

May 5, 2026
City Manager

TITLE: RECEIVE A REPORT ON THE MARCH 17, 2026 STRATEGIC PLAN WORKSHOP OUTCOMES, UPDATED CITY COUNCIL PRIORITIES FOR FY 2026/27, AND PRIORITY PROJECTS

SUMMARY

On March 17, 2026, the City Council held a Strategic Plan Workshop to review implementation progress, introduce the Strategic Plan Dashboard, and provide direction on City Council priorities and priority projects for the upcoming fiscal year.

Through two structured exercises, City Council:

- Confirmed and refined priority strategies for FY 2026/27; and
- Provided input on the Priority Project List (Attachment 1), including potential tier adjustments and identification of new projects.

This report summarizes those outcomes and presents:

- Six updated City Council Priority Strategies; and
- Recommended priority project updates, including two new projects and proposed adjustment of existing Priority Projects based on City Council input and preliminary staff evaluation.

RECOMMENDATION

Receive the March 17, 2026 Strategic Plan Workshop outcomes and:

1. Adopt the six updated City Council Priority Strategies for FY 2026/27; and
2. Confirm two new priority projects: Project #83 – Residential Sports Court Ordinance and Project #84 – North Arroyo Trails Project.

BACKGROUND

The ONE Pleasanton Five-Year Strategic Plan (FY 2023/24 – FY 2027/28), adopted in October 2023, is the City's first comprehensive, citywide Strategic Plan. The Strategic Plan was developed to move the City away from ad hoc decision-making and priority-setting by establishing five strategic goals and 47 strategies to guide City operations, service delivery, and capital investment over the five-year period.

During the first three years of implementation, the City Council identified seven strategies to focus priority attention and ensure alignment among policy direction, staffing capacity, and

fiscal resources. As the City enters the final two years of the Strategic Plan (FY 2026/27 – FY 2027/28), implementation structures are in place, with defined implementation actions, assigned department leads, and priority projects aligned with departmental work plans.

In July 2025, the City Council adopted a Project Prioritization Framework, categorizing all active City projects as Priority 1 (Must-Do), Priority 2 (Committed), Priority 3 (Strategic Pipeline), or Priority 4 (Deferred) to ensure fiscal capacity and staffing resources are directed toward the City's highest priorities. The framework was adopted at a Project Prioritization Workshop on July 15, 2025.

The Strategic Plan Dashboard is the City's formal quarterly reporting tool. The dashboard integrates all five goals, 47 strategies, and associated Priority Projects into a unified reporting framework that provides transparency to the City Council, staff, and the community. The FY 2025/26 Q2 (October–December 2025) dashboard was presented to the City Council at the March 17, 2026, workshop.

The March 17, 2026, workshop represents the first annual strategic review under this framework and was intentionally aligned with the budget development cycle so that City Council direction can inform FY 2026/27 work plans and resource allocation.

DISCUSSION

Workshop Overview

The March 17, 2026, workshop provided an opportunity for the City Council to:

- Review implementation progress through the Strategic Plan Dashboard;
- Confirm or refine priority strategies for the upcoming fiscal year; and
- Provide feedback on the full Priority Project List (approximately 82 projects).

City Council direction on priorities is reflected in this report. Feedback on projects reflects City Council input and interest; final prioritization will be brought back following staff evaluation of feasibility, resource capacity, and alignment with strategic priorities.

Exercise 1 – City Council Priority Strategies

City Council reviewed the seven existing FY 2025/26 City Council Priority Strategies and provided direction on whether to reaffirm, remove, or add to the list for FY 2026/27. The target range was four to seven priority strategies.

Removal of Emergency Preparedness as a City Council priority

For the emergency preparedness strategy (Goal D, Strategy 1 – Assess the City's overall emergency preparedness capabilities, resources, and tools and implement changes as needed), the City Council noted that key milestones have been achieved, including completion of two Emergency Operations Center (EOC) activation exercises in 2025. The work will continue through departmental work plans and no longer requires elevated, City Council-level prioritization, as it is ongoing.

Reaffirmation and refinements to remaining priorities

All remaining six strategies were reaffirmed with the following noted refinements:

- Goal A, Strategy 2 (New Revenue Sources): broadened interpretation to explicitly include cellular lease revenue, sponsorships, fee recovery, and other diversified revenue streams in addition to the hotel tax measure under exploration.
- Goal E, Strategy 4 (Economic Development): broadened interpretation to encompass downtown vitality and economic development areas more broadly, as referenced in the March 17, 2026, Downtown Workplan Memo.
- Goal A, Strategy 1 and Goal C, Strategy 2 (Infrastructure and Facility Funding and Asset Management): one councilmember noted interest in exploring whether the long-term funding strategy and asset management plan priorities could be consolidated. Staff will consider this framing in future reporting.

The updated City Council Priority list for FY 2026/27 is as follows:

#	Strategic Goal	Council Priority Strategy
1	Goal A – Funding Our Future	Strategy 1: Develop a long-term strategy for funding operations and maintenance needs of community-owned facilities and infrastructure (including Asset Management Plan)
2	Goal A – Funding Our Future	Strategy 2: Identify expanded and new revenue sources to address significant infrastructure needs (including cellular lease revenue, hotel tax, and other revenue diversification)
3	Goal C – Investing in Our Environment	Strategy 2: Develop an Asset Management Plan to address comprehensive long-term planning for maintenance, renovation, repair, and/or replacement of infrastructure and public facilities
4	Goal C – Investing in Our Environment	Strategy 3: Identify funding and implement the recommendations from the Water Supply Alternative Study to resolve PFAS water quality issues
5	Goal E – Building a Community Where Everyone Belongs	Strategy 4: Implement the updated 2024-2028 Economic Development Strategic Plan initiatives (with broader interpretation, including downtown vitality and economic development areas)
6	Goal E – Building a Community Where Everyone Belongs	Strategy 9: Advance the East Pleasanton Specific Plan

Exercise 2 – Priority Projects

City Council also reviewed the Strategic Plan Dashboard and the 82-project Priority Project List to validate completeness and express interest in any adjustments to project sequencing for the next two fiscal years. The feedback summarized below reflects the level of City Council support for each item discussed. Staff will use this input to assess feasibility, resource requirements, and alignment with staffing capacity before returning with formal tier

recommendations.

Projects where the City Council expressed interest in the **elevation of priority level** during straw polling:

Project #46 – Climate Action Plan (CAP) 2.0 Implementation

- Priority 3 → Priority 2 (3 Councilmembers)
- Focus on advancing energy upgrades, regional electric vehicle (EV) charging infrastructure, and climate-related grant opportunities. Staff Assessment: All three sub-projects (PG&E grant program, AVA Community Charging, Climatec) continue to move forward.
- Staff Assessment: All three sub-projects (PG&E Energy Upgrades, AVA Community Charging, Climate Tech) continue to move forward. Due to limited staff resources (the 0.25 full-time equivalent (FTE) position currently assigned to sustainability is on leave until late 2026), it is unlikely that any new CAP 2.0 programs will be initiated until early 2027.

Project #51 – Downtown Specific Plan (DSP) Update

- Priority 3 → Priority 2 (3 Councilmembers)
- Focused amendments to the DSP to remove barriers to investment, enable active ground-floor uses, and revisit/update the Civic Center land use plan.
- Staff Assessment: Feasible with additional consultant support; mid-term budget request anticipated.

Project #53 – Urban Growth Boundary (UGB) Amendments / East Pleasanton

- Priority 3 → Priority 2 (3 Councilmembers)
- Focus on aligning boundary discussions with East Pleasanton planning and annexation efforts.
- Staff Assessment: This will be an outcome of the East Pleasanton Policy Framework, and will be a complex policy effort requiring multi-agency coordination and sequencing with ongoing planning and entitlement work for East Pleasanton properties. This process will also address the potential annexation of additional properties into Pleasanton, beyond the two sites for which the City Council has already indicated support. This work is underway and ongoing.

Project #57 – Cellular Lease Revenue Program Development

- Priority 3 → Priority 2 (5 Councilmembers)
- Identified as a high-potential, non-tax revenue source.
- Staff Assessment: Wireless Ordinance Amendments and Policies Adopted by the City Council on April 21, 2025. The program has the potential to deliver new revenues and is feasible to advance in the near term.

Project #73 – Investigate New Allowable Land Uses

- Priority 4 → Priority 3 (4 Councilmembers)
- Limited to cannabis-related business uses and short-term rental regulation.
- Staff assessment: Resource-intensive, including community outreach, research, and program development; not anticipated to advance until late FY 2027.

Project #74 – Annexation of Various Areas

- Priority 4 → Priority 3 (3 Councilmembers)
- Focus on targeted annexation areas, limited to Castlewood, Remen Tract, Happy Valley, and rail-track adjacent areas. Annexations within the East Pleasanton area would be addressed as part of Project #53, East Pleasanton UGB amendments.
- Staff Assessment: Requires significant staff resources, consultant support, infrastructure analysis, and associated costs. Considerations of community opposition and property owner support may be needed to proceed. Not anticipated to advance until late FY 2026/2027.

Project #79 – Fiber Master Plan

- Priority 4 → Priority 2 (3 Councilmembers)
- Focus on long-term digital infrastructure planning.
- Staff Assessment: Early scoping underway; mid-term budget request anticipated.

New projects identified for staff evaluation include:

Project #83 – Residential Sports Court Ordinance (Priority 2)

- Unanimous support (5 Councilmembers)
- The proposed project would address gaps in zoning regulations related to residential sports courts.
- Staff Assessment: Limited resources required and feasible through Planning Commission and standard ordinance process (focused amendment to Pleasanton Municipal Code).

Project #84 – North Arroyo Trails Project (Priority 3)

- Supported for further exploration (4 Councilmembers)
- Requires community engagement and feasibility analysis due to prior concerns with the neighborhood surrounding the trail.
- Staff Assessment: Community-sensitive project requiring phased outreach and evaluation. Anticipated staff availability to start the task later in FY2026/27.

Summary of City Council feedback on priority projects

City Council Signal	No.	Project Name	Current Tier	Expressed Direction	Straw Poll
ELEVATED	46	Climate Action Plan (CAP) 2.0	Priority 3	Priority 2	3 Councilmembers
ELEVATED	51	Downtown Specific Plan Updates	Priority 3	Priority 2	3 councilmembers
ELEVATED	53	Urban Growth Boundary Amendments – East Pleasanton	Priority 3	Priority 2	3 councilmembers
ELEVATED	57	Cellular Lease Revenue Program Development	Priority 3	Priority 2	5 councilmembers
ELEVATED	73	Investigate New Allowable Land Uses	Priority 4	Priority 3	4 councilmembers
ELEVATED	74	Annexation of Various Areas	Priority 4	Priority 3	3 councilmembers
ELEVATED	79	Fiber Master Plan	Priority 4	Priority 2	3 councilmembers
NEW	83	Residential Sports Court Ordinance	New project	Priority 2	5 councilmembers
NEW	84	North Arroyo Trails Project	New project	Priority 3	4 councilmembers

EQUITY AND SUSTAINABILITY

Approval of this action advances the ONE Pleasanton strategic goal of Goal B – *Optimizing Our Organization*: Organizational Effectiveness and supports all five strategic goals by establishing a structured, transparent, and accountable priority-setting framework.

OUTREACH

The March 17, 2026 Strategic Plan Informational Workshop was a publicly-noticed open City Council workshop. Public comment was received as part of the workshop discussion. The Strategic Plan Dashboard is publicly available at pleasantonstrategicplan.com, providing ongoing transparency on implementation progress to the community.

STRATEGIC PLAN ALIGNMENT

Approval of this action advances the ONE Pleasanton strategic goal of Goal B: *Optimizing Our Organization*: Organizational Effectiveness Strategy B.7 – Update and expand onboarding, professional development, and performance management plans, by establishing a consistent annual cycle of strategic priority-setting and performance accountability. This action also directly advances implementation of all five strategic goals by aligning City Council priorities, departmental work plans, and fiscal resources for FY 2026/27.

FISCAL IMPACT

There is no fiscal impact associated with this action. Affirming City Council priorities and

directing staff to evaluate priority project tier adjustments is an administrative action. No budget appropriations are required.

FY 2026/27 mid-term budget requests related to the following projects will be brought forward separately:

- Project #51 – Downtown Specific Plan Update
- Project #79 – Fiber Master Plan

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Attachments:

1. Project Prioritization List