

# City of San Leandro

City Council Retreat

February 1, 2025

Facilitated by: Claire Laughlin





Welcome!  
*From Janelle Cameron,  
City Manager*

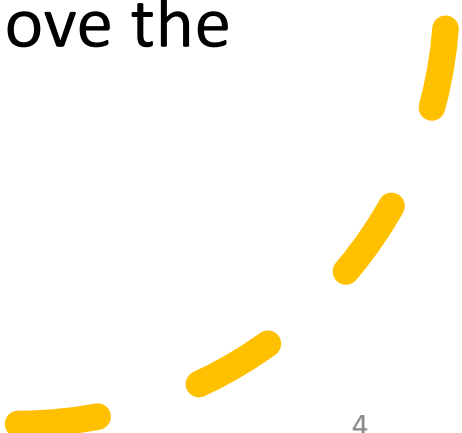


The background of the slide is a complex network of thin, light green lines connecting numerous small, semi-transparent green and black dots, creating a web-like pattern. A dark grey, trapezoidal shape is positioned at the bottom, serving as a background for the title text.

# Public Comment, Mayor González



Today we  
will...

- Explore what makes *a high functioning team*
  - Refine *commitments* as a council for working at our best together
  - Learn more about the City's capital needs and financial forecast
  - Align on the City's top 3 priority categories
  - Prioritize the referrals that will move the needle in each priority category
- 



# Warm-Up

- What would you like FROM the day?
- What are you willing to give TO the day?





# Working Well Together!

Building Healthy Council / City Relationships

# Declare Your Intent

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4 Cs

- *Curious*
- *Confused*
- *Concerned*
- *Convinced*

# Successful Council / City Relationships...

- To achieve the best possible outcomes...
  - Work well *together*
  - Work productively with the City Manager
  - Be supportive of City staff as they execute against the top priorities that you have identified



# Working well together includes overcoming the 5 Dysfunctions of a Team



# Credibility Matters

According to Kouzes and Posner, and over 35 years of research done globally as part of The Leadership Challenge® a leader's CREDIBILITY is judged by 4 primary qualities:

- Honesty
- Trustworthiness
- Competence
- Forward-thinking

# (YOUR) Attributes of a High- Functioning City Council

- Fair decision making
- Open and honest communication / proactive
- Come prepared – ask questions beforehand
- No blindsiding
- Time management – not every item needs commentary
- Step up / step back
- Clear processes & consistent application of process



# Your Council Commitments

(To ensure a healthy  
public process)

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Genuine, open dialogue

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Willingness to get out of comfort zone

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Don't villainize / do not support villainization

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Genuinely consider both sides to understand underlying interest

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Work toward a solution: something is better than nothing

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Consider all constituents

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Stay focused – not every item requires comment

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Trust the City Manager

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Be prepared: read packets, prepare questions, help staff succeed

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Practice a team mindset: share information, uplift others, be united

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Commit to holding ourselves and each other accountable

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Focus on the issue

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# Let's Work in Teams

1. CM Bowen / CM Azevedo
2. CM Simon / CM Boldt / Mayor González
3. CM Viveros-Walton / CM Aguilar



# Discuss:

10 minutes in group  
3 minutes to present

- What kind of *behaviors* and *processes* do you expect to see from your peers that will help you work at your best?
  - Be specific. Prioritize.
- How can ***you*** do a better job of adhering to the norms? (Or, what new norms can you suggest?)
- When someone doesn't uphold the norms, how can we address this, *quickly and respectfully*, and get back on track?

Capture responses on flip chart pages. Be prepared to share.





What did you  
hear from  
your peers?

- What GOOD things did you hear?
- What questions or concerns do you have?
- What changes or updates do you need, in order to commit to this list?




Are you *in*?

A photograph of a breakfast table. In the foreground, a white coffee cup sits on a saucer to the left. Next to it is a folded newspaper. To the right, a white plate holds two golden-brown, flaky pastries. The background is softly blurred, showing a vase of flowers and another cup. The word "Break" is overlaid in white text in the center of the image.

Break



A modern office interior featuring a large, light-colored wooden conference table with a thick top and dark metal legs. The table is surrounded by several brown leather chairs. On the table, there are various items including a laptop, a wire mesh basket, a metal canister holding pens, a small potted plant, and some papers. In the background, a large whiteboard is mounted on a white brick wall. To the left, a tall potted plant with long green leaves stands next to a window. To the right, a dark metal locker is visible.

# Capital Assets

Director of Public Works, Sheila Marquises

A blurred background image featuring a financial chart with orange bars and a white line graph with circular markers. Some data points are labeled with numbers like 153.102, 154.178, and 245.57.

# Financial Forecast

Interim Finance Director, Heather Rowden

# Focused Action: Prioritization

Working Lunch



The City  
Manager  
Helps the City  
“Work  
Healthy”



- **ACCOMPLISHMENTS**
- **IN-PROGRESS**
- **UPCOMING**



City of  
**San Leandro**  
2024 **CITY COUNCIL PRIORITIES**

**PUBLIC SAFETY**

**INFRASTRUCTURE**

**QUALITY OF LIFE**

**ECONOMIC  
DEVELOPMENT**

**HOUSING &  
HOMELESSNESS**

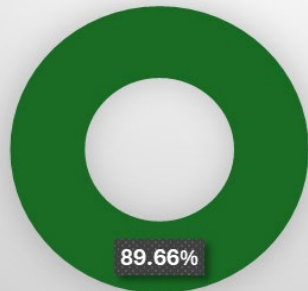


## 2024 CITY COUNCIL PRIORITIES

# PUBLIC SAFETY

# ACCOMPLISHMENTS - PUBLIC SAFETY

## Council Priority 1 - Public Safety Police Department



■ Completed

89.66%

Expanded investigation companies by 50% and increased background completions by 10%.

1

Boosted field training officers by 50%

- Facilitated selection and training processes
- Sent officers to FTO school.

2

Gradually increased sworn staffing from 71% to 80% of authorized strength.

3

Emergency Management training for Council & Staff

4

Developed and updated Emergency Operations Plans (EOP),

- Conducted evacuation drills and provided council and staff training.

5

Delivered NGO and government mass communication training with a focus on regional safety and crisis response

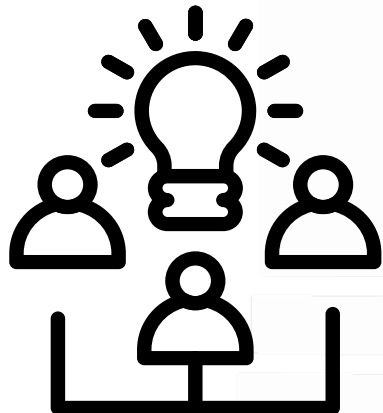
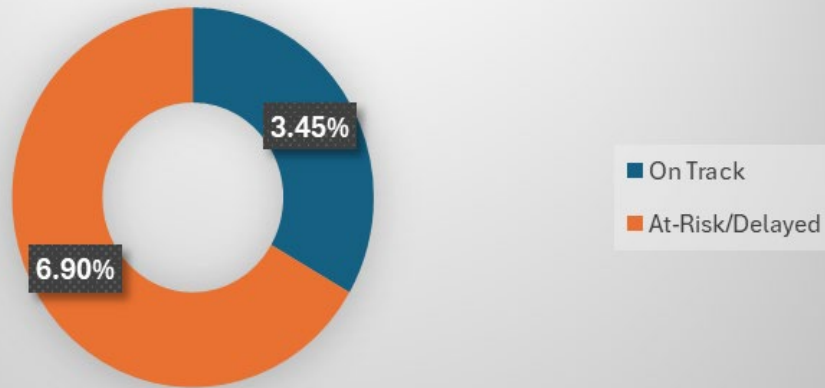
6

Great Shakeout Evacuation Drill



# IN-PROGRESS - PUBLIC SAFETY

## Council Priority 1 - Public Safety Emergency Management



## LOCAL HAZARD

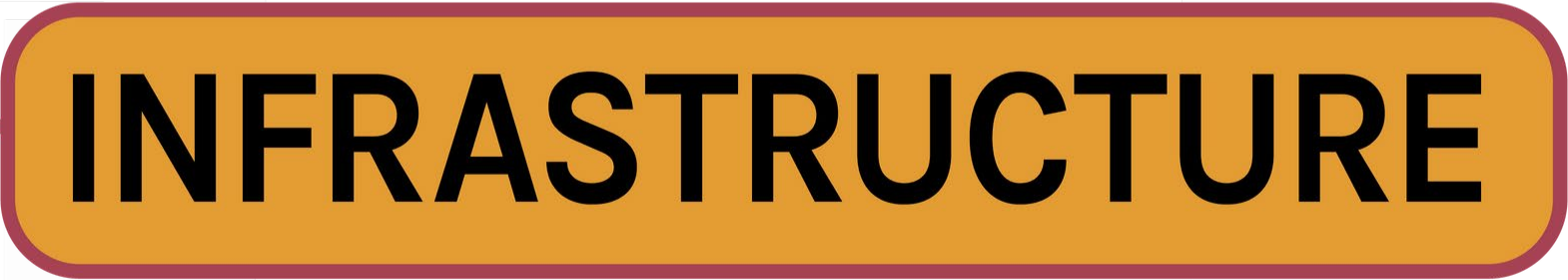


## MITIGATION PLAN

- Shelter & Care Training (Red Cross)



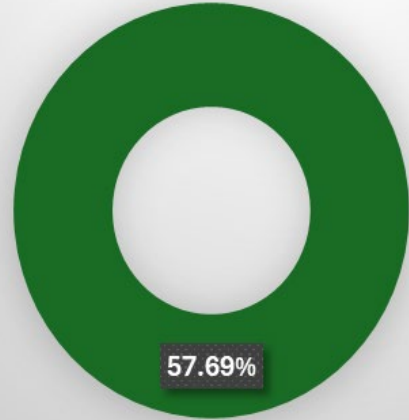






# ACCOMPLISHMENTS - INFRASTRUCTURE

## Council Priority 2 - Infrastructure



- **Beautification**
  - Complete Tree Master Plan
- **Community Cleanup**
  - Waste Franchise Agreement
  - Enhanced coordination and response to illegal dumping
- **Parks Master Plan**
  - Research service area
  - Analysis & strategies
  - Community input
- **Launch of MySanLeandro**



City of San Leandro  
MySanLeandro App  
Mobile 311 Reporting & Response

**Public Works**  
(Street Potholes/Traffic Lights):  
510-577-3440

**Senior Services**  
510-577-3462

**Police**  
(Non-emergency):  
510-577-2740

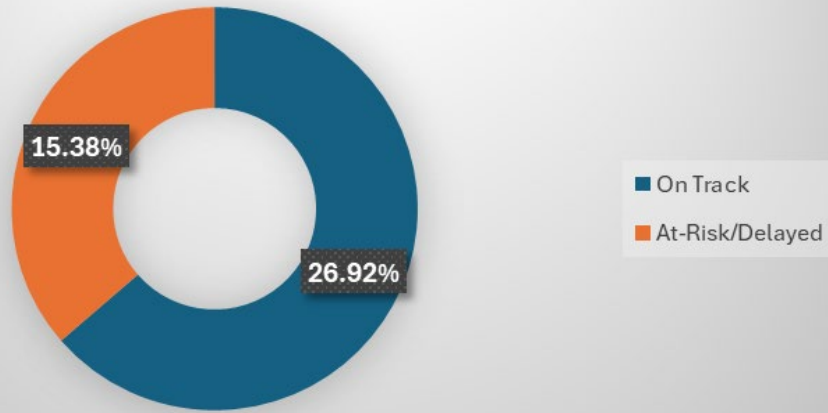
**Library**  
510-577-3970

Download on the App Store | GET IT ON Google Play

Valeria

# IN-PROGRESS - INFRASTRUCTURE

## Council Priority 2 - Infrastructure



- **Impact Fees**
  - Adopt Impact Fees
- **Community Financing Districts**
  - Adopt & Implement Policy
- **Public-Private Partnerships (PPP)**
  - Develop policy & allocate staffing resources as appropriate
- **Parks Master Plan Council Adoption**
- **Negotiate with Caltrans on Relinquishment of E.14th Street**





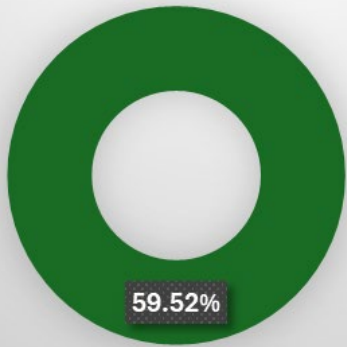


## 2024 CITY COUNCIL PRIORITIES

# HOUSING & HOMELESSNESS

# ACCOMPLISHMENTS - HOUSING & HOMELESSNESS

## Council Priority 3 - Homelessness & Housing

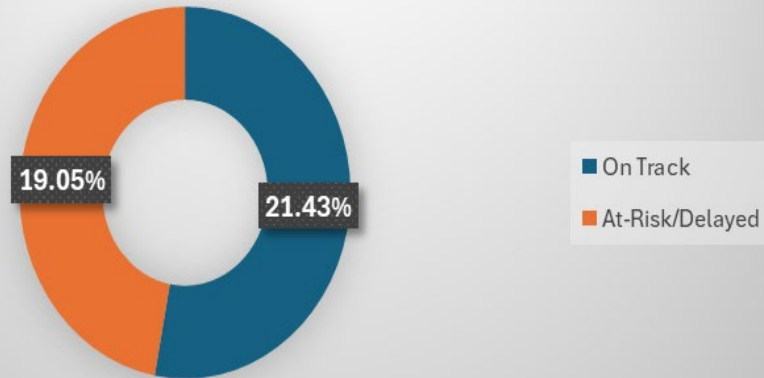


- **Complete Construction of Navigation Center**
- **Increasing Housing Supply**
  - Issue RFP for parking reform and TDM consultant.
- **Addressing & Preventing Homelessness**
  - Mental Health Crisis Unit Program Launch (ARU - Alternative Response Unit)
  - Winter Warming Center
  - Develop metrics for effectiveness of homeless response
  - Contract executed for youth support services with nonprofit partners



# IN-PROGRESS - HOUSING & HOMELESSNESS

## Council Priority 3 - Homelessness & Housing



- **Increasing Housing Supply**
  - Complete fee amendments and feasibility study to support housing production.
- **Addressing & Preventing Homelessness**
  - Implement pilot safe parking program
- **Develop Renter Protection Ordinances**
  - Just cause, rent control & anti harassment
  - Rent registry ordinance
  - Amend mobile home rent stabilization ordinance
- **Safety Ambassador Program Expansion**
- **Navigation Center Operations**



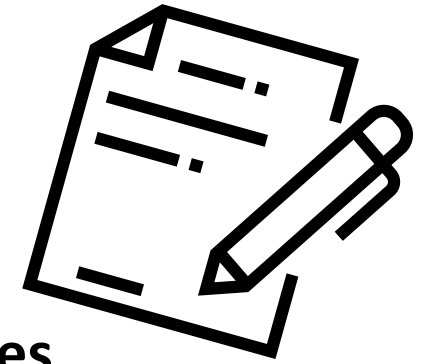




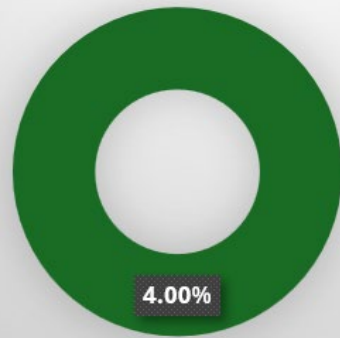
## 2024 CITY COUNCIL PRIORITIES

# ECONOMIC DEVELOPMENT

# ACCOMPLISHMENTS - ECONOMIC DEVELOPMENT



## Council Priority 4 - Economic Development



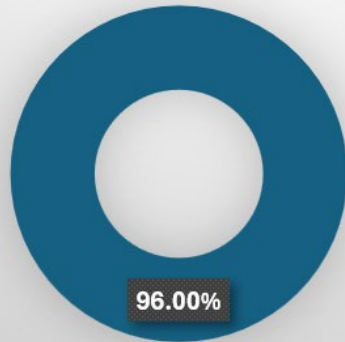
■ Completed

- **Create vibrant gathering places**
  - Release application for additional safety & security grants for upgrades at shopping centers



# IN-PROGRESS - ECONOMIC DEVELOPMENT

## Council Priority 4 - Economic Development



■ On Track



### Ensure

Ensure workforce training & education for high-quality job access

- Develop a strategy for impactful workforce services for residents and businesses
- Share information on childcare resources for providers and families.



### Support

Support small business and entrepreneurship

- Update the workplan to support small business planning, assistance, and resources.





**QUALITY OF LIFE**



# IN-PROGRESS - QUALITY OF LIFE

- Partner with local organizations to create accessible and affordable healthy eating options, particularly for low-income families
- Expand Citywide Tree Canopy Coverage
- Expand utilization of Art Gallery Spaces in City facilities, establishing partnerships for installations
- Expand utilization of early childhood education programming

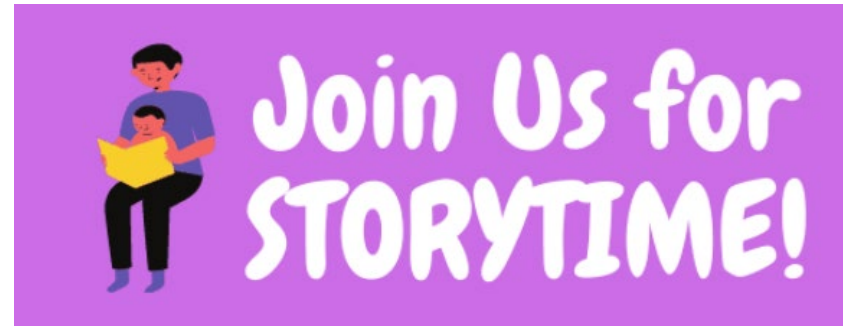
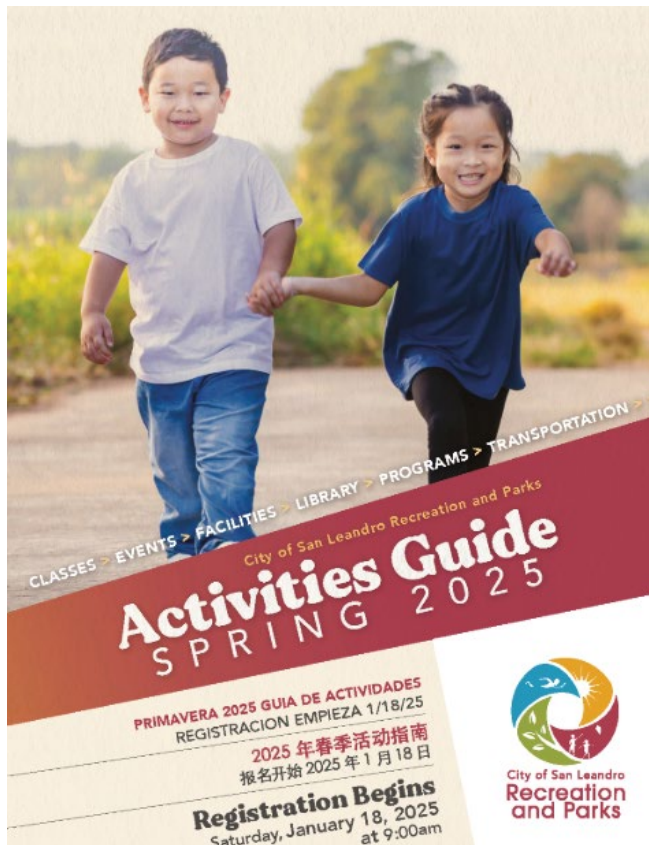
## Council Priority 5 - Quality of Life

- Collaborate with schools for public use of recreational facilities
- Host healthy & active living events
- Develop and Implement Arts Grants Program
- Strategic placement of litter receptacles to maximize usage and enhance cleanliness
- Partner with local organizations for expanded Senior services
- Develop recreational programs for inclusivity and diverse groups
- Expand volunteer opportunities for cleaning streets and public spaces citywide
- Expand a private tree protection ordinance
- Design and implement a planning initiative to introduce native and drought-tolerant plants across city parks, medians and public spaces
- Develop Programs Celebrating Community and the Diverse Cultures in San Leandro



■ On Track









## OTHER SIGNIFIGANT ACCOMPLISHMENTS





## PUBLIC LIBRARY:

- Scholar Cards Implemented -
  - Library card for all students 3rd grade and up by January 1, 2026
  - 1,076 middle school students from SLUSD have a card in 2024
  - In 2025 expand program to all SLUSD and SLZUSD students
- Library Strategic Plan
- Baby Storytime was started at Manor Branch.
- An afterschool tutoring program was started at Manor Branch once a week



## RECREATION & PARKS:

- Expanded Activities
- Increased Enrollment: Out-of-school camps saw an increase of 122 participants
- Sponsorship Success: Secured over \$50,000 in sponsorships for the Cherry Festival

## INFORMATION TECHNOLOGY:

- Deployed 38 Axon Fleet dashcams
- Deployed 100 new computers/laptops to City staff
- Completed vendor selection for the new ERP system





## **FIRE:**

- \$443,633 grant from Homeland Security Port Security for a shallow water operations rescue boat out of Fire Station 10
- Virtual and in-person public education and community events, which included 3,243 community members

## **POLICE:**

- For the first time in SLPD history, we hosted two Shop with a Cop events with Davis Street Resource Center
- Sideshow Ordinance
  - Unlawful to be a spectator at a side show event or at a location in preparation for such an event
- Catalytic Converter Ordinance
  - Unlawful to possess a catalytic converter that is not attached to a vehicle

## **HUMAN SERVICES:**

- Age Friendly Action Plan
- Thanksgiving Senior Luncheon
- Youth and families Mental Health Wellbeing Initiative





**APPLY NOW**

## **HUMAN RESOURCES:**

- Delivered monthly HR training for department staff
- Coordinated leadership training for managers and supervisors
- Launched a Mentorship Program, pairing 12 mentees with mentors citywide
- Conducted 100 recruitments, screening 5,800 applications
- Presented job tips at a youth Life Skills Camp (ages 14-22)

## **FINANCE:**

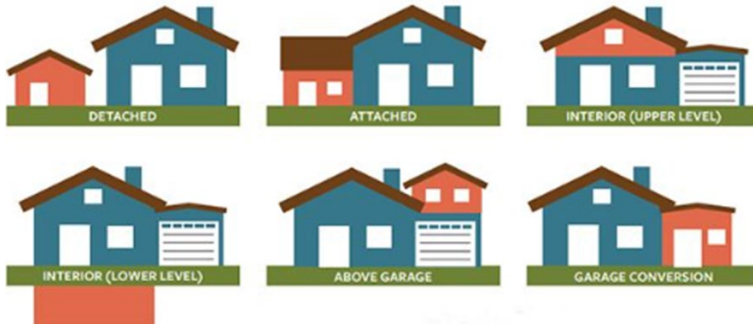
- Implemented online pet licensing
- Completed Comprehensive Fee Study
- Completed Fleet Internal Service Fund Assessment
- Initiated review of several administrative and Council level policies (e.g., pension funding, fund balance, etc.)
- Updated the General Fund long-term forecast model
- Obligated all ARPA funds by the 12/31/2024 due date

## **CITY MANAGER'S OFFICE:**

- Comprehensive administrative code update
- Created a Boards and Commissions Handbook
- District 1 Partial term appointment (filled a vacant council seat as required by City Charter)
- Completed revenue measure polling







## COMMUNITY DEVELOPMENT:

- Created an online ADU Program
- Adopted Soft Story Retrofit Ordinance
  - Incentivize 350+ multifamily properties
- Implemented streamlined online app for photovoltaic submittal (100 applications submitted to date)
- Adopted Vehicle Miles Traveled (VMT) Policy and Administrative Guidelines
- Assisted 6 first time homebuyers purchase affordable townhomes at 39-unit Maple Lane

## PUBLIC WORKS:

- Demolition and removal of the Cary/Haas Pedestrian Bridge
  - Received \$5m donation from private donor
- Formed the bicycle and pedestrian advisory committee
- Performed corrective and preventative pavement maintenance on over 4 miles of roadways throughout the City
- Recruitment of City Engineer, Environmental Services Manager, and Administrative Manager

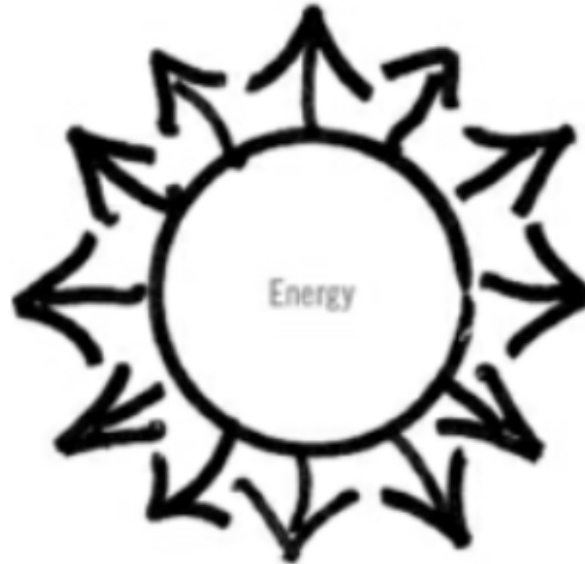


# Let's Review

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Priority Categories

How to make greater progress?



# Remember Covey's Big Rocks?

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# Big Rocks First. That's the Only Way it Works.

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# Let's Dot Vote!

3 dots! Vote for your **top 3 Priority Categories!**

# Pathways to Action

*Which referrals will really move the needle?*

*What are the FIRST actions we should take? (What's the WIN?)*

# Let's Dot Vote for Referrals!

9 dots (3 x 3)

If there are “ties” we will discuss



A close-up photograph of a beagle dog lying down on a grey, textured surface. The dog's head is resting on its front paws, and it is looking directly at the camera with a calm expression. The dog has brown, white, and black fur. The background is blurred, showing a yellow and white patterned fabric. The word "Stretch" is written in white, sans-serif font across the middle of the image, with a white horizontal line underneath it.

# Stretch

# Closing

- What stands out as a highlight from today?

