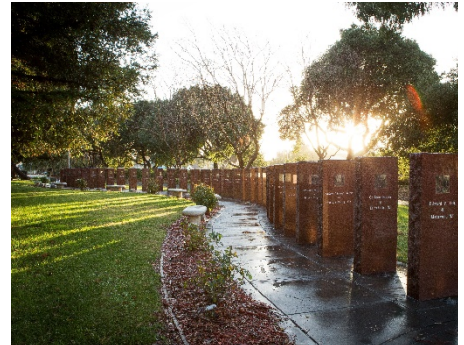


City of Union City Strategic Plan

FY 2019-20 through FY 2024-25



September
2019



UNION
CITY



Prepared for the City of Union City by Management Partners



City of Union City City Council



From left to right: Councilmember Pat Gacoscas, Councilmember Gary Singh, Mayor Carol Dutra-Vernaci, Councilmember Jaime Patino, Councilmember Emily Duncan

This Page Purposely Left Blank

Table of Contents

Message from the City Manager	1
Strategic Plan Overview	2
Mission, Vision and Values	3
Multi-Year Goals	4
Top Council Priorities for FY 2020 – 22.....	5
Goal A. Financial Stability and Sustainability.....	6
Goal B. Governance and Organization Effectiveness	8
Goal C. Economic, Community Development and Public Safety	10
Goal D. Environmental Sustainability and Infrastructure	13
Goal E. Communication and Outreach.....	15
Implementation	17
Conclusion	18
Attachment A. City Organization	19
Attachment B. Strategic Planning Process.....	20

Message from the City Manager



To the Mayor and City Council, Community Members and City Staff:

We are pleased to present the City of Union City's 2020 – 2025 Strategic Plan. The plan serves as a roadmap for Union City's promise as a place where our inclusive community can prosper, and innovation grows.

The Mayor and Council initiated the strategic planning process in the first quarter of 2019 in order to set a clear path for the future. Through the process, the Council and executive team identified five long range goals and specific strategies for reaching those goals. The Council determined its top priorities for attention over the first two years of the Strategic Plan.

I am excited about my new role as City Manager, having served Union City for over 20 years as Community and Economic Development Director. Success of the Strategic Plan will be a team effort between the Council, City staff and the community. I'll be the champion of our implementation efforts.

Respectfully,

Joan Malloy
City Manager
August 2019

Strategic Plan Overview

*The strategic plan is a **living document**, featuring a comprehensive framework that can be **adjusted based on the current needs of the community**.*



*The Strategic Plan contains **City Council priorities** and reflects the **key initiatives** of the organization over five years.*

The City initiated its strategic planning process in 2019 to chart a clear path for the future.

The Strategic Plan has **five long range goals**, each of which has strategies to achieve the goals. City staff will provide regular updates showing progress on each of the activities within the Strategic Plan.

The Council and executive team will update the Strategic Plan annually. The intention is that the plan be modified on an ongoing basis to ensure that the stated goals are aligned with the needs of the community.

Mission, Vision and Values



*This strategic plan includes a new **mission**, **vision**, and set of **values** for the City of Union City. These were developed through collaborative discussions in our strategic planning process.*

Mission

Our mission is to create and provide effective, quality services that foster high quality of life and economic vitality.

Citywide Vision

To be a vibrant, inclusive and prosperous community where residents and businesses thrive, and innovation grows.

Organizational Vision

To foster an environment where City employees are inspired, recognized and thrive.

Organizational Values

Sustainability

Plan for the long term in all that we do to ensure financial, environmental, and community well-being.

Accountability

Serve as responsible stewards of public resources and trust.

Professionalism

Deliver high-quality services to members of the community while investing in employee development.

Integrity

Demonstrate devotion to honesty, transparency, and acting in the best interest of the community.

Multi-Year Goals



The plan has five multi-year goals. Each goal has a set of strategies for implementation through this five-year Strategic Plan. The following pages show the strategies by goal.

Multi-Year Goals

Goal A. Financial Stability and Sustainability

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

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.

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.

Goal D. Environmental Sustainability and Infrastructure

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

Goal E. Communication and Outreach

Build strong connections with community partners, residents and employees.

After each strategy, a year is shown in parenthesis to denote which year of the strategic plan the item is scheduled to begin. Year 1 represents FY 2020-21, Year 2 represents FY 2021-22, and Year 3 represents FY 2022-23. Throughout the strategic planning process, staff recognized that the expectations for services and projects exceeds the current staffing and resources available to the City. Therefore, for a number of the items listed in this plan, implementation is contingent upon resource augmentation or availability. Those items are indicated with an **R** to connote "**new resources needed.**"

Top Council Priorities for FY 2020 – 22



In July 2019, the City Council identified their priorities for FY 2020-22.

Their nine top priorities for the year are shown below.

The full list of strategic plan activities is contained in subsequent pages of this document.

The City Council identified its priorities for the first two years of the Strategic Plan: FY 2020-21 and FY 2021-22. They are shown below and are categorized by goal area, with the strategy number (within the goal) also shown. In the following pages, the complete goals and all strategies are listed, which include the priorities listed below.

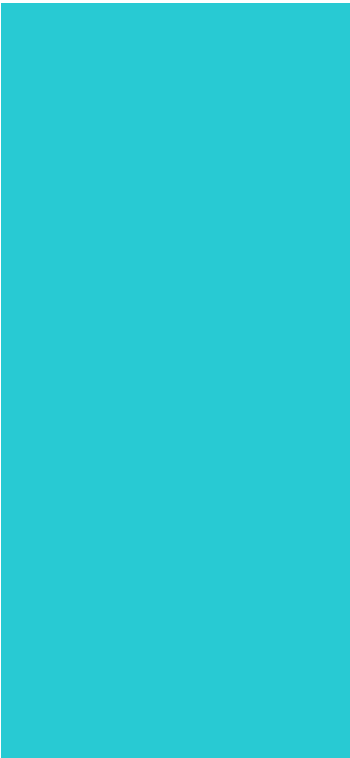
Goal A, Strategy 1	Establish a comprehensive fiscal stability and sustainability plan to address the General Fund's long-term structural deficit.
Goal A, Strategy 2	Determine the level of reauthorization of the public safety parcel tax and develop an informational plan.
Goal A, Strategy 3	Reduce costs associated with the City's fire contract with Alameda County.
Goal B, Strategy 1	Align the provision of critical city services and Strategic Plan implementation with current staffing levels.
Goal B, Strategy 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.
Goal C, Strategy 1	Analyze the feasibility of transforming warehouses to attract high-value industrial and commercial uses for the benefit of the community.
Goal C, Strategy 2	Facilitate the build out of the greater Station District Area through the construction of the Quarry Lakes Parkway, upgrades to the BART station, and completion of the pedestrian rail crossing and the sale and development of City-owned land.
Goal C, Strategy 3	Develop a multi-departmental approach to address homelessness through coordination with staff, community organizations and Alameda County.
Goal E, Strategy 1	Conduct outreach and community education about the City services, financial resources, areas of cost, and impacts of failed ballot measures on city services.

Goal A. Financial Stability and Sustainability



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

1. Establish a comprehensive fiscal sustainability plan to address the General Fund's long-term structural deficit. ***(Council Priority Years 1 and 2)***
2. Determine the level of reauthorization of the public safety parcel tax and develop an informational plan. ***(Council Priority Years 1 and 2, R)***
3. Reduce costs associated with the City's fire contract with Alameda County. ***(Council Priority Years 1 and 2)***
4. Conduct an assessment of all costs and revenues of parks and recreation programs and services to enable Council to determine subsidy levels. (Years 1 and 2, R)
5. Implement the City's cannabis program to attain the anticipated \$1.4 million in new revenue with a commitment to adapting where necessary in light of evolving Statewide trends. (Years 1 and 2)

- 
6. Complete the fee evaluation process for those fees that have not been reviewed. (Years 2 and 3, R)
 7. Reduce staff costs and increase staff efficiency by increasing the public's access to self-service options. (Years 2 and 3)
 8. Identify opportunities to provide insourced services to other agencies on a contract basis as a way to generate revenue and optimize use of City staffing. (Years 3 and 4, R)
 9. Initiate a process of increasing landscape and lighting fees to more closely reflect cost of service increases since 1997, consistent with General Plan Update. (Years 4 and 5, R)



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.

Strategies

1. Align the provision of critical city services and Strategic Plan implementation with current staffing levels. (**Council Priority Years 1 and 2**)
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. (**Council Priority Years 1 and 2**)
3. Implement a new system of electing councilmembers by district and establish protocols for governance. (Years 1 and 2, R)
4. Prioritize the results of the Management Audit and develop an implementation strategy. (Years 1 and 2)

5. Create a formal exit interview process to learn the reasons employees leave and obtain useful feedback for organizational improvements. (Years 1 and 2, R)
6. Establish meaningful ways to recognize outstanding employee performance. (Years 1 and 2)
7. Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion. (Years 1 and 2)
8. Conduct a market study of competitive salary and benefits to support recruitment and retain talented staff. (Year 3, R)
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. (Year 3, R)
10. Develop institutional knowledge "capture" techniques to document processes and procedures in anticipation of retirements and other turnover. (Year 3)
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. (Years 3 and 4, R)



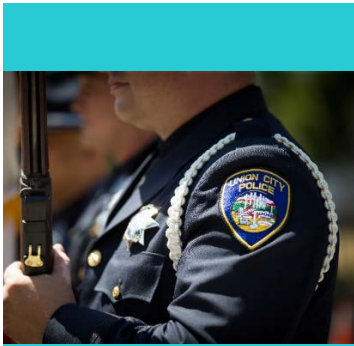
Goal C. Economic, Community Development and Public Safety



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

Strategies

1. Analyze the feasibility of transforming warehouses to attract high-value industrial and commercial uses for the benefit of the community. (**Council Priority Year 1**)
2. Facilitate the build out of the greater Station District Area through the construction of the Quarry Lakes Parkway, upgrades to the BART station, and completion of the pedestrian rail crossing and the sale and development of City-owned land. (**Council Priority Year 1, R**)
3. Develop a multi-departmental approach to address homelessness through coordination with staff, community organizations and Alameda County. (**Council Priority Years 1 and 2, R**)
4. Enhance the City's partnership with Union Landing property owners and tenants to grow the vitality of the

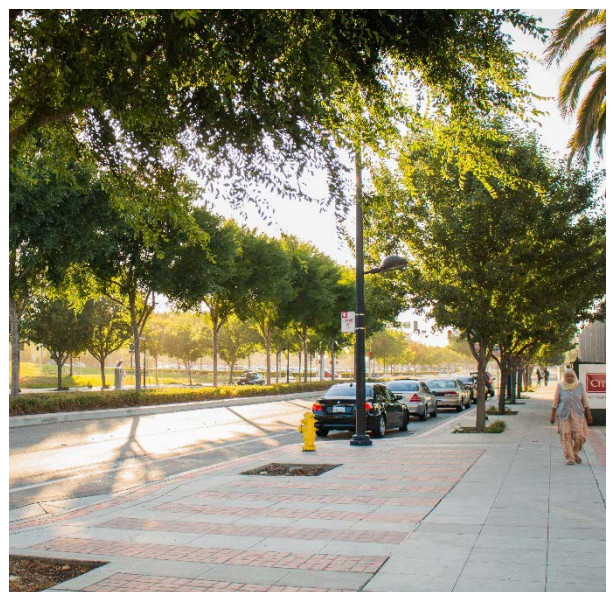


business district and revenue to the City. (Year 1, 2, 3, 4, 5)

5. Promote housing development for all income levels in the community by updating the zoning ordinance to include objective standards in order to streamline development and facilitating the development of affordable housing. (Year 1, 2, 3, 4, 5)
6. Identify and focus on priorities within the Economic Development Strategic Plan that will meet the City's financial goals and build regional partnerships. (Year 1)
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. (Year 1)
8. Prioritize and expedite major land use development applications. (Year 1)
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. (Year 1)
10. Strengthen the Community Emergency Response Team program through the Alameda County Fire Department, per agreement with the County. (Year 1)
11. Complete the General Plan update (along with the Decoto Industrial Park Study Area Specific Plan (DIPSA). (Years 1 and 2)
12. Provide employee training for emergency preparedness and conduct disaster response drills. (Years 1 and 2)
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.). (Year 2)

14. Update the police department strategic plan. (Year 2)
15. Review development permitting processes to streamline service and improve efficiency and develop a communication plan to disseminate modifications to staff and customers. (Year 3, R)
16. Assess the feasibility of using a private provider to add high-speed internet with the goal of enhancing business attraction. (Year 3, R)
17. Create a plan for leveraging the social services resources in Union City and the County to make efficient use of all limited resources. (Years 3 and 4)
18. Review the police dispatch services agreement and conduct a feasibility study to evaluate bringing dispatch services in-house. (Year 4, R)
19. Develop a space needs assessment to evaluate police and other city departments' facility needs. (Year 4, R)



Goal D. Environmental Sustainability and Infrastructure

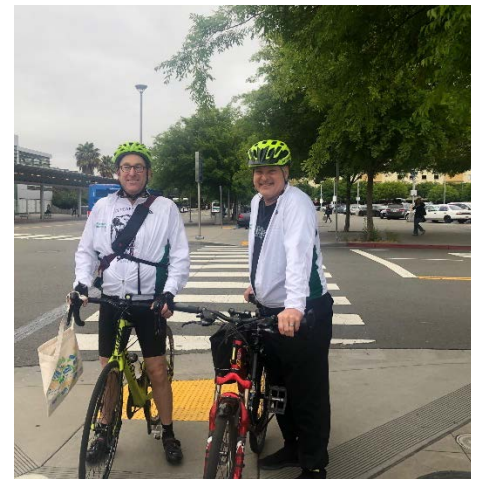
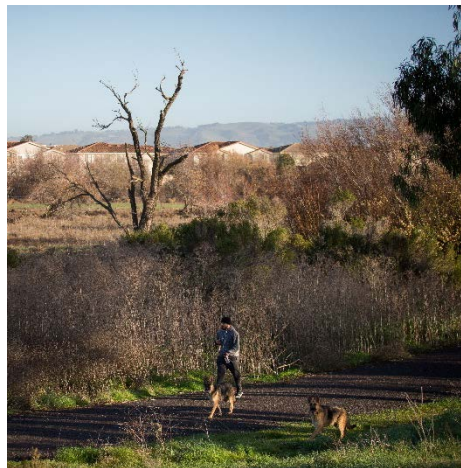


Create a healthy, sustainable community and maintain and improve the City's infrastructure.

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. (Year 1, R)
2. Implement the City's capital improvement plan (see separate document). (Year 1, R)
3. Establish an IT committee to prioritize technology investments and implement the citywide information technology plan. (Years 1 and 2, R)
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. (Years 1 and 2, R)
5. Review and update the tree protection program. (Year 2)

6. Analyze the cost-benefit of converting streetlights to light emitting diode (LED). (Year 2)
7. Conduct a tree inventory to determine a yearly maintenance plan for city-owned trees. (Years 2 and 3, R)
8. Update to the Climate Action Plan. (Year 3, R)
9. Convert the UC Transit fleet to electric. (Year 3)
10. Create and implement a plan to maintain and upgrade the City's buildings. (Year 3, R)
11. Develop a ten-year parks operations, maintenance and capital improvement plan. (Year 4 and 5, R)
12. Explore additional opportunities to meet or exceed State waste reduction targets. (Year 1 and 2)



Goal E. Communication and Outreach



Build strong connections with community partners, residents and employees.

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. (**Council Priority Year 1, R**)
2. Improve the delivery of and employee and community access to the annual State of the City Address. (Year 1, R)
3. Create and implement a plan for conveying progress and outcomes from the City's Strategic Plan to employees and the community at large. (Years 1 and 2, R)

4. Enhance the role boards and commissions play in communicating the City's interests through training and routine engagement. (Year 2, R)
5. Build a customer relations plan for public works and code enforcement. (Year 2, R)
6. Establish a community advisory committee to engage on the planning of future ballot measures. (Years 2 and 3)
7. Enhance digital engagement to improve ease of access and the quality of information, emphasizing information of particular interest to businesses and residents. (Years 3 and 4, R)
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. (Years 3 and 4, R)



Implementation



An Implementation Action Plan accompanies this Strategic Plan in a separate document. It contains timelines for the strategies so that the City Council, staff and community will know when we will expect to accomplish various items. Additionally, resources will be needed for carrying out some of the strategies and the Implementation Action Plan contains that information.

City staff will be communicating progress on a regular basis to the City Council, employees, and community through updates and progress reports posted on the City webpage. The Strategic Plan contains an ambitious work plan. As a five-year plan, care has been taken to ensure that the items contained are scheduled throughout the five years, and not front-loaded.



Conclusion



This Strategic Plan provides direction for City the City of Union City over several years. Each department will be gearing its efforts to achieving the Strategic Plan.

Project Team

Mayor
Carol Dutra-Vernaci

Councilmember
Emily Duncan

Councilmember
Jaime Patino

Councilmember
Pat Gacoscos

Councilmember
Gary Singh

City Manager
Joan Malloy

Deputy City Manager
Mark Evanoff

**Communications and Marketing
Manager**
Lauren Sugayan

Police Chief
Jared Rinetti

Finance Director
Mark Carlson

Interim Public Works Director
Marilou Ayupan

**Economic and Community
Development Director**
Carmela Campbell

**Community and Recreation
Services Director**
Jill Stavosky

Attachment A. City Organization

Mayor and City Council. The Mayor and City Council serve as the governing body for the City of Union City, and set the vision for responsive, effective and high-quality service delivery to our residents. The Mayor and City Council guide the City's legislative agenda, set municipal policies, pass local ordinances, listen to residents' concerns, and adopt a biennial budget.

City Manager's Office. The City Manager is appointed by the City Council, serves as the chief executive officer of the City as well as the Council's chief advisor, and is responsible for managing all day-to-day operations and administration. All departments report to the City Manager. Staff within the City Manager's Office oversee the implementation of the City's strategic plan, public affairs and intergovernmental relations, and carry complex policy work in support of the City Council.

City Clerk. The City Clerk's Office supports the business operation of the City Council and manages the administrative requirements for record keeping, elections, and more.

Community and Recreation Services. This department provides community and recreation services to families, youth, seniors and adults within the community. Recently honored by the California Park and Recreation Society, we operate the Holly Community Center, Kennedy Community Center, Ruggieri Senior Center, Sports Center, Teen Center, Teen Workshop and, in the summer, the Dan Oden Swim Complex.

Police Department. The Union City Police Department (UCPD) is a dedicated team of men and women honored to serve the city's diverse and growing community. The UCPD is committed to keeping Union City a vibrant and safe place to live, work, and visit.

Public Works. Public Works employees strive to protect your health, safety, and welfare by designing, building, and maintaining city infrastructure, facilities, and local transit/paratransit. The Public Works Department includes three main divisions: Engineering, Maintenance, and Transit.

Economic and Community Development. The Economic and Community Development Department helps the city grow by balancing the needs that every city has-- jobs and housing. This includes looking at the full scope of our City's growth and develop a long-term strategic plan to attract high-paying jobs for our residents, maintain housing affordability, and keep Union City a great place to live and work.

Human Resources. The Human Resources Department serves our community by creating and supporting a talented, dedicated and high performing workforce of engaged employees who are trained and motivated to provide the highest level of customer service.

Finance. The Finance Department manages all of the City's finances, including treasury and debt management. Finance handles transactions like accounts payable, payroll, licensing and cashiering, risk management, financial reporting and information technology.

Fire Services. Union City's fire services are provided by the Alameda County Fire Department.

Attachment B. Strategic Planning Process



City Council, boards and commissions, community members and staff provided valuable input for the strategic plan.

A wide range of stakeholders were invited to provide input to help inform and develop the strategic plan.

City Council and Board-Commission Survey

Members of the City Council and the City's boards and commissions were invited to offer their input through an online survey.

Gap Analysis

A gap analysis questionnaire was distributed to City leadership staff. Through these questionnaires, information was gathered on strengths, weaknesses/limitations, opportunities, and threats (SWOT); major projects and plans.

Environmental Scan

City staff prepared an environmental scan to identify internal and external factors important in considering goals and strategies for the future. Several factors were identified as critical components of the plan, including demographics, workforce trends, external factors, legislative impacts, and key changes in recent years.

Workshops

Three strategic planning workshops were facilitated by Management Partners as part of the process. The first workshop was held on May 21, 2019 with the City Council and leadership staff from each department. The second workshop was conducted on July 11, 2019 and included the same attendees. The final workshop was held on August 20, 2019 with City staff and focused on the implementation elements of the strategic plan.

*Strategic planning is about **identifying priorities** for the City to **balance the needs and interests** of the community with resources available.*

Three workshops held

Two surveys administered to City Council and Department leaders

