	Staff time	Planning and Zoning Commission	Community Development staff
			4) Investigate floor-area regulations (FAR) related to building height	FY 2018-19	Staff time	Planning and Zoning Commission	Community Development staff
		B. Conduct housing outreach and referrals for people experiencing homelessness	1) Implement Housing Element policies	On-going	Staff time	Social and Economic Justice Commission review complete	Community Development and Human Services staff
			C. Develop rent review ordinance	1) Prepare and implement ordinance	FY 2017-18	Staff time, possibly non-profit agency \$30,000 Unbudgeted	Planning and Zoning Commission
	<b>1.3 – Promote Active Transportation and Safety</b>	A. Implement Complete Streets Plan	1) Complete Design for Phase 1	FY 2017-18	Grant funds awarded	Traffic and Safety Commission	Community Development and Public Works staff
			2) Continue to pursue grants and funding opportunities	On-going	Staff time	Staff	Public Works and Community Development staff



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
		B. Implement sidewalk policy including the sidewalk repair program and communication	1) Evaluate 2016 Pilot Program	Spring 2016	Staff time	Traffic and Safety Commission	Public Works staff
			2) Develop program to integrate new funding	FY 2017-18	Sidewalk Tax revenue	Traffic and Safety Commission	Public Works staff
	<b>1.4 - Manage Parking</b>	A. Investigate parking management, permit and meter programs	1) Evaluate permit parking and programs	FY 2017-18	Staff time	Traffic and Safety Commission	Community Development and Police Department staff
	<b>1.5 - Promote Health and Wellness</b>	A. Partner with Other Local Governments to Maintain and Improve Hospital Services in Our Area	1) Conduct meetings with identified cities to develop strategy	FY 2017-18 through FY 2018-19	Staff time	Council Subcommittee	City Manager staff
			2) Identify cities and staff to work on project	FY 2017-18 through FY 2018-19	Staff time	Council Subcommittee	City Manager staff
		B. Create health and wellness programs in coordination with community input regarding use of Soda Tax revenues	1) Conduct community workshop	FY 2017-18	Soda Tax revenue	Staff to Council	City Manager staff and Recreation staff
			2) Develop health and wellness programs	FY 2017-18	Soda Tax revenue	Staff to Council	City Manager staff and Recreation staff
	<b>1.6 - Investigate Seismic Safety Program and Incentives</b>	A. Prepare a comprehensive soft-story retrofit ordinance	1) Conduct study sessions on the ordinance (including an update to current policies) and the possibility of incentives	TBD	Staff time	Planning and Zoning Commission	Community Development staff



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
<b>2. Engage Our Diverse Community</b>	<b>2.1 – Connect With and Engage the Community</b>	A. Conduct outreach and service referrals to low-income residents, seniors and people experiencing homelessness	1) Budget for annual communications and outreach efforts (including information on low-income and senior tax exemptions)	On-going	Staff time	Staff to Council (as part of operating budget approval)	City Manager and Human Services staff
			2) Implement and evaluate Resource Center Pilot Program	FY 2017-18	\$68,000 Budgeted	Social and Economic Justice Commission	Human Services staff
		B. Update Disaster Preparedness Plan	1) Continue disaster preparedness	On-going	Staff time	Staff to Council	Fire Department
			2) Increase outreach to groups not currently served (including businesses, schools, UC Village, disabled residents, and seniors)	On-going	Staff time	Staff to Council	City Manager and Fire Department staff
			3) Complete Hazardous Mitigation Plan	FY 2017-18	Staff time	Sustainability Committee	Community Development



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
	<b>2.2 - Continue to Promote Communitywide Inclusivity</b>	A. Further policies and programs that support inclusivity	1) Identify outreach strategies and programs to support inclusivity	On-going	Staff time	Social and Economic Justice Commission	City Manager staff
			2) Investigate potential sanctuary city policies and programs	FY 2017-18	Staff time	Staff to Council	City Manager staff
<b>3. Maximize and Improve Parks and Open Space</b>	<b>3.1 - Create Parks</b>	A. Implement Transition Plan for the Bulb to Eastshore Parks	1) Complete California Environmental Quality Act (CEQA) review for transition plan implementation	FY 2017-18 through FY 2018-19	\$300,000 (Propose to use 2016 surplus)	Staff led community meetings; Staff to Council	Community Development staff
			2) Complete improvements as per MOU	Future	Unbudgeted	Staff to Council	City Manager staff
			3) Negotiate transfer agreement with East Bay Regional Parks (EBRP) District	Future	Staff time	Staff to Council	City Manager staff



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
		B. Construct Phase 1 Peggy Thomsen Pierce St. Park	1) Complete construction	FY 2017-18	\$1.2 million Budgeted	Parks and Recreation Commission to review	Public Works staff
	<b>3.2 – Enhance Open Space</b>	A. Prioritize Albany Hill projects	1) Include projects in CIP funded by Measure R	Spring 2016	Staff time	Parks and Recreation Commission	Recreation staff
		B. Review Measure R project opportunities	1) Begin implementation of maintenance and CIP priority creek projects	<ul style="list-style-type: none"> <li>Review: Spring 2016</li> <li>Implementation: FY 2017-18 through FY 2018-19</li> </ul>	Staff time	Staff to Council	Community Development and Public Works
		C. Investigate potential for open space use of Caltrans Right-of-Way	1) Inventory existing Caltrans Right-of-Way	FY 2018-19	Staff time	Staff to Council	Recreation staff
			2) Discuss opportunities with Caltrans	FY 2018-19	Staff time	Staff to Council	Recreation staff
	<b>3.3 Create Cultural Facilities and Opportunities</b>	A. Develop Ohlone Greenway recreation and aesthetic opportunities	1) Construct approved plans for Ohlone Greenway	FY 2017-18	Measure WW	Parks and Recreation Commission review complete	Recreation and Public Works staff
		B. Investigate funding options for retrofitting the Veterans Building	1) Consider funding options	FY 2018-19	\$10.1 million Unbudgeted	Parks and Recreation Commission	Recreation staff
		C. Review existing memorials and	1) Inventory and evaluate existing memorials and features	FY 2018-19	Staff time	Parks and Recreation Commission	Recreation staff



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
		features on public lands					
		D. Create policies concerning memorials on public lands	1) Research peer city policies	FY 2018-19	Staff time	Parks and Recreation Commission	Recreation staff
4. Promote Business Vitality and Advance Economic Development and the Arts	4.1 – Encourage Economic Development with a Variety of Businesses and Development Models	A. Complete the economic development plan	1) Explore the following plan elements: <ul style="list-style-type: none"> <li>Determine the feasibility of creating a Measure BB temporary advisory body</li> <li>Analyze economic development incentives</li> <li>Seek vertically mixed-use developers</li> <li>Streamline the permit process</li> </ul>	FY 2017-18	\$40,000 Budgeted	Economic Development Committee	City Manager staff and consultant
		B. Increase outdoor seating areas	1) Investigate outdoor seating opportunities on Ohlone gateway and Solano Ave.	FY 2017-18	CIP Budget (Measure WW)	Parks and Recreation Commission	Recreation staff (to be part of Ohlone Plan and the Solano Ave. parklet)



Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
		C. Facilitate the construction of UC Village Project	1) Support the developer and contractors with permits and inspections	Spring 2016	Budgeted	Planning and Zoning Commission review complete	Community Development staff
	<b>4.2 – Investigate Ways to Support and Develop the Arts</b>	A. Continue to implement Arts Master Plan policies	1) Prioritize policies	On-going	Unbudgeted	Arts Committee	Recreation staff
		B. Incorporate the Arts into the Economic Development Plan	1) Include policy on how the Arts support economic development	FY 2017-18	\$40,000 for plan development Budgeted	Economic Development Committee	Recreation staff
<b>5. Facilitate Government Accountability</b>	<b>5.1 – Enhance Communication and Transparency Programs</b>	A. Continue to create and utilize a variety of communication strategies	1) Complete the website redesign	FY 2017-18	<ul style="list-style-type: none"> <li>Website: Budgeted</li> <li>Other: Staff time and upcoming budget</li> </ul>	Staff to Council	City Manager staff
			2) Expand the portfolio of communication outlets (mail and electronic)	On-going	\$16,000 to be included in operations budget	Staff	City Manager staff
	<b>5.2 – Develop Appropriate Staffing</b>	A. Ensure adequate staffing to support programs	1) Include sufficient staffing in operating budget	On-going	TBD	Staff to Council	City Manager staff
			B. Explore alternatives to the current City	1) Conduct analysis to	FY 2017-18	Staff time	Staff to Council





Goal	Objective	Strategy	Action	Timing	Budget	Advisory Body	Comments and Staffing
		Treasurer structure	determine best practices				
	<b>5.3 – Identify Funding Mechanisms to Ensure Stable and Effective Budget</b>	A. Consider extension of current sales tax (Measure F)	1) Review funding needs and develop draft measures for November 2018 ballot for Council consideration	November 2018 ballot	Staff time	Staff to Council	City Manager staff and Finance Department staff
		B. Consider a measure to continue funding creeks, open space and playfields once Measure R bonds are retired	1) Review funding needs and evaluate the possibility of including low-income and senior exemptions	November 2018 ballot	Staff time	Staff to Council	City Manager staff and Finance Department staff
			2) Develop draft measures for November 2018 ballot for Council consideration	November 2018 ballot	Staff time	Staff to Council	City Manager staff and Finance Department staff
		C. Investigate appropriate marijuana policies	1) Conduct study session with Council	FY 2017-18	Staff time	Staff to Council	City Manager, Police and Community Development staff
			2) Draft a policy for Council consideration	FY 2017-18	Staff time	Staff to Council	City Manager staff

**“Budget”** definitions:

- **Budgeted:** Currently budgeted
- **Unbudgeted:** Will include budget in upcoming cycles
- **Staff time:** Will require staff time using existing staff resources
- **FY:** Fiscal Year (July through June)



## **Social & Economic Justice Commission-2015 Work Plan**

### **Accomplishments of 2014**

- Completed a Needs Assessment of basic social services available which included services provided by the City, faith based community, non profits and other organizations. Along with this was an assessment of needs that are not being met
- Research on a Rent Control program
- Explored facets of raising the minimum wage and actions taken by other cities in the Bay Area

### **Policy Review and Initiatives for 2015**

- Analyze the “soda tax” to make a recommendation to the City Council
- Intention to further investigate needs for services in housing, senior services and mental health. Clarify Albany’s relationship and benefits with Berkeley/Albany Mental Health and determine the best way for Albany to meet the mental health needs of its residents.
- Promote Rent Review and Affordable Housing—This was the number one priority on the needs assessment. The SEJC is aware that other groups in Albany are working in this area. Our intention would be to get a status on action taken and to supplement/complement those actions with recommendations to the City Council.
- Minimum Wage—This area would involve a report to the City Council on research already done on this subject.
- Drop In Center—The Commission would research and recommend a model that would include potential sites, costs, staffing and services to be offered.
- Senior Services—Age in Place—The SEJC would investigate needs seniors have as a follow up to the Needs Assessment. We would review services available in the city and the dispersal of the information about such services.

### **Relation to the City Council Strategic Plan**

The Commission’s 2015 priority projects will help to implement the City Council’s Strategic Plan Objectives of “Engage our Diverse Community”. The activities we purpose would provide support to the City Council in areas of need to the homeless, senior, mentally ill and those of lower economic status to allow them to continue to live and thrive in our City.