

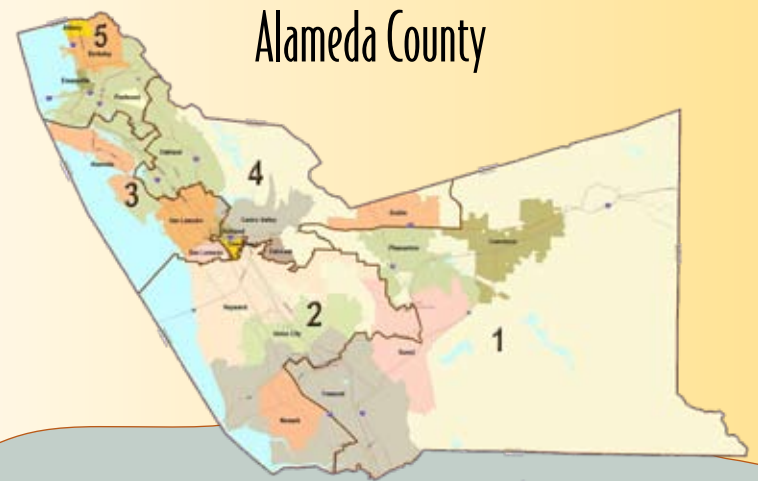
ALAMEDA COUNTY STRATEGIC VISION 2008



FOREWORD

Alameda County's Strategic Vision was adopted by the Board of Supervisors in 2008 to provide a multi-year, comprehensive, and far-reaching roadmap that establishes Alameda County as one of the best counties in which to live, work and do business. This document is made up of five areas, corresponding to the County's core services and community priorities: Environment and Sustainability, Safe & Livable Communities, Healthy and Thriving Populations, Housing, and Transportation. Each element is supported by a series of general Goals, which are supported by broad Strategies. It is understood that each of these areas are part of an integrated whole where they play a corresponding role in meeting the County vision.

The purpose of our Strategic Vision is to provide high-level strategic direction to the County's agencies and departments, who are responsible for implementation through their own strategic plans and activities. This document also serves to communicate our long-term priorities to the community and will guide County policy and resource decisions. It is both an affirmation of our fundamental commitment to serve the citizens of Alameda County and a promise to be accountable for our progress.



County of Alameda, Board of Supervisors



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Susan S. Muranishi
County Administrator

ALAMEDA COUNTY VISION

Alameda County is recognized as one of the best counties in which to live, work and do business

ALAMEDA COUNTY MISSION

To enrich the lives of Alameda County residents through visionary policies and accessible, responsive, and effective services

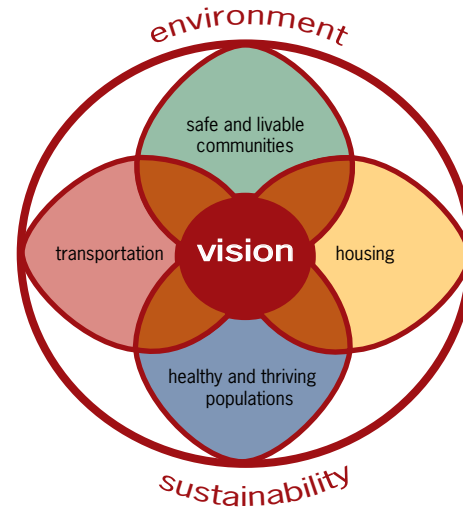


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Environment/Sustainability

A healthy environment: our health is linked to it, our economy depends on it, and it makes Alameda County a beautiful place to live. When the County delivers public services and shapes land-use policies, we affect local and global ecosystems. By integrating sustainable strategies into service delivery, County policies, and regional partnerships, Alameda County will prioritize the preservation and restoration of our ecosystems.

Regional and Legislative Policy

GOAL 1: Engage regional, state, and federal policy-making bodies to promote policies and allocate resources to support ecosystem preservation and restoration

Strategy 1: Develop a legislative platform and priorities to influence federal, state, and regional bills and regulations that affect climate change and other key areas of sustainability, and to change current regulations that promote unsustainable outcomes.

Strategy 2: Identify the appropriate advocates and structure to represent County and County-City legislative priorities at the state and federal levels.

Strategy 3: Seek funding for climate change mitigation and adaptation projects, regional demonstration projects, and green economic development.

County Operations and Services

GOAL 2: Ensure that the County's operations and services are consistent and comprehensive in prioritizing environmental protection

Strategy 1: Develop and implement countywide environmental performance indicators and produce an annual sustainability report for the public.

Strategy 2: Support the Sustainability Executive Committee and cross-agency Climate Action Team in providing strategic direction to implement the County Climate Change Leadership Resolution, including plans for mitigating and adapting to climate change.

Strategy 3: Educate County employees on the principles of sustainability and County sustainability policies through frequent and ongoing education and outreach programs.

Strategy 4: Ensure that all residents in the unincorporated areas have access to sustainable services and incentives for sustainable living comparable to or better than those available to city residents.

Strategy 5: Maximize the effectiveness of environmental mitigation efforts.

Strategy 6: Coordinate agencies implementing the Strategic Vision so that combined efforts result in a comprehensive and integrated approach to sustainability.

County Policies

GOAL 3: Demonstrate a commitment to environmental stewardship in county policies

Strategy 1: Develop decision-making criteria to achieve a net zero environmental impact from project and service delivery for all County departments, services provided to the public, and community planning activities.

Strategy 2: Review and revise County policies and procedures, capital planning and budgeting processes, and pension investing strategies to reflect the County's commitment to environmental stewardship.

Strategy 3: Identify and address gaps in County environmental policies. Develop and implement key sustainability policies in areas including earth-friendly purchasing, zero waste, toxics reduction, and energy and water conservation standards.

Strategy 4: Revise General Plans for the unincorporated areas of the County to address climate protection and planning for climate change.

Strategy 5: Establish green building standards for residential and commercial construction in the unincorporated areas of the County.

Environment/Sustainability (cont.)

County-City Partnership

GOAL 4: Create County-City partnerships to coordinate planning, share best practices, and leverage resources to advance regional sustainability initiatives

Strategy 1: Initiate regional sustainability coordination among cities and unincorporated areas within Alameda County, special districts, and regional agencies, building on existing initiatives.

Strategy 2: Assume a leadership role in coordinating the Alameda County Climate Protection Project.

Strategy 3: Identify and address common barriers and common needs for becoming sustainable among the County and its cities.

Strategy 4: Identify opportunities for partnering, set priorities, and establish County-City action teams to develop strategies for implementing sustainability initiatives.

Strategy 5: Develop opportunities to promote quality local green jobs and businesses.

Strategy 6: Establish a mechanism for shared performance reporting and public communications.

Strategy 7: Share the County-City partnership model with other jurisdictions throughout the country once implemented successfully.



Safe and Livable Communities

We all want to live in communities that are pleasant, safe, and supportive, and where we feel connected to our neighbors. Alameda County provides community services to Ashland, Castro Valley, Cherryland, Fairview, San Lorenzo, Sunol, and Livermore Valley unincorporated areas, and emergency and public safety services to the entire county. By enhancing cultural and educational opportunities, effectively rehabilitating offenders, and preparing for emergencies, we not only prevent violence but also build community.

Quality of Life

GOAL 1: Develop and support services, programs, and initiatives that enrich residents' quality of life

- Strategy 1:** Implement the Eden Area Livability Initiatives.
- Strategy 2:** Promote countywide economic vitality strategies.
- Strategy 3:** Protect, increase, and maintain tree canopy.
- Strategy 4:** Protect and increase availability of open space.
- Strategy 5:** Establish a pedestrian and bike master plan.

Educational Opportunities

GOAL 2: Expand access to information resources and provide cultural and educational opportunities for all residents

- Strategy 1:** Implement customer driven services and programs as stated in the County Library Strategic Vision and Action Plan.
- Strategy 2:** Deliver individual and family literacy and life long learning through dedicated staff and collaboration with community agencies.
- Strategy 3:** Deliver culturally diverse information, as well as educational and recreational opportunities, that enable those in our communities to make informed decisions and participate in community-based activities.

Public Safety

GOAL 3: Promote partnerships that ensure community accountability for public safety

- Strategy 1:** Implement the County Violence Prevention Blueprint.
- Strategy 2:** Create an environment that facilitates community empowerment and public safety through community participation.
- Strategy 3:** Expand the Neighborhood Watch programs in unincorporated Alameda County.



Safe and Livable Communities (cont.)

Emergency Preparedness

GOAL 4: Improve the County's regional emergency preparedness, response, recovery, and mitigation capabilities for both natural and man-made disasters

Strategy 1: Ensure policies and procedures are compliant with current state and federal emergency management guidelines.

Strategy 2: Improve communication infrastructure to allow for multi-agency, multi-jurisdictional radio interoperability.

Strategy 3: Develop and conduct comprehensive emergency training exercises.

Strategy 4: Evaluate the Emergency Preparedness programs and conduct a comprehensive gap analysis.

Strategy 5: Expand regional collaboration for the sharing of emergency information using lessons learned from the Urban Shield, other program training exercises, and actual events.

Strategy 6: Promote regional collaboration through Association of Bay Area Governments (ABAG) for recovery efforts after major emergency events.

Violence Reduction

GOAL 5: Expand efforts to reduce violence by focusing on prevention, victim support, and reducing recidivism

Strategy 1: Deliver and support re-entry services for all offenders.

Strategy 2: Provide a continuum of Juvenile Justice services for at-risk minors that includes prevention, early intervention, detention alternatives, evidence-based supervision, and safe and secure custodial care.

Strategy 3: Fully develop a range of Adult Probation services that provide rehabilitative opportunities to offenders while enhancing public safety through effective intervention and suppression.

Strategy 4: Develop and manage a program to protect drug-endangered children.



Healthy and Thriving Populations

Our County is rich with diversity. Our communities are from diverse ethnic and cultural backgrounds, economic status and lifestyles. We celebrate our differences and appreciate our commonalities. We support and encourage the building of healthy communities where individuals, children and adults, can thrive and can be all that they can be. We do this by protecting the general public health, providing place/population-based services, protecting vulnerable populations, providing a safety net for families/individuals and assistance towards self-sufficiency.

Protecting the General Public Health

GOAL 1: Build resiliency in low-income communities and other vulnerable populations

Strategy 1: Reduce the risk factors associated with poor health outcomes and disparities among populations served.

Strategy 2: Ensure the availability of safe retail food supply in areas of concern.

Strategy 3: Protect urban and other at-risk geographic areas from potential environmental contamination.

Strategy 4: Promote inter-agency and intra-agency cooperation by developing a common database and obtaining common funding.

Strategy 5: Promote asset-based strategies through the expansion of housing, increased access to care, and increased education opportunities.

Strategy 6: Diversify the County Health Services Program's revenue base by aggressively leveraging alternative sources of revenue, augmenting the tax base, and optimizing its fee structure.

Coverage Expansion

GOAL 2: Promote universal access to affordable health care

Strategy 1: Maximize and simplify enrollment in existing health care programs through the implementation of an electronic/web based enrollment system (One-E-App).

Strategy 2: Enhance services by establishing consistent protocols standardizing care provided throughout County-supported providers.

Strategy 3: Expand coverage by taking full advantage of opportunities made possible through the State MediCal expansion initiative and the Mental Health Service Act.

Strategy 4: Identify and attempt to provide private health insurance for children where available.

Place/Population-based Services

GOAL 3: Promote collaborative delivery systems to enhance access to integrated County services to vulnerable populations based on "best-practice" protocols

Strategy 1: Expand and enhance the integration of existing and newly identified revenue sources.

Strategy 2: Strengthen County departments' understanding and ability to work "horizontally" with non-government agencies.

Strategy 3: Eliminate and/or reduce the cultural and funding obstacles that can promote fragmentation and impede collaboration among County departments and allied providers.

Strategy 4: Expand direct services to seniors through the integration of primary care services with existing senior programs and added outreach and injury prevention programs.

Strategy 5: Expand direct health services through a cross-agency approach to school districts and at-risk youth emancipating from foster care and/or the juvenile justice system.

Healthy and Thriving Populations (cont.)

Protect Vulnerable Populations

GOAL 4: Protect and improve the well-being of children, elderly and persons with disabilities

Strategy 1: Develop and implement a countywide education campaign, targeting mandated reporters and the general public, on recognizing and reporting child and elderly abuse and neglect.

Strategy 2: Provide a system of care for those children who enter the Child Welfare System that focuses on the immediate and long-term well-being of each child.

Strategy 3: Reduce the re-entry of children into foster care by strengthening families through programs such as Another Road to Safety (ARS) and ensuring that these families are receiving all the public benefits (e.g., cash assistance, employment services, Medi-Cal, food stamps) for which they are eligible.

Strategy 4: Minimize institutionalization of elderly and persons with disabilities by expanding in-home support services to keep pace with the aging population.

Strategy 5: Obtain child support and medical support to improve the well being of children in Alameda County.

Safety Net and Assistance towards Self-sufficiency

GOAL 5: Provide a safety net that addresses immediate food and shelter needs of individuals and families in distress and links them to programs that promote self-sufficiency

Strategy 1: Maintain and expand the safety-net services such as the Alameda County Food Bank, shelter programs and meal delivery programs.

Strategy 2: Optimize access to CalWORKs, Medi-Cal, General Assistance, Food Stamps and Child Support Services, and develop online services for applying to these and other assistance programs.

Strategy 3: Create an assistance eligibility system that works in partnership with other programs that promote self-sufficiency, such as, education, vocational training, higher education, etc.

Strategy 4: Implement an employment services program in collaboration with other community stakeholders that motivates, supports, and prepares individuals for gainful employment that leads to self-sufficiency.

Strategy 5: Participate in implementation of the EveryOne Home Plan – the County's 10-year plan to end homelessness.



Housing

Owning a home: it's the American Dream but few can afford it, especially Alameda County's low income and most vulnerable populations. County government can influence the quantity, quality, and variety of housing that is available. Through smart development in the unincorporated areas and promoting accessible housing countywide, Alameda County will work to provide every person with a comfortable place to live.

Regional and Legislative Policy

GOAL 1: Increase the supply of housing in the unincorporated area and support similar efforts in other jurisdictions

Strategy 1: Promote high density, transit-oriented housing on appropriate infill sites.

Strategy 2: Promote mixed-use (housing and commercial) development on underutilized transit corridor sites.

Strategy 3: Support priority disposition of underutilized and surplus public property for housing and development.

Strategy 4: Remove unnecessary County-level regulatory barriers that inhibit housing development in the unincorporated area.

Strategy 5: Provide sufficient infrastructure to support new housing on residentially zoned land.

Affordable Housing

GOAL 2: Provide quality housing that is affordable to all income levels

Strategy 1: Lead Countywide efforts to increase federal, state, and local funding to support affordable housing at low, very low, and extremely low income levels.

Strategy 2: Ensure a range of zoned densities on residentially zoned land and enforce minimum built densities.

Strategy 3: Obtain a dedicated funding source for the County's affordable housing trust fund.

Strategy 4: Promote regional strategies (such as the EveryOne Home Plan) for creating housing for the lowest income level households.

Housing Choices

GOAL 3: Increase the variety and choices of housing available to County residents

Strategy 1: Promote development of rental housing on multi-family zoned land.

Strategy 2: Conduct targeted community outreach regarding the availability of rental and special needs housing.

Strategy 3: Promote affordable homeownership programs for moderate-income, first-time homebuyers.

Strategy 4: Increase community knowledge and staff enforcement of federal and state fair housing laws.

Strategy 5: Increase broad knowledge of, and access to, the existing supply of subsidized and disabled-accessible housing through targeted community outreach.

Housing (cont.)

Housing for Populations with Special Needs

GOAL 4: Increase the supply of housing for the County's vulnerable populations, including those with mental illness, HIV/AIDS, and chronic substance abuse

Strategy 1: Implement the EveryOne Home Plan.

Strategy 2: Identify, coordinate, and obtain increased funding for supportive and special-needs housing at the federal, state, and local levels.

Strategy 3: Increase the capacity for development and management of supportive housing.



Transportation

Stuck in traffic – we’ve all been there. Long commutes cost our economy, impact our environment, and take time away from families.

Alameda County can increase mobility by influencing regional transportation decisions and developing smart infrastructure in the unincorporated areas. We will work strategically to make it safer to bike and walk, make public transportation more convenient, and build better roads.

Regional Transportation

GOAL 1: Pursue regional leadership and partnership in addressing countywide transportation challenges

Strategy 1: Promote the County’s involvement in regional planning and decision-making processes.

Strategy 2: Promote transportation corridor approach to project planning and implementation.

Strategy 3: Promote multi-jurisdictional intelligent transportation systems to address regional traffic flows.

Strategy 4: Support regional freight mobility.

Congestion Management

GOAL 2: Reduce congestion and improve traffic flow

Strategy 1: Direct traffic away from local neighborhoods and onto arterials by considering functional classification of roads as well as the character of the surrounding area when planning and selecting projects for congestion relief.

Strategy 2: Use a regionally-based congestion management system to identify, plan and prioritize projects. Use this system to coordinate congestion management with other functions, particularly the Alameda County General Plan and the Regional Transportation Improvement Program.

Alternate Modes of Transportation

GOAL 3: Increase mobility by maximizing travel options

Strategy 1: Collaborate with regional transit agencies in promoting transit use.

Strategy 2: Work with regional transit agencies to enhance the efficiency and effectiveness of public transportation.

Strategy 3: Support regional high-occupancy vehicle (HOV) and high-occupancy toll (HOT) lane systems.

Strategy 4: Expand and improve the infrastructure of bicycle and pedestrian facilities and services.

Transportation (cont.)

Maintenance and Preservation of Infrastructure

GOAL 4: Protect existing infrastructure investments and mobility through maintenance and preservation

Strategy 1: Perform maintenance activities at levels that optimize infrastructure lifecycles and minimize deferred maintenance.

Strategy 2: Use an infrastructure maintenance monitoring and reporting system to facilitate clear communication of infrastructure condition and to support responsible budgeting and funding decisions.

Transportation Safety

GOAL 5: Maintain and improve safety for pedestrians, bicyclists, motorists, and other users of Alameda County roads

Strategy 1: Provide ongoing safety improvements of transportation infrastructure.

Strategy 2: Provide enhanced traffic and road safety enforcement programs.

Strategy 3: Expand and improve the safety of bicycle and pedestrian facilities and services.

Strategy 4: Identify road safety and operational improvements that become necessary as a result of new land development and ensure that land development roadway frontage conforms to County safety standards.

Transportation Funding

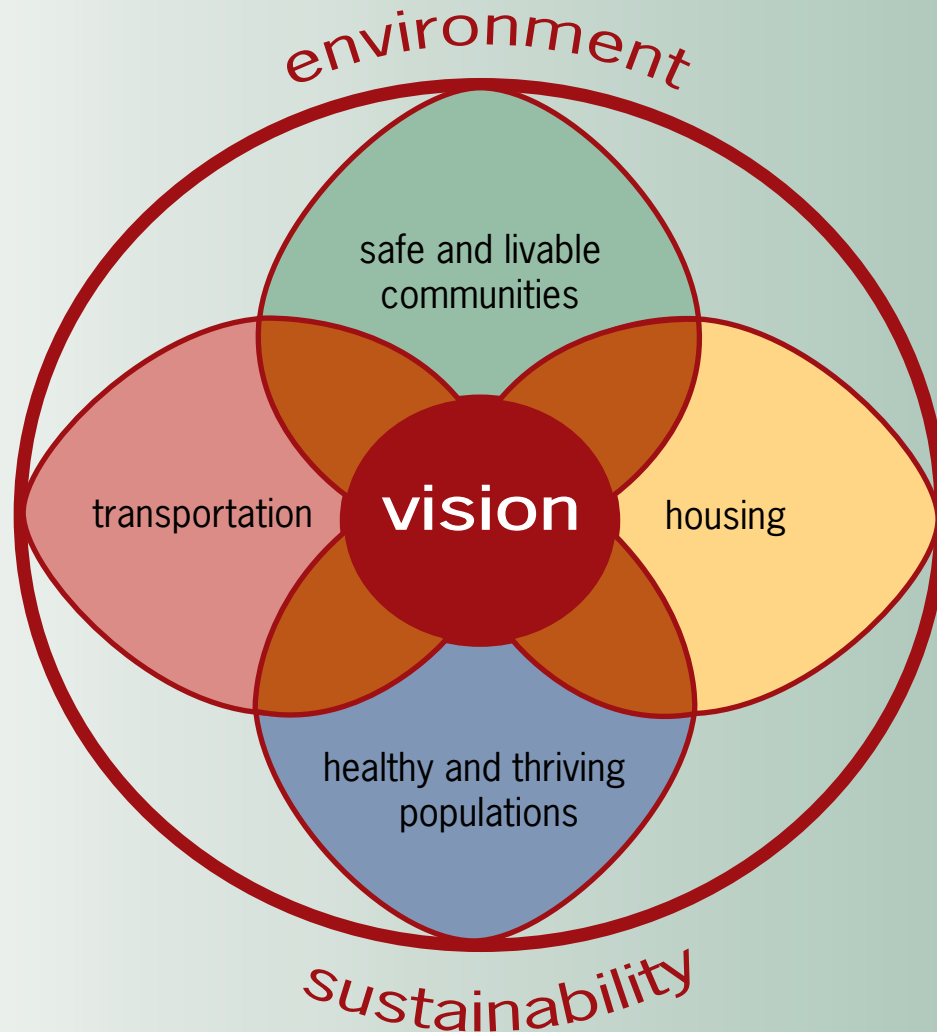
GOAL 6: Maximize external transportation funding

Strategy 1: Engage in federal and state legislative efforts that seek to increase local and regional funding opportunities for transportation projects.

Strategy 2: Promote County transportation projects and programs in collaboration with regional planning agencies and funding agencies.



Integrated Vision



We will achieve sustainability – which we define as the long-term health, social well-being, and economic vitality of the community – through an integrated approach that improves quality of life for all, including our most vulnerable populations. Housing, transportation, and community development projects will create diverse and friendly neighborhoods that promote healthy lifestyles, greener choices, and a strong local economy.

Photography/Art

Cover

Berkeley Marina; Berkeley Unified School District middle school students (Image courtesy of Alameda County Office of Education's Alliance for Arts Learning Leadership); Downtown Oakland skyline; Livermore Valley Wine Region

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Landscaping at Alameda County Juvenile Justice Center; Goats replace herbicide on Alameda County hills; Solar panels on Alameda County Juvenile Justice Center

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Emergency services (Images courtesy of the Alameda County Fire Department)

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Tree planting at Alameda County Juvenile Justice Center; Rendering of the Castro Valley Library, Noll & Tam Architects

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Youth services

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Alameda County development projects

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Cyclist using AC Transit; Fruitvale Transit Village in Oakland (Image courtesy of Peter Beeler, Metropolitan Transportation Commission)

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Kathy Graddy, Graddy Design

Back Cover

Rene C. Davidson Courthouse, Lake Merritt; Oakland Chinatown

Credits

Graphic Design

Red Oak Consulting, a division of Malcolm Pirnie, Inc.

Cover

Kathy Graddy, Graddy Design

Resources

Visit www.acgov.org for more information on related topics and policies.

COUNTY EXECUTIVES

Elected

Gregory Ahern, Sheriff / Coroner

Patrick J. O'Connell, Auditor-Controller

Thomas Orloff, District Attorney

Ron Thomsen, Assessor

Donald R. White, Treasurer-Tax Collector

Appointed

Susan S. Muranishi, County Administrator

Yolanda Baldovinos, Director, Social Services Agency

Chris Bazar, Director, Community Development Agency

Diane Bellas, Public Defender

Donald Blevins, Chief Probation Officer

Sheldon Gilbert, Chief, Alameda County Fire Department

Jean Hofacket, County Librarian

David Kears, Director, Health Care Services Agency

Maureen Lenahan, Director, Child Support Services

David Macdonald, Director, Information Technology Department / Registrar of Voters

Aki K. Nakao, Director, General Services Agency

Richard E. Winnie, County Counsel

Daniel Woldesenbet, Director, Public Works Agency

Stephen Amano, Acting Director, Human Resource Services Department

ALAMEDA COUNTY VALUES

Integrity, honesty and respect fostering mutual trust.

Transparency and accountability achieved through open communications and involvement of diverse community voices.

Fiscal stewardship reflecting the responsible management of resources.

Customer service built on commitment, accessibility and responsiveness.

Excellence in performance based on strong leadership, teamwork and a willingness to take risks.

Diversity recognizing the unique qualities of every individual and his or her perspective.

Environmental stewardship to preserve, protect and restore our natural resources.

Social responsibility promoting self-sufficiency, economic independence and an interdependent system of care and support.

Compassion ensuring all people are treated with respect, dignity and fairness.

