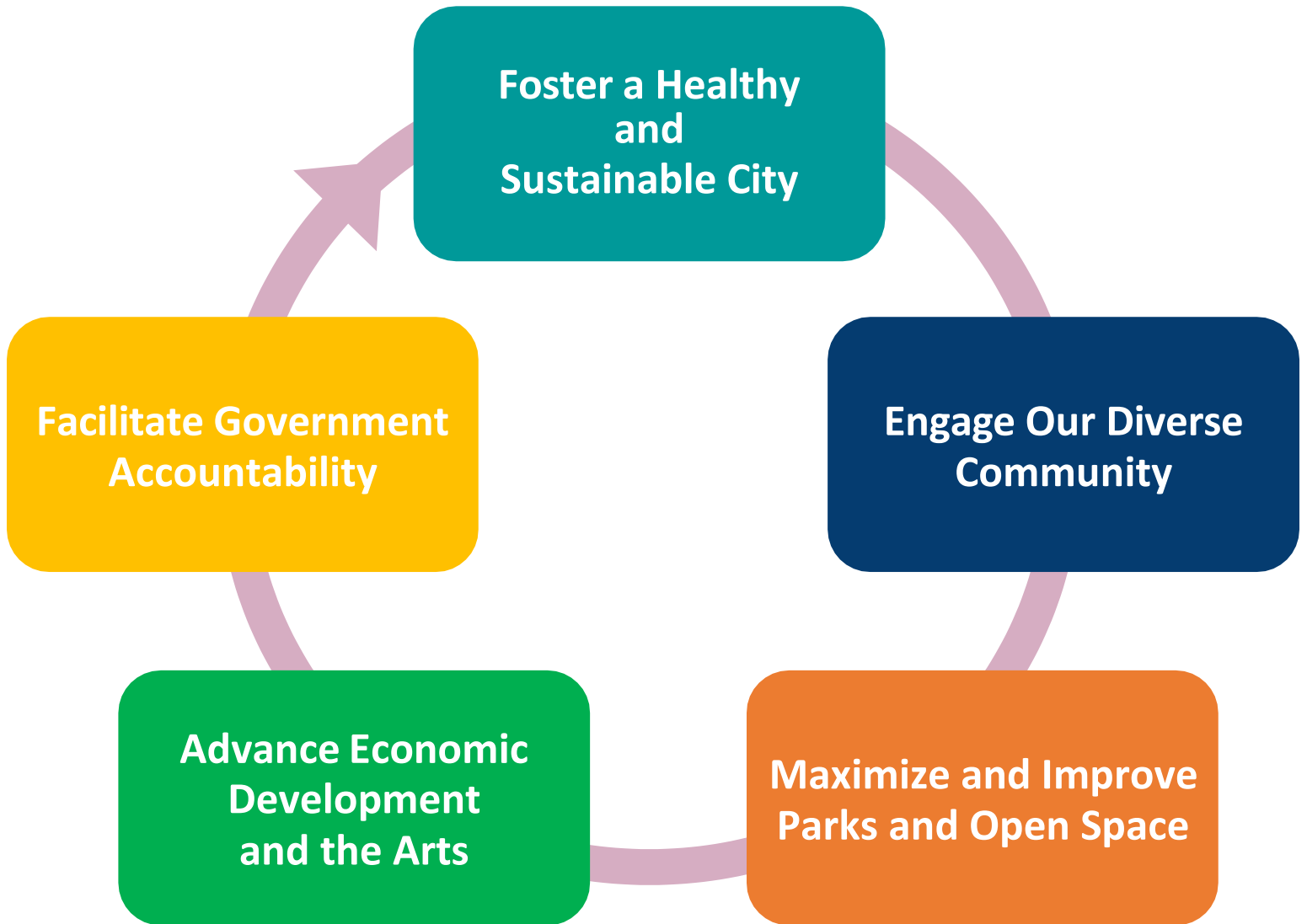


THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022



Adopted September 7, 2021
by Resolution No. 2021-84



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Overview

The purpose of the City Council Strategic Plan is to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City's limited resources and capacity over the course of the 2- year plan period. The mandated obligations of local government remain the core function of the City and need not be fully detailed in the Strategic Plan, including but not limited to: public infrastructure, public safety, governmental transparency, financial accountability, and implementation of regulations.

To ensure effective implementation, the City Council and community will review progress toward objectives annually and will adjust the work plan and objectives as needed.



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The Albany City Council Strategic Plan considers both the City's Mission Statement and Vision Statement.

City Mission Statement

TO BE INSERTED

City Vision Statement

TO BE INSERTED



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STRATEGIC PLAN JULY 2021 - DECEMBER 2022

LIST OF GOALS AND OBJECTIVES

Goal 1: **Foster a Healthy & Sustainable City**

1. Advance Climate Action & Adaptation
2. Promote Housing Availability & Quality
3. Promote Active Transportation & Safety
4. Increase Public Health & Safety

Goal 2: **Engage Our Diverse Community**

1. Connect with and Engage Community
2. Maintain/Increase Economic Diversity
3. Community Inclusivity

Goal 3: **Maximize & Improve Parks & Open Space**

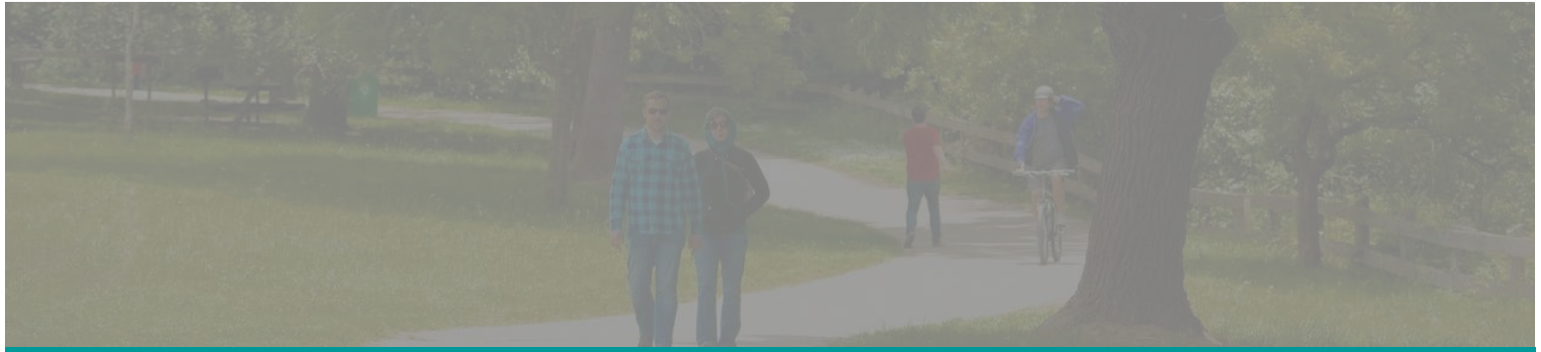
1. Enhance Parks
2. Enhance Open Space
3. Create Cultural Facilities & Opportunities

Goal 4: **Advance Economic Development and the Arts**

1. Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses
2. Investigate Ways to Support and Develop the Arts
3. Maintain an Attractive Atmosphere in Business Districts

Goal 5: **Facilitate Government Accountability**

1. Sound and Transparent Management of City Financial Resources
2. Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected and Albany is Informed of Funding Mechanisms in Use in Other California Cities



GOAL 1 FOSTER A HEALTHY AND SUSTAINABLE CITY

GOAL 1 Objective 1

Advance Climate Action and Adaptation

Workplan items:

1. Establish Ordinance with electrification preferred to natural gas for major remodel projects
2. Establish pilot program for electrification of existing buildings
3. Advance phase out of two-stroke engines
4. Develop Urban Forest Master Plan

GOAL 1
Objective 2

Promote Housing Availability & Quality

Workplan items:

1. Evaluate zoning policies with regard to increasing housing production
2. Identify additional funding sources for affordable housing production
3. Take action to further reduce blight (regards economic development as well)

GOAL 1
Objective 3

Promote Active Transportation & Safety

Workplan items:

1. Develop a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals including (1) appropriate night lighting of streets, sidewalks, and parks, and (2) safety features at intersections and other crossings of roadways.
2. Update Active Transportation Plan and reporting of related portions of the City's Capital Improvement Program

GOAL 1
Objective 4

Increase Public Health and Safety

Workplan items:

1. Adopt soft-story retrofit ordinance (Seismic Safety Program)
2. Monitor/develop provision of mental health, addiction and homelessness services
3. Support CERT and CERT communication
4. Continue to advocate for adequate regional distribution of full-service, acute care hospitals



GOAL 2 ENGAGE OUR DIVERSE COMMUNITY

GOAL 2 Objective 1

Connect with and Engage Community

Workplan items:

1. Encourage youth participation in local government
2. Support local community events recognizing the breadth of cultures in Albany
3. Create mechanisms for two-way communication regarding equity and inclusivity

GOAL 2
Objective 2

Maintain/Increase Economic Diversity

Workplan items:

1. Enroll as many households for tax exemptions and rebates as are enrolled in CARE
2. Evaluate opportunities to reform taxes and franchise fees to include exemptions, rebates, and discounts for households with low incomes and to scale cost to residence size

GOAL 2
Objective 3

Community Inclusivity

Workplan items:

1. Implement racial equity survey
2. Adopt programs and services to support inclusivity to reflect input received
3. Secure removal of Christian cross from Albany Hill



GOAL 3

MAXIMIZE AND IMPROVE PARKS AND OPEN SPACE

GOAL 3 Objective 1

Enhance Parks

Workplan items:

1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements

GOAL 3
Objective 2

Enhance Open Space

Workplan items:

1. Prepare a plan for improvements and prioritize a list of projects for Albany Waterfront Park and include in the CIP Program
2. Develop a prioritized list of projects on Albany Hill and include in the CIP program
3. Develop a forest management plan for Albany Hill including fuel load analysis
4. Continue implementation of CIP and maintenance projects on creeks, with annual meeting through the City's Parks, Recreation & Open Space Commission to review status and assure momentum is maintained
5. Provide maintenance schedule and develop plans for enhancement through programming of Measure M funds

GOAL 3
Objective 3

Create Cultural Facilities & Opportunities

Workplan items:

1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements



GOAL 4
ADVANCE ECONOMIC DEVELOPMENT AND THE ARTS

GOAL 4
Objective 1

Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses

Workplan items:

1. Look for innovative ways to promote Economic Development by engaging with prospective businesses to help facilitate business variety and engaging with existing businesses to support retention via a survey of the business community every two years
2. Consider reforming business license taxes to support business diversity
3. Evaluate a cannabis dispensary

GOAL 4
Objective 2

Investigate Ways to Support and Develop the Arts

Workplan items:

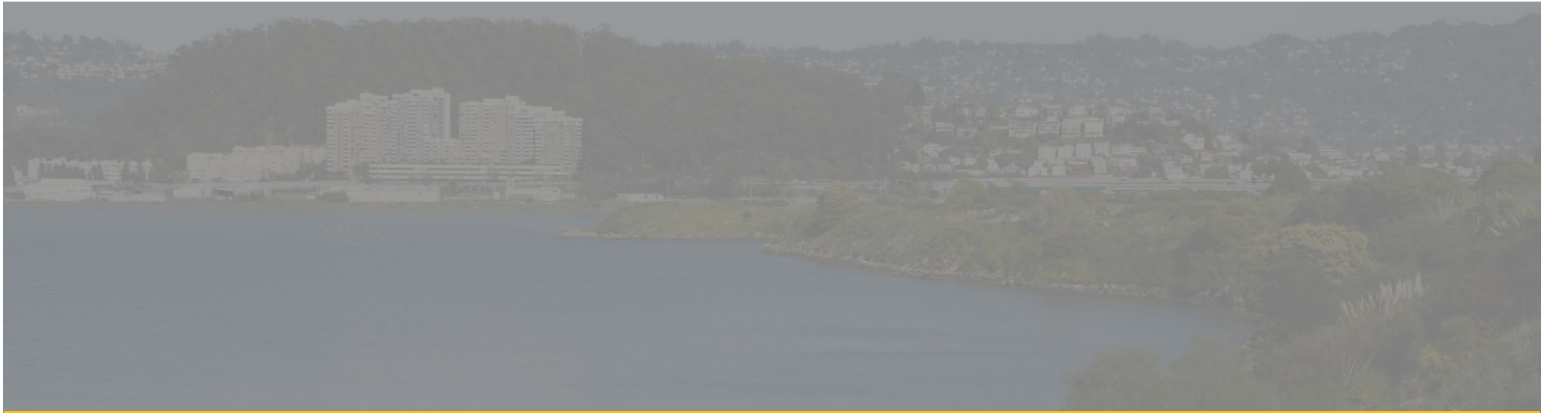
1. Update and continue to implement Public Arts Master Plan

GOAL 4
Objective 3

Maintain an Attractive Atmosphere in Business Districts

Workplan items:

1. Update ordinance on encroachments in public right of way
2. Implement a vacancy maintenance plan holding owners accountable/consider vacancy tax
3. Consider options for conservation of building features with historic and aesthetic values in commercial districts (refer to P&Z Commission)



GOAL 5 FACILITATE GOVERNMENT ACCOUNTABILITY

GOAL 5 Objective 1

Sound and Transparent Management of City Financial Resources

Workplan items:

1. Assure the production of Comprehensive annual financial reports audited to the Council (and submitted to required agencies) by December 31st each year
2. Adopt a format for the presentation of budgets and budget-to actual reports that is transparent to the City Council and the public at large, and assure these documents are accurate and timely produced
3. Produce a long-term financial plan, including a long-term municipal asset management plan, that takes into account foreseeable needs, including but not limited to retirement benefits and infrastructure maintenance and replacement, to reduce the risk of financial problems over time and across economic cycles

STRATEGIC PLAN JULY 2021 – DECEMBER 2022

GOAL 5 Objective 2

Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected, and Albany is Informed of Funding Mechanisms in Use in Other California Cities

Workplan items:

1. Increase the number of rented residence licenses to match the number of rented residences according to the Census

CITY OF ALBANY CORE SERVICES

The following is an excerpt from the FY 2021-22/2022-23 Biennial Budget Booklet identifying City of Albany Core Services by Department. This listing is subject to change.

ADMINISTRATION

CORE SERVICES

- Policy implementation and management of the day-to-day operations of the City.
- Preparation of the recommended budget for consideration and adoption by the City Council.
- Keeping the City Council advised of the current and long-term financial condition of the City.
- Management implementation of the Strategic Plan adopted by the City Council.
- Risk management and disaster preparedness.
- Administration of public information and engagement on citywide matters.
- Promotion of vital and inviting business areas and economic development.
- Operation and delivery of Information Technology services and support.
- Operation of full media services for the City of Albany including KALB, Albany's Public, Educational, and Government (PEG) access channel; overall management of the City of Albany website; and management of the City YouTube channel.

CITY CLERK

CORE SERVICES

- Official record keeper for the City and manages record keeping system.
- Prepares the agenda packet for City Council meetings, records and maintains the proceedings, and processes and distributes all official documents enacted by the City Council.
- Maintains the legislative history.
- Certifies copies of records, documents, resolutions and ordinances; receives and opens bids; publishes legal notices; administers oaths; receives claims and lawsuits against the City; and prepares proclamations.
- Administers the application process and provides support to City Council Advisory Bodies.
- Serves as the Official Elections Officer.
- Staff liaison to the Charter Review Committee, Social & Economic Justice Commission, Community Task Force on Policing and serves as a Board Member of the Board of Police & Fire Pension Fund.

HUMAN RESOURCES

CORE SERVICES

- Benefits administration
- Classification and compensation
- Labor and employee relations
- Recruitment, selection, and retention
- Organizational development and training
- Workers compensation administration
- Employee Safety & Wellness Committee
- Employee Engagement
- Employee Recognition
- Equal Employment Opportunity (EEO)
- ADA Disability Coordinator (for employees)
- Policy Development

FINANCE

CORE SERVICES

- Biennial operating budget
- Master fee schedule
- Financial statements
- Assists with biennial update of the five-year Capital Improvement Plan
- Comprehensive Annual Financial Report (CAFR)
- Cash receipts
- Accounts payable
- Payroll
- Revenue invoicing
- Administration of bonded debt
- Financial reporting for special revenues, grants, and investments
- Bank reconciliations
- Quarterly financial reports
- Staff Liaison to Financial Advisory Committee

COMMUNITY DEVELOPMENT

CORE SERVICES

- Administration of the California Building Standards Code.
- Checking building plans for compliance with building codes, issuing building permits, and inspecting construction for compliance.
- Building-related code enforcement.
- Administration of state and local land use and building regulations and formulating policy recommendations related to the physical development of the City.
- Evaluating and processing development applications through the Planning and Zoning Commission.
- Updating the Planning and Zoning Code, the Albany General Plan, and the Housing Element.
- Management of the City's urban and natural environment, including climate action and adaptation planning and implementation; hazard mitigation and disaster resilience; resource reduction, recycling, and solid waste management; creek and open space planning.
- Active Transportation Plan, and planning and implementation of projects related to pedestrian, bicycle and traffic safety.
- Coordination with AC Transit, the Alameda County Transportation Commission, and Caltrans regarding implementation of improvements to the City's mobility network.
- Safe Routes to School Program at school sites.
- Development and implementation of affordable housing programs and projects within the City.

FIRE

CORE SERVICES

- Responding to a variety of emergency and non-emergency calls for service directly impacting Public Safety and Public Health.
- Fire suppression, emergency medical incidents, hazardous materials threats, and various technical and water rescue incidents.
- Manage EOC and train City Disaster Service Worker training
- Managing, and enhancing, the Emergency Operations Plan and Disaster Preparedness, to increase community resilience.
- Major wildland fire response
- Water rescue
- Ambulance transport via Advanced Life Support (ALS) transporting rights under 1797.201 and 1797.224 of the California Health and Safety Code.
- Fire Prevention inspection, consultation, and plan review.
- Vegetation management on Albany Hill to prevent wildfires in coordination with Public Works.

POLICE

CORE SERVICES

- Preservation of public peace, enforcement of laws, protection of life and property, and providing police related services to the community.
- Proactive police patrol, traffic enforcement, criminal investigation, and administrative support services.
- Crime prevention through active community outreach, including Neighborhood Educational Presentations, Coffee with a Cop, School Presentations, National Night Out, and Albany Police Activities League youth services programs.
- Assist with blighted property mitigation and code enforcement.
- Assist Albany CARES program
- 24-hour Public Safety Answering Point (PSAP) for 911 emergency police, fire and medical dispatch.
- Receiving, classifying, recording, and storing evidence and property
- Administration and Management of the Police Department's computerized Records Information Management System (RIMS)
- Coordinate with the District Attorney's office to manage case outcomes
- Parking Enforcement

PUBLIC WORKS

CORE SERVICES

- Planning and implementation of the City's Capital Improvement Program, including rehabilitation to aging City infrastructure (streets, sewers, storm drains, and sidewalks) and transportation improvements, as well as park and building renovations.
- Citywide maintenance of the City's sewer system, storm drain system, streets, parks, open space areas, public right-of way, and public buildings.
- Clearing clogged city sewer lines, cleaning storm drains, repainting crosswalks and street curbs, installing or replacing street signage, painting/repairing building interiors, collecting trash in park areas, graffiti removal, etc.
- Management of citywide landscaping along the Ohlone Greenway and street medians, janitorial services for City facilities, and citywide street sweeping.
- Implementation of the City's sewer program in compliance with the 2009 US EPA Consent Decree, and the City's stormwater program in compliance with the City's National Pollutant Discharge Elimination System Permit (NPDES Permit) regulated by the Regional Water Quality Control Board.

RECREATION

CORE SERVICES

- Administration and registration of programs, classes and camps for youth, teens, and adults
- Administration of facility, field and picnic rentals
- Implementation of Park Steward program
- Planning, implementation and Coordination of Citywide Special Events
- Administration of Albany Senior Center activities, services and special events
- Administration of Paratransit program including taxi subsidies, transportation for senior recreational and walking trips, and weekly shopping trip
- Administration of Meals on Wheels and congregate meals programs
- Administration of the Albany CARES program
- Administration of the Albany Project HOPE program
- Administration of outreach and engagement to the community, with focus on public safety and human services programs
- Distribution of programming information on social media outlets, website and production of the Recreation Activity Guide
- Management of Joint Use Agreements for City Parks & Facilities
- Staff support to the Parks, Recreation and Open Space Commission and Arts Committee
- Update and Implementation of Parks & Open Space Master Plan