

Goal A. Financial Stability and Sustainability

Foster fiscal health through disciplined long-term planning, cost control, heightened efficiency, increased revenue, and cost recovery.

The table below contains the strategies associated with Goal A and the implementation years.

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
Goal A: Financial Stability and Sustainability					
Strategies					
1. Develop a comprehensive fiscal sustainability model to address the General Fund's long-term structural deficit.	x	x	x		
2. Determine the level of authorization for the utility users' tax and develop an informational plan.					Complete
3. Reduce costs associated with the City's fire contract with Alameda County by pursuing discussions regarding a new emergency services model.	x		x	x	
4. Develop a plan to reduce the costs and increase revenue for Community and Recreation Services.					Complete
5. Implement the City's cannabis program to attain the anticipated revenue in new revenue with a commitment to adapting where necessary in light of evolving Statewide trends.	x	x	x	x	
6. Conduct routine evaluations of city fees and update as needed.	x	x	x		
New Strategies Added August 2021					
7. Study and prepare for placement of a revenue measure for the November 2022 election that addresses the expiration of the half-cent sales tax; or prepare for \$6 million in service cuts.		x	x		Complete
8. Determine the feasibility of a revenue ballot measure for November 2024 and/or November 2026 that could consider a new landscape and lighting district (indexed to CPI) and/or a tax to fund a new City Hall/library.		x	x		
9. Study the benefits and opportunity to update the City's business license tax for voter consideration.		x	x	x	

Goal B. Governance and Organization Effectiveness

Produce high-quality services to the community through a commitment to local government best practices and employee development, support and retention.

The table below contains the strategies associated with Goal B and the implementation years.

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
Goal B: Governance and Organization Effectiveness					
Strategies					
1. Align the provision of critical city services and Strategic Plan implementation with current staffing levels.		x	x	x	
2. Establish professional development plans for each employee to optimize staff resources, support their growth and demonstrate commitment to employees' careers through a mentoring program and cross-training assignments.		x	x		
3. Implement a new system of electing councilmembers by district and establish protocols for governance.	x		x		
4. Prioritize the results of the Management Audit and develop an implementation strategy.					Complete
5. Create a formal exit interview process to learn the reasons employees leave and obtain useful feedback for organizational improvements.	x	x	x		
6. Establish meaningful ways to recognize outstanding employee performance.	x	x	x		
7. Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion.	x	x			
8. Conduct a market study of competitive salary and benefits to support recruitment and retain talented staff.		x	x		
9. Identify mandated/non-mandated functions and changes needed in each department to ensure proper balance based on available resources and align services to staff resources.				x	
10. Develop institutional knowledge "capture" techniques to document processes and procedures in anticipation of retirements and other turnover.				x	
11. Develop and implement a marketing plan to aid in ensuring key positions are filled, including the use of targeted recruitment incentives (such as hiring bonuses) for difficult-to-hire positions.	x	x	x		
12. Increase staff efficiency and responsiveness by improving the design of and access to self-service options.	x	x	x	x	

Goal C. Economic, Community Development and Public Safety

Institute forward-thinking business, land use development, housing, social services, and public safety strategies that promote community growth and innovation.

The table below contains the strategies associated with Goal C and the implementation years.

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
Goal C: Economic, Community Development and Public Safety					
Strategies					
1. Analyze the feasibility of transforming warehouses to attract high-value industrial and commercial uses for the benefit of the community.	x	x	x	x	Analysis Complete
2. Facilitate the build out of the greater Station District Area through the construction of the Quarry Lakes Parkway, completion of the pedestrian rail crossing, and implementing the recommendations of the Southern Alameda County Regional Rail Integration Study to make the Station District a passenger rail hub served by ACE and Dumbarton Rail.	x	x	x	x	
3. Develop a multi-departmental approach to address homelessness through coordination with staff, community organizations and Alameda County.	x	x	x	x	
4. Work with the Union Landing Property Owner's Association to ensure Union Landing remains a destination for shoppers through property improvements, on-going property maintenance, and a continued focus on public safety.	x	x	x	x	
5. Promote housing development for all income levels in the community by updating the zoning ordinance to include objective standards for new multi-family residential development in order to streamline the review of applications for housing developments, and update the Housing Element, to facilitate the development of affordable housing.	x	x	x		
6. Update the Economic Development Strategic Plan to meet the City's financial goals and build regional partnerships.		x			
7. Collaborate with commercial brokers on retail and commercial opportunities for new businesses and identify factors that will encourage high revenue-producing businesses to lease vacant properties.	x	x	x	x	

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
8. Prioritize and expedite major land use development applications.	x	x	x	x	
9. Update the short-range transit plan that includes an evaluation of providing services to the business district and the New Haven Unified School District.	x	x			
10. Strengthen the Community Emergency Response Team program through the Alameda County Fire Department, per agreement with the County.	x	x	x	x	
11. Complete the General Plan update, the Station District Specific Plan and the Hillside Specific Plan.		x	x	x	<i>General Plan Completed</i>
12. Provide employee training for emergency preparedness and conduct disaster response drills.	x	x	x	x	
13. Align public safety services with community needs based on a data driven decision-making approach (i.e., emergency medical services, restoration of terminated police programs, etc.).	x	x	x	x	
14. Update the police department strategic plan to include reimagine policing initiatives.	x	x			<i>Complete</i>
15. Continue to review development permitting processes to streamline service and improve efficiency and develop a communication plan to disseminate modifications to staff and customers.		x	x		
16. Assess the feasibility of using a private provider to add high-speed internet with the goal of reducing Union City ISP costs and enhancing internet speed for businesses and residents.				x	
17. Create a plan for leveraging the social services resources in Union City and the County to make efficient use of all limited resources.			x	x	
18. Review the police dispatch services agreement and conduct a feasibility study to evaluate bringing dispatch services in-house.				x	
19. Develop a space needs assessment to evaluate police and other city departments' facility needs.				x	
<i>New Strategies Added August 2021</i>					
20. Facilitate the development of entitlements and closing on the sale of the Gateway property to generate revenue to fund the construction of Phases 3 and 4 of the Quarry Lakes Parkway.	x	x	x	x	
21. Continue providing support to City residents and businesses related to COVID-19 recovery.	x	x	x	x	
22. Increase fines for illegal fireworks, develop and implement a public communication campaign about fireworks, consider banning the sale and deployment of all fireworks if the threat to community safety is not significantly reduced during the 4 th of July season.		x	x	x	<i>Complete</i>

Goal D. Environmental Sustainability and Infrastructure

Create a healthy, sustainable community and maintain and improve the City's infrastructure.

The table below contains the strategies associated with Goal D and the implementation years.

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
Goal D: Environmental Sustainability and Infrastructure					
Strategies					
1. Continue the build-out of the City's Bicycle and Pedestrian network with an emphasis on closing gaps, addressing safety concerns, and increasing connectivity to the Station District.	x	x	x	x	
2. Implement the City's capital improvement plan (see separate document).	x	x	x	x	
3. Develop a citywide information technology strategic plan and establish an IT committee to prioritize investments, implementation and staff training.		x	x	x	
4. Evaluate development impact fees for new development infrastructure: Decoto Industrial Park Study Area (DIPSA), Transportation Impact Fee, Fire, Parks Facilities Fee, Railroad Preemption Fees.		x			
5. Review and update the tree protection program.	x	x	x		
6. Conduct a tree inventory to determine a yearly maintenance plan for city-owned trees.	x	x	x	x	
7. Update the Climate Action Plan.				x	
8. Convert the UC Transit fleet to electric.	x	x	x	x	
9. Create and implement a plan to maintain and upgrade the City's buildings.	x	x	x	x	
10. Develop a ten-year parks operation, maintenance and capital improvement plan.	x	x	x	x	
11. Coordinate with City departments, commercial and residential customers to implement the requirements of state organics and food recovery legislation.	x	x	x	x	
New Strategies Added August 2021					
12. Prepare RFP for Franchise Agreements for solid waste and recycling collections with emphasis on selecting vendors with resources to implement organics legislation.			x	x	
13. Enable a robust cyber security and information technology disaster recovery service.		x			

Goal E. Communication and Outreach

Build strong connections with community partners, residents, and employees.

The table below contains the strategies associated with Goal E and the implementation years.

Strategies	Implementation Years				
	Ongoing	FY 2021-22	FY 2022-23	FY 2023-24	Completed
Goal E: Communication and Outreach					
Strategies					
1. Conduct outreach and community education about the City services, financial resources, areas of cost, and impacts of failed ballot measures on city services.	x	x	x	x	
2. Improve the delivery of and employee and community access to the annual State of the City Address.	x	x	x	x	
3. Create and implement a plan for conveying progress and outcomes from the City's Strategic Plan to employees and the community at large.	x	x	x	x	
4. Enhance the role boards and commissions play in communicating the City's interests through training and routine engagement.	x	x	x	x	
5. Build a customer relations plan for public works and code enforcement.	x		x		
6. Launch the newly formed Sales Tax and Utility Users' Tax Oversight Committee, support their efforts to review tax revenues and expenditures, and make reports to the City Council and community at-large.		x	x	x	Complete
7. Enhance community and digital engagement to improve ease of access to and the quality of information, emphasizing information of particular interest to businesses and residents.	x	x	x	x	
8. Develop an outreach strategy aligned with the City's brand guidelines aimed at heightening the profile of the City within the community and region.	x	x	x	x	
New Strategies Added August 2021					
9. Develop and implement a diversity, equity and inclusion approach to citywide communications and outreach.	x	x	x	x	
10. Collaborate with the Arts and Culture Commission and Bay Area Rapid Transit (BART) to place murals on the Kennedy Park BART pillars.	x	x	x		