



CITY OF ALAMEDA STRATEGIC PLAN UPDATE | FEBRUARY 2025

City Council Strategic Retreat Summary

PREPARED BY CIVICMAKERS: MARCH 17th, 2025

Table Of Contents

Overview	2
Retreat Agenda	2
Summary of Input Collected	3
Projects Presented for Dot-Voting	3
Priority Area 1. Enhance Community Safety & Services	4
Priority Area 2. Build Resilience to Climate Change & Water Level Rise	8
Priority Area 3. Invest in Transportation, Infrastructure, Economic Opportunities & Historic Resources [TIE]	11
Priority Area 4. House All Alamedans & End Homelessness	17
Priority Area 5. Practice Fiscally Responsible, Equitable & Inclusive Governance	21
Appendix	24
A. City Council Retreat: Pre-Meeting Survey Results	24

Overview

The **City of Alameda City Council Strategic Retreat 2025 Summary** outlines key discussions and outcomes from the City Council's strategic planning retreat, which took place on **February 8th, 2025**.

The Retreat provided an opportunity for the City Council to discuss revisions to the Strategic Plan through 2026/2027, which will inform a revised Strategic Plan. In particular they discussed proposed revisions to the project lists for each of the five priority areas. Their input will provide direction to City staff on projects for the next two years and inform an updated Strategic Plan through June 2026.

This Summary report synthesizes the City Council discussion and dot-voting from the Retreat across all priority areas, and summarizes dot-voting results showing which projects received prioritization (blue dots) or deferral recommendations (red dots).

Retreat Agenda

1	Agenda & Introductions (5 mins)
2	Background/High Level Overview of Survey Results (15 mins)
3	Process Overview (10 mins)
4	Facilitated Discussion of Project Lists & Dot Voting (90 mins)
5	Wrap Up & Final Direction to Staff (15 mins)

Summary of Input Collected

Projects Presented for Dot-Voting

The chart below shows the total number of projects across five priority areas that were presented to City Council for discussion and dot-voting during the retreat. Project lists included existing projects and new projects proposed by City Council and staff.

Process Overview

Facilitators led City Council through the following steps for each priority area:

1. Review City Council survey results, including alignment with each project list and proposed new projects (see [Appendix A](#))
2. Share comments on project lists
3. Select top priorities (dot-vote) on the project lists
 - a. Prioritize new projects via dot voting (using sticky dots on posters)
 - b. Each Council member will dot-vote on their top priorities for each priority area, including new projects. They will have $\frac{1}{3}$ the number of dots as there are projects (**BLUE DOTS**)
 - c. If they vote on one or more new projects, they should choose a corresponding number of projects to remove or defer (**RED DOTS**)

High Level Categories	# Projects	Total Votes	AVG votes / program
Community Safety & Services	39	62	1.6
Climate Change	15	25	1.7
Invest in TIE	50	66	1.3
House All Alamedans	24	29	1.2
Practice Inclusive Governance			
TOTAL =	128	182	

Priority Area 1. Enhance Community Safety & Services

Key Themes & Projects from the Retreat

Prioritization Exercise

Community Safety & Services - Project List	Blue Dots (Prioritize)		Red Dots (Defer/Remove)		Total Votes
	# of Votes	% of Council	# of Votes	% of Council	
CS24. Expand disaster preparedness	5	85.7%		0.0%	5
CS21. Explore potential for a new or upgraded fire training facility, including Peralta + regional use with a revenue focus and possible regional police training component	4	57.1%		0.0%	4
CS23. Determine service needs for a new fire station at Alameda Point	4	57.1%		0.0%	4
24b. Develop emergency water supply plan	4	57.1%		0.0%	4
CS27. Continue to seek out grant funding for the CARE Team	4	57.1%		0.0%	4
CS30. Expand the City's capacity to handle domestic violence, stalking, elder abuse, and child abuse cases	4	57.1%		0.0%	4
CS31. Implement inspection and investigative services for City prosecution, public rights, and rent programs	4	57.1%		0.0%	4
CS2. Plan, fund, and construct a tool and seed lending library at Jean Sweeney Open Space Park	3	42.9%		0.0%	3
CS3. Reimagine and update community library spaces, including teen room and computer lab	3	42.9%		0.0%	3
CS19. Continue implementing data driven, intelligence led policing strategies to reduce crime, including working with new crime analyst position and incentive program	3	42.9%		0.0%	3
[NEW] Add creation of police officer retention program for mid career officers (years 6 to 10).	3	42.9%		0.0%	3

CS1. Explore opportunities for a branch library at Alameda Point, including interim options for service expansion	2	28.6%		0.0%	2
CS7. Expand early childhood programs (ages 2-5)	2	28.6%		0.0%	2
CS11. Coordinate with Alameda Unified School District (AUSD) on the rebuild of the Alameda High School swim center	2	28.6%		0.0%	2
CS13. Design and construct Cityview Skate Park expansion	2	28.6%		0.0%	2
CS17. Evaluate installing cameras at certain intersections to reduce speeding and redlight violations as permitted by law	2	28.6%		0.0%	2
CS22. Upgrade and replace older Fire Hydrants throughout the City	2	28.6%		0.0%	2
[NEW] Street Vendor Ordinance.	2	28.6%		0.0%	2
CS10. Design and construct City Aquatic Center	1	14.3%		0.0%	1
CS12. Complete design and construct phase 2 of Estuary Park	1	14.3%		0.0%	1
CS14. Jean Sweeney Park Trail Connector Project	1	14.3%		0.0%	1
CS26. Discuss results and plan implementation of the Community Risk Assessment: Standards of Cover report	1	14.3%		0.0%	1
CS5. Expand recreation programs and events to include broader and inclusive participation	1	14.3%	1	14.3%	2
CS29. Provide ongoing resources to enforce the ban on gas-powered leaf blowers		0.0%	1	14.3%	1

Discussion of Projects

Project	Discussion Notes
CS8 & CS9: Expand access to pickleball with new court construction and expand indoor court access.	<ul style="list-style-type: none"> ● CM Jensen: Is the pickleball project done? Should we eliminate CS8 or CS9? <ul style="list-style-type: none"> ○ Assistant City Manager Wooldridge: Yes these are complete and we will update them in the plan to reflect that.
CS11: Coordinate with Alameda Unified School District (AUSD) on the rebuild of the Alameda High School swim center.	<ul style="list-style-type: none"> ● CM Jensen: Sad to see that AUSD is delaying the Alameda high swim center. Coordinate with AUSD on Emma Hood construction and on the future of a new sports complex.
CS14: Jean Sweeney Park Trail Connector Project.	<ul style="list-style-type: none"> ● CM Jensen: Whatever we can do to move forward.
CS21. Explore potential for a new or upgraded fire training facility, <i>including Peralta + regional use with a revenue focus and possible regional police training component</i>	<ul style="list-style-type: none"> ● At an Alameda County Mayors meeting, I learned about a partnership between the City of Hayward and Chabot. Want to explore a similar partnership with the Peralta Community Colleges
CS29: Provide ongoing resources to enforce the ban on gas-powered leaf blowers.	<ul style="list-style-type: none"> ● Mayor Ezzy Ashcraft: I hear a lot of complaints about this and think we should look into it, hopefully without spending a lot of City resources.
CS24C: Description	<ul style="list-style-type: none"> ● CM Jensen: I see this is 2024 - 2025, but that seems pretty optimistic. Is this really an infrastructure project? Do we need more time for this? <ul style="list-style-type: none"> ○ Fire Chief Nick Luby: The timeline here is to develop the plan, then we need to find funding and implement it. ○ City Manager Ott: Consider creating another sub-project focused on implementation.
NEW: Street Vendor Ordinance.	<ul style="list-style-type: none"> ● Mayor Ezzy Ashcraft: Don't reinvent the ordinance - let's identify some other good ones that are working and not reinvent the wheel

	<ul style="list-style-type: none">• CM Jensen: Yes to the street vendor ordinance
NEW: Add creation of higher visibility community policing in Park and Webster Streets business districts.	<ul style="list-style-type: none">• CM Pryor: Given higher crime, I believe that higher visibility of community policing on Park and Webster would help residents feel safer.

General Comments/Questions

- **Mayor Ezzy Ashcraft:**
 - US Conference of mayors learned about electrifying our fire stations (program through Bloomberg Philanthropies)
- **CM Daysog:**
 - Support everything that is already in there

Priority Area 2. Build Resilience to Climate Change & Water Level Rise

Key Themes & Projects from the Retreat

Prioritization Exercise

Climate Change - Project List	Blue Dots (Prioritize)		Red Dots (Defer/Remove)		Total Votes
	# of Votes	% of Council	# of Votes	% of Council	
CC1. Update 5-Year Climate Action and Resiliency Plan including greenhouse gas emission inventory	3	42.9%		0.0%	3
CC2. Implement electric vehicle (EV) charging at city-owned public parking lots and expand EV charging availability across the City	3	42.9%		0.0%	3
CC5. Implement Equitable Building Decarbonization pilot programs	3	42.9%		0.0%	3
CC8. Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity	3	42.9%		0.0%	3
CC3. Complete and implement Urban Forest Plan for all City trees. Strengthen tree protection ordinance and expand the urban forest	2	28.6%		0.0%	2
CC6b. Oakland-Alameda Estuary Adaptation Project (includes flood protection for the Webster-Posey tube area)	2	28.6%		0.0%	2
CC9. Update the Zero Waste Implementation Plan and provide public technical assistance	2	28.6%		0.0%	2
CC10. Educate the public on State law (SB1383) and efforts to divert organic waste from the landfill and promote	2	28.6%		0.0%	2

other landfill diversion programs offered by ACI, Stopwaste, Ridwell, Okapi.					
CC4. Complete De-Pave Park design and seek construction funding	1	14.3%		0.0%	1
CC6. Develop long-term adaptation plan and short-term adaptation projects	1	14.3%		0.0%	1
CC6a. Design adaptation project for the Veterans Court area and develop a vision for Bay Farm Island's northern waterfront	1	14.3%		0.0%	1
[NEW] Consider policy to eliminate balloon sales and penalize release of airborne balloons. ¹	1	14.3%		0.0%	1
CC7. Integrate Green Infrastructure into the City's stormwater systems to slow and clean runoff before it enters the Bay		0.0%		0.0%	0
CC12. Implement Solar Project on Doolittle (Mt Trashmore)		0.0%	1	14.3%	1

¹ Will be brought back for consideration during the 2027 update.

Discussion of Projects

Project	Discussion Notes
EDIT: CC9 – Update the Zero Waste Implementation Plan and provide public technical assistance.	<ul style="list-style-type: none"> CM Pryor: I proposed the project to reduce emissions from food production. Sometimes big chains figure out workarounds or can pay fines. We need to make sure that the ordinances aren't having an outsized impact on small businesses.
CC10. Educate the public on State law (SB1383) and efforts to divert organic waste from the landfill and promote other landfill diversion programs offered by	<ul style="list-style-type: none"> CM Pryor: Would like the City to explore a comprehensive recycling where you can drop off anything, including clothing, needles, plastic, etc. <ul style="list-style-type: none"> City Manager Ott: This is a huge project. Can we add it as a new project, not as an edit to CC9?

ACI, Stopwaste, Ridwell, Okapi	
NEW: Consider policy to eliminate balloon sales and penalize release of airborne balloons.	<ul style="list-style-type: none"> • CM Jensen: I put the balloon ordinance up there. CA has a fairly rigorous ordinance. Doesn't allow metallic strings on balloons etc. Balloons are not biodegradable. Might also be an equity issue.

General Comments/Questions

- **Mayor Ezzy Ashcraft:**

- We can do more in terms of our purchasing policies. We shouldn't be buying water in plastic bottles. Have seen a change where I'm seeing boxed water. I have been seeing **Ridwell** used by some schools in AUSD and residential areas. They collect plastic bags, multi-layered plastics, etc.. and turn it into other materials. I would like to see the City get onboard with this.
- The City should get away from being a general store. We sell swag out of City Hall. At this point we need a whole wall of swag for sale. It pains me a little bit because it competes with our local small businesses. Maybe they can sell our swag instead? Also, it creates a lot of waste. And takes staff time. No other cities do that. (+1 from Pryor)
- Our City is doing so much but we can always do more. For example what we did when we converted our gas-guzzling lawns. Now we are attracting butterflies and it looks better too.

- **CM Pryor:**

- Ridwell, if that's feasible for the City, would be really smart!
- Agree with everything that has been said.
- Often see Alameda City log on magnets that are on the ground. I'm sure they're not biodegradable.
- In the past we have looked at installing water bottle fillers. Are we still doing that?
 - Staff: Yes, every time we are putting in bathrooms we also put in water bottle fillers

Priority Area 3. Invest in Transportation, Infrastructure, Economic Opportunities & Historic Resources [TIE]

Key Themes & Projects from the Retreat

Prioritization Exercise

Invest in TIE - Project List	Blue Dots (Prioritize)		Red Dots (Defer/Remove)		Total Votes
	# of Votes	% of Council	# of Votes	% of Council	
TIE10. Plan, design and construct a backbone low-stress bicycle network, pedestrian safety, and traffic-calming projects	4	57.1%		0.0%	4
TIE5. Secure funding and detailed design for the Lincoln/Marshall/Pacific corridor project	3	42.9%		0.0%	3
TIE6. Assess bicycle and pedestrian safety improvements on Mecartney Rd, including consideration of a traffic signal	3	42.9%		0.0%	3
TIE21. Rehabilitate 8 miles of sewer pipes	3	42.9%		0.0%	3
TIE25. Implement the City's Alameda Point Disposition Strategy - renting and leasing City properties + working with CAO for criteria on renewing	3	42.9%		0.0%	3
TIE26. Expand Citywide business economic development activities, including an Alameda Point attraction and retention program	3	42.9%		0.0%	3
TIE30. Implement and manage Rise Up Alameda - the City's Guaranteed Income Program	3	42.9%		0.0%	3
TIE35c. Identify reuse opportunities for the Carnegie Building	3	42.9%	1	14.3%	4
TIE2. Plan and identify funding for the design of a Bicycle Pedestrian Bridge on the West End	2	28.6%		0.0%	2
TIE3. Advocate bringing fixed rail (Such as BART) to Alameda	2	28.6%		0.0%	2
TIE4. Upgrade traffic signal system technology for reliability and safety, reducing public safety response times	2	28.6%		0.0%	2

TIE9. Convert Slow Streets to Neighborhood Greenways as directed in the Active Transportation Plan	2	28.6%		0.0%	2
TIE12. Construct Central Ave safety improvements including roundabouts and bicycle lanes	2	28.6%		0.0%	2
TIE13. Implement Grand St safety improvements from Shoreline to Encinal	2	28.6%		0.0%	2
TIE16. Implement Safe Routes to Schools physical improvements	2	28.6%		0.0%	2
TIE23. Adopt and implement new Public Art Master Plan	2	28.6%		0.0%	2
TIE35. Protect historic resources	2	28.6%		0.0%	2
TIE35a. Reuse and renovate buildings in NAS Alameda Historic District consistent with Secretary of Interior standards, with consultation and approval by Historic Advisory Board, as feasible	2	28.6%		0.0%	2
TIE35b. Assess and address infrastructure of Veteran's Building	2	28.6%	1	14.3%	3
TIE1. Implement Vision Zero Rapid Response - After fatal crashes program	1	14.3%		0.0%	1
TIE11. Plan, design and construct Stargell Avenue bicycle and pedestrian improvements	1	14.3%		0.0%	1
TIE14. Continue progress on the Cross Alameda Trail	1	14.3%		0.0%	1
TIE14a. Construct on Clement Ave (Grand to Broadway)	1	14.3%		0.0%	1
TIE14b. Design and construct Clement/Tilden	1	14.3%		0.0%	1
TIE17. Implement paid parking at ferry terminals (prioritize Harbor Bay)	1	14.3%	1	14.3%	2
TIE19. Implement ADA (Americans with Disabilities Act) plan for City programs, facilities, parks, streets and sidewalks	1	14.3%		0.0%	1

Underground utilities and Otis/Broadway	1	14.3%		0.0%	1
TIE31. Plan for redundant and resilient City communication networks and phone system to help ensure access in an emergency and implement free public WiFi	1	14.3%		0.0%	1
TIE35d. Rehabilitate and maintain Big Whites at Alameda Point, consistent with existing capital improvement program	1	14.3%		0.0%	1
TIE36. Support businesses and the community through the construction of the Oakland Alameda Access Project, including clear and frequent communication with input from an engineer at all meetings.	1	14.3%		0.0%	1
TIE36. Dredging and repair at Alameda's piers.	1	14.3%		0.0%	1
[NEW] Add daylighting at priority intersections.	1	14.3%		0.0%	1
[NEW] Create economic development events and city website videos to educate residents on city efforts to attract new businesses in commercial districts, shopping centers, business parks, and Alameda Point.	1	14.3%		0.0%	1
[NEW] Implement Emergency Water Plan	1	14.3%		0.0%	1
TIE8. Advocate for AC Transit service enhancements for Alameda Point and Northern Waterfront (currently partially served by Line 96 and 19)		0.0%		0.0%	0
TIE18. Design and construct Civic Center Garage safety improvements		0.0%	1	14.3%	1
TIE27. Reinvigorate and manage the business façade grant program		0.0%		0.0%	0
TIE29. Continue supporting AUSD and College of Alameda job and career fairs and career pathway opportunities		0.0%		0.0%	0
TIE32. Refresh the 5-Year Strategic Technology Plan including research on a Citywide broadband network		0.0%		0.0%	0

TIE34. Migrate all City computers to Microsoft Office 365		0.0%		0.0%	0
TIE35f. Alameda Municipal Garage Rehabilitation Project, including repairing/replacing windows, roof and paint		0.0%		0.0%	0
TIE35g. City Hall Complex Garage improvements		0.0%		0.0%	0

Discussion of Projects

Project	Discussion Notes
TIE15: <i>Design and construct a Commercial Streets Program (restriping, parklets) for Park St and Webster St that is attractive and aesthetically pleasing + help reduce vacancies.</i>	<ul style="list-style-type: none"> Mayor Ezzy Ashcraft: We need to fill up those vacant store fronts and keep the parklets.
TI25: <i>Implement the City's Alameda Point Disposition Strategy - renting and leasing City properties + working with CAO for criteria on renewing</i>	<ul style="list-style-type: none"> Mayor Ezzy Ashcraft: Implement this project. Also, I would like us to look more at the leasing language. There needs to be some criteria for renewing leases because sometimes we get a tenant who has been acting poorly.
TIE33: <i>Implement increased cybersecurity measures.</i>	<ul style="list-style-type: none"> Mayor Ezzy Ashcraft: Cybersecurity is not one and done. We have a lot to worry about especially under this new administration.
NEW: <i>Create economic development events and city website videos to educate residents on city efforts to attract new businesses in commercial districts, shopping centers, business parks, and Alameda Point.</i>	<ul style="list-style-type: none"> Mayor Ezzy Ashcraft: I would like to know what the plan is, for attracting new businesses. Focus on solving that problem and let us know what is being done.

General Comments/Questions

- **Mayor Ezzy Ashcraft:** AC Transit would love to have a table at the employment fair.
- **CM Jensen:** Since this priority area has the most projects, would it be reasonable to break it out into multiple priority areas (i.e., Transportation Infrastructure vs. Economic Opportunity)? (+1 Mayor Ashcraft)
 - Jen: Yes, this priority became a bit of a catch all. Do you want a 6th priority area? We could do this now or look at it again when we overhaul the plan next year. I would recommend keeping transportation and infrastructure together. We can consider separating out historical resources and economic opportunities as a 6th priority area.

Priority Area 4. House All Alamedans & End Homelessness

Key Themes & Projects from the Retreat

Prioritization Exercise

House All Alamedans - Project List	Blue Dots (Prioritize)		Red Dots (Defer/Remove)		Total Votes
	# of Votes	% of Council	# of Votes	% of Council	
HH2b. Sheltering: Safe Parking, Emergency Supportive Housing, Warming Shelter Day Center	3	42.9%		0.0%	3
HH3. Further the preservation, rehabilitation, or construction of affordable housing in Alameda	3	42.9%	1	14.3%	4
HH4a. Research downpayment assistance program for first-time homebuyers and other innovative affordable programs to increase affordable housing.	3	42.9%	1	14.3%	4
HH6. Support implementation of West Midway (mixed use) and RESHAP (supportive housing) developments at Alameda Point	3	42.9%		0.0%	3
HH7. Implement Housing Element	3	42.9%		0.0%	3
HH7b. Consider seeking housing at Alameda Point along Central Ave	3	42.9%		0.0%	3

HH2c. Relocate and expand Day Center and overnight shelter	2	28.6%		0.0%	2
HH7a. Next steps for a new residential development north of Midway at Alameda Point	2	28.6%		0.0%	2
HH8a. Update Inclusionary Housing Ordinance and include incentives for certain sectors (public safety, edu)	2	28.6%		0.0%	2
HH2a. Supportive Services: Dine and Connect, Street Outreach, Flex Spending	1	14.3%		0.0%	1
[NEW] "Plan for new housing along and on Main Street in the area outside of AP fenceline between Big Whites and estuary, and in the area along and on the part of Main Street and green area immediately west of Bayport, between RAMP and Stargell Way." ¹	4	14.3%		0.0%	1
HH2. Implement Homelessness Strategic Plan		0.0%		0.0%	0
HH5. Coordinate with Alameda Food Bank on their relocation and solicit purchase offers for Building 92		0.0%		0.0%	0
HH8. Streamline housing production		0.0%	1	14.3%	1
HH8c. Revise Universal Design Ordinance to address building new townhome projects		0.0%		0.0%	0
HH9. Propose new Short Term Rental (AirBnB) Ordinance		0.0%		0.0%	0
[NEW] Identify ongoing funds for Dignity Village (affordable housing)		0.0%		0.0%	0
[NEW] Research if development ideas outside of but adjacent to AP proper counts to the Navy-Alameda housing cap		0.0%		0.0%	0
[NEW] Review existing and propose new incentive programs for essential services professionals to rent a home in the city ²		0.0%		0.0%	0
[NEW] Eliminate the supermajority requirement to approve lease or sale of city-owned buildings ³		0.0%		0.0%	0
[NEW] Modify Alameda's "housing first" policy for general fund & projects , so as to better account ⁴		0.0%		0.0%	0

for and prevent individuals seeking housing at Alameda Point with violent criminal histories, and, as necessary, REQUIRE appropriate social services enrollment.					
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¹Not moving this project forward because of a lack of Council support.

²Not included in the 2025 annual update report. May be considered in the future.

³Not included in the 2025 annual update report. May be considered in the future.

⁴Not included in the 2025 annual update report. May be considered in the future.

Discussion of Projects

Project	Discussion Notes
HH4: Research downpayment assistance program for first-time homebuyers and other innovative affordable programs to increase affordable housing.	<ul style="list-style-type: none"> • Mayor Ezzy Ashcraft: Broaden HH4 to include community ownership and community owned landtrust models (e.g., the City could identify land to purchase for this purpose, and then work with Chan Zuckerberg to subsidize mortgages). • CM Boller: Narrow this to focus on renting. Review all departments to identify in what cases it is important (in the public interest) to have city employees/educators/essential workers living close. Broaden “public safety professionals” to include essential workers in the city and school districts. • CM Jensen: HH4 also has down payment assistance, maybe it can be added to prioritize personnel.
HH8a: Update Inclusionary Housing Ordinance and include incentives for certain sectors (public safety, edu)	<ul style="list-style-type: none"> • Mayor Ezzy Ashcraft: Update the Inclusionary Housing Ordinances to identify education and public safety professionals, factoring in that we already have an incentive program for public safety professionals of \$75K (highest in the nation). It is also important to acknowledge that some public safety professionals do want to live away from the city they work in. • CM Pryor: Review incentive program and consider including teachers, who earn a lot less than fire fighters and police officers. Also, teachers are primarily women, and living in a safe neighborhood near to schools is often more expensive. • CM Boller: Regarding downpayment assistance, having public safety employees be able to access funding to secure short term housing close by may be different than supporting educators with funding to have them close by.

HH2b: <i>Sheltering: Safe Parking, Emergency Supportive Housing, Warming Shelter Day Center</i>	<ul style="list-style-type: none"> ● Mayor Ezzy Ashcraft: Regarding safe parking at Dignity Village, there is no security so no one is checking to make sure allowed cars are the ones that come in there. There are no outdoor restrooms for that project as well (would be nice to have portable toilets).
HH9: <i>Propose new Short Term Rental (AirBnB) Ordinance</i>	<ul style="list-style-type: none"> ● Mayor Ezzy Ashcraft: We need to work on short term solutions for housing while we are working on more long term affordable housing solutions. Other cities have done this. ● CM Pryor: +1 to short term rental ordinance (in agreement with CM Jensen). Have landlords register their units as part of the process to reduce staff time. ● CM Boller ● CM Jensen: Support a short term airbnb ordinance (make sure there is short term housing for those who need it), and also want to support those who are renting out. This could be expanded to include GOV15a and explored together. ● CM Daysog:
NEW: <i>Plan for new housing along and on Main Street ..."</i>	<ul style="list-style-type: none"> ● CM Daysog: This infrastructure was built with the military in mind, but those are locally owned assets that we can sell and build housing, market it, and then sell it.

General Comments/Questions

- **Mayor Ezzy Ashcraft:** Woodstock homes: a cooperative that could use an infusion of cash. Could that be a place to develop for housing? They have a large garage space that is underutilized
- **CM Jensen:** With regard to new proposals they all look great. Would suggest combining new housing with research and development ideas.

Priority Area 5. Practice Fiscally Responsible, Equitable & Inclusive Governance

Key Themes & Projects from the Retreat

Prioritization Exercise

Practice Inclusive Governance - Project List	Blue Dots (Prioritize)		Red Dots (Defer/Remove)		Total Votes
	# of Votes	% of Council	# of Votes	% of Council	
GOV15b. Explore an infrastructure bond to fund deferred maintenance and new infrastructure needs. Consider a vacancy tax or other legislative policy to penalize unoccupied commercial units.	4	57.1%		0.0%	4
GOV2. Develop a 5-Year fiscal forecast document for the biennial budget process	3	42.9%		0.0%	3
GOV5. Create a comprehensive employee professional development program that includes succession planning	3	42.9%		0.0%	3
GOV15. Explore potential revenue measures that increase fiscal resilience and implement the City Council's strategic Priorities	3	42.9%		0.0%	3
GOV3. Create an equity lens for the City budget to ensure public resources are distributed fairly and efficiently	2	28.6%		0.0%	2
GOV6. Expand employee safety and wellness program	2	28.6%		0.0%	2
GOV13. Adopt Citywide Strategic Plan and update annually	2	28.6%		0.0%	2
GOV15a. Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more. New short term rental ordinance	2	28.6%		0.0%	2
GOV1. Develop and implement a Municipal Fiscal Resilience Plan to help weather financial challenges and remain fiscally stable over the long term. Using auditor or audit serves	1	14.3%		0.0%	1

GOV11a. Create annual communications report	1	14.3%		0.0%	1
GOV12. Launch bi-annual residential satisfaction survey and employee engagement survey	1	14.3%		0.0%	1
GOV14. Complete and plan implementation of the Diversity, Equity, Inclusion, and Belonging Plan	1	14.3%		0.0%	1
[NEW] Explore and research local cable programming, in partnership with local schools ¹	1	14.3%		0.0%	1
GOV7. Review and update employee classification specifications		0.0%	1	14.3%	1
GOV8. Revitalize the employee performance evaluation and management program		0.0%		0.0%	0
GOV9. Expand employee engagement and recognition program		0.0%	1	14.3%	1
GOV11. Create Citywide communications plan		0.0%		0.0%	0
GOV11b. Invest and expand media programming and access to Alameda updates		0.0%		0.0%	0
[NEW] Research if the East Bay Public bank is a fiscally responsible option for Alameda in the future ²		0.0%		0.0%	0

¹ Will be brought back for consideration during the 2027 update.

² Not moving this project forward per City Staff recommendation and because of a lack of Council support.

Discussion of Projects

Project	Discussion Notes
GOV10. Review and consider election reform	<ul style="list-style-type: none"> Mayor Ezzy Ashcraft: District based elections con: it's hard to get good people to run for City Council. District wide elections often only produce one candidate which may not promote new folks joining. Need to find a way to encourage more people to run for office. District based elections give me a pause. <ul style="list-style-type: none"> Laura: This one is finished, we could reopen this if we want. There is a report that goes through this all.

	<ul style="list-style-type: none"> ○ Mayor: It takes a lot to learn about being the mayor of a city of our size (80k people). Rotating mayors may not allow someone to properly learn the position. ○ Mayor: Candidates need seed money. This could be explored in a project in terms of funding candidates. ● CM Daysog: I was supportive of talking about district elections, but not sure how passionate folks may be.
GOV12: <i>Launch bi-annual residential satisfaction survey and employee engagement survey</i>	<ul style="list-style-type: none"> ● Mayor Ezzy Ashcraft: Make sure the median that is used is accessible in various forms (so we can get a cross section of communities).
NEW: <i>Explore and research local cable programming, in partnership with local schools.</i>	<ul style="list-style-type: none"> ● CM Daysog: Is there a way to bring local cable programming here to the city of Alameda? <ul style="list-style-type: none"> ○ Amy Wooldridge Assistant City Manager City: staff from a couple different departments are working on potentially providing for that. It is very staff intensive.

General Comments/Questions

- **Vice Mayor Pryor:** It would be interesting to look into having a public bank just to see if it would be fiscally responsible.
 - **Finance Director:** Would advise a pause.

Appendix

A. City Council Retreat: Pre-Meeting Survey Results

Survey Purpose

Provide an opportunity for City Council to comment on staff-proposed **revisions to strategic projects**, propose additional strategic projects, and prepare your thoughts for discussion during the retreat

Help shape the agenda of the retreat by uplifting **topics for discussion** and use limited time to build consensus during the Retreat

Survey Questions

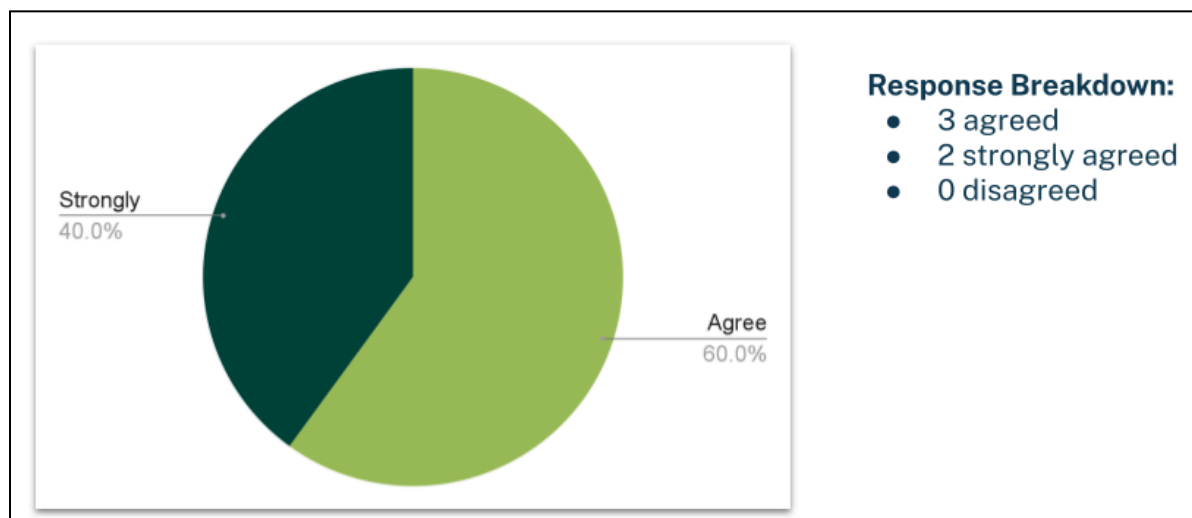
1. Respondent email address.
2. To what extent do you agree or disagree with the proposed project list.
3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.
4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

Survey Results

The charts below summarize the data from the pre-meeting survey, which was completed by all City Council members. The same data was presented to City Council during the Retreat as an input to their discussions and dot-voting.

Priority Area 1. Community Safety & Service

Q2. To what extent do you agree or disagree with the proposed project list for the priority area Enhance Community Safety & Services.



Q3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.

Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Project	Comment Notes
CS3 Reimagine and update community library spaces, including teen room and computer lab	<ul style="list-style-type: none"> • [CM Tracy Jensen]: Prioritize: CS3 update community library spaces • [CM Greg Boller]: Prioritize CS3 teen room and computer lab.
CS17 Evaluate installing cameras at certain intersections to reduce speeding and redlight violations as permitted by law	<ul style="list-style-type: none"> • [CM Tracy Jensen]: Install cameras at certain intersections
CS21 Explore potential for a new or upgraded fire training facility, including Peralta + regional use of revenue focus	<ul style="list-style-type: none"> • [CM Tracy Jensen]: CS21 Explore new fire training facility

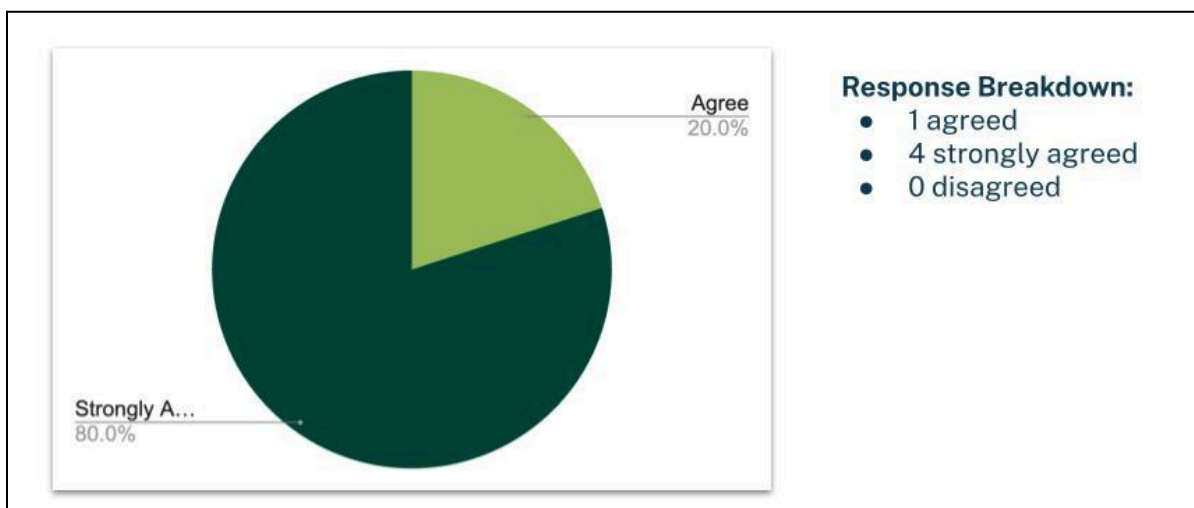
<i>and possible regional police training component</i>	
CS 22. Upgrade and replace older Fire Hydrants throughout the City	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Upgrade and replace older fire hydrants throughout the city – This is especially important, and should be a priority, in light of the recent catastrophic fires in LA
CS24 Expand disaster preparedness	<ul style="list-style-type: none"> • [CM Tracy Jensen]: Disaster Preparedness
CS26. Discuss results and plan implementation of the Community Risk Assessment: Standards of Cover report	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Discuss results and plan implementation of the Community Risk Assessment: Standards of Coverage report. When will Council receive this report?
CS 29 Provide ongoing resources to enforce the ban on gas-powered leaf blowers	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Provide ongoing resources to enforce the band on gas-powered leaf blowers. Could community volunteers, trained by Building Official Oscar Davalos's team, assist with this item? At a recent Council meeting Oscar mentioned wanting to start a community volunteer program modeled after one he had participated in years ago. • [CM Greg Boller]: Downgrade CS29
CS 32 - (New) Council Referral to study current zoning regulations for liquor stores	<ul style="list-style-type: none"> • [Marilyn Ezzy Ashcraft]: Council referral to study current zoning regulations for liquor stores (and expand them). I believe this CR was brought by a former Council member. I doubt that it has majority support among the current Council. Given staff's already heavy workload, I suggest dropping this project from the strategic plan. • [CM Greg Boller]: Downgrade CS32
General Comment	<ul style="list-style-type: none"> • [Michele Pryor]: Top Priority: cs24, cs25, c630. Recent Fires and Tsunami warnings make me want to ensure we're prepared to handle a disaster.

Q4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

Council Member	New Projects	Projects To Remove/Defer
Mayor Marilyn Ezzy Ashcraft	<ul style="list-style-type: none"> No, just focus on the ones listed, and 	<ul style="list-style-type: none"> Drop CS32
CM Greg Boller	<ul style="list-style-type: none"> Add regional use and revenue focus and possible regional police training component to CS21 Add creation of police officer retention program for mid career officers (years 6 to 10). Add creation of higher visibility community policing in Park and Webster Streets business districts. 	<ul style="list-style-type: none"> Remove CS29
CM Tracy Jensen	<ul style="list-style-type: none"> Develop/Enhance a community notification system to ensure that residents are immediately aware of tsunami, fire, earthquake dangers 	

Priority Area 2. Climate Change

Q2. To what extent do you agree or disagree with the proposed project list for the priority area Enhance Community Safety & Services.



Q3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.

Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Project	Comment Notes
CC5 <i>Implement Equitable Building Decarbonization pilot programs</i>	<ul style="list-style-type: none"> [CM Tracy Jensen]: prioritize CC5 work with regional partners to establish legislative authority for new building decarbonization.
CC8 <i>Design and implement upgrades for stormwater infrastructure to reduce local flooding, including the cleaning of storm drains and increasing pump station capacity</i>	<ul style="list-style-type: none"> [CM Tracy Jensen]: CC8 improve storm drain capacity and eliminate runoff pollutants
CC9 <i>Update the Zero Waste Implementation Plan and provide public technical assistance</i>	<ul style="list-style-type: none"> [CM Tracy Jensen]: Strengthen and expand
CC12 <i>Implement Solar Project on Doolittle (Mt Trashmore)</i>	<ul style="list-style-type: none"> [CM Greg Boller]: Downgrade CC12
General Comment	<ul style="list-style-type: none"> [CM Michele Pryor]: These all seem very important especially when taken together.

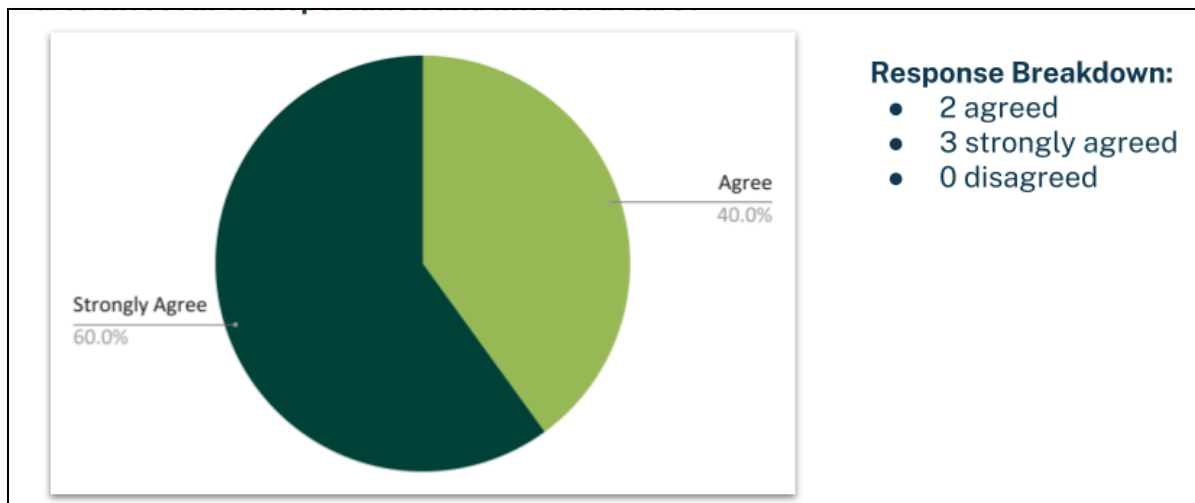
Q4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

Council Member	New Projects	Projects To Remove/Defer
CM Michele Pryor	<ul style="list-style-type: none"> Besides the composting program, what else can we do to decrease the impact of food production to carbon emissions? 	

	<ul style="list-style-type: none"> Also, is our plastic ban equitable? Does it impact smaller businesses more than the national chains? Also our current waste company does not accept all bio-plastics; this can impact small businesses too. 	
CM Greg Boller	<ul style="list-style-type: none"> Develop resident education programs/tours and/or city website videos for CC6b adaption project. 	<ul style="list-style-type: none"> Downgrade CC12
CM Tracy Jensen	<ul style="list-style-type: none"> Establishing a comprehensive recycling facility similar to Richmond Recycling Depot consider policy to eliminate balloon sales and penalize release of airborne balloons 	

Priority Area 3. Invest in TIE

Q2. To what extent do you agree or disagree with the proposed project list for the priority area Enhance Community Safety & Services.



Q3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.

Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Project	Comment Notes
TIE6 Assess bicycle and pedestrian safety improvements on Mecartney Rd, including consideration of a traffic signal	<ul style="list-style-type: none"> [CM Tracy Jensen]: Prioritize: Making Mecartney a higher priority, add quick build traffic calming immediately
TIE8 Advocate for AC Transit service enhancements for Alameda Point and Northern Waterfront (currently partially served by Line 96 and 19)	<ul style="list-style-type: none"> [CM Tracy Jensen]: DROP: Advocate for additional AC Transit service
TIE9 Convert Slow Streets to Neighborhood Greenways as directed in the Active Transportation Plan	<ul style="list-style-type: none"> [CM Tracy Jensen]: Review and consider changes - especially to Versailles and San Jose. Get rid of sandbags!
TIE 15 Design and construct a Commercial Streets Program (restriping, parklets) for Park St and Webster St that is attractive and aesthetically pleasing + help	<ul style="list-style-type: none"> [Mayor Marilyn Ezzy Ashcraft]: Design and construct a Commercial Street Program (striping, parklets) for Park Street and Webster Street. Is there any way to make Park Street look more attractive with these parklets?

<i>reduce vacancies</i>	
TIE 33 <i>Implement increased cybersecurity measures</i>	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Implement increased cyber security measures – This project is only shown for fiscal year 23/24. In fact, implementing increased cyber security measures should be an ongoing effort because new and more sophisticated cyber criminals, both domestic and foreign, continue to inhabit this space
TIE 36 <i>Support businesses and the community through the construction of the Oakland Alameda Access Project, including clear and frequent communication with input from an engineer at all meetings.</i>	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Very important to support the community and businesses throughout OAAP work and some closures of the Tubes, but clear and frequent communication is also extremely important. And we should have an engineer at all meetings discussing the timing and details of this work.
General Comment	<ul style="list-style-type: none"> • [CM Tony Daysog]: Where is SMART CITY traffic infrastructure?
General Comment	<ul style="list-style-type: none"> • [CM Michele Pryor]: TIE 21, TIE 22, TIE 25, TIE 26, TIE 31, TIE 35, TIE 37. Essentially, updating older sites now can increase safety and investment in the city.
General Comment	<ul style="list-style-type: none"> • [CM Greg Boller]: Prioritize: TIE16, TIE26 and TIE35c. Downgrade: TIE17.

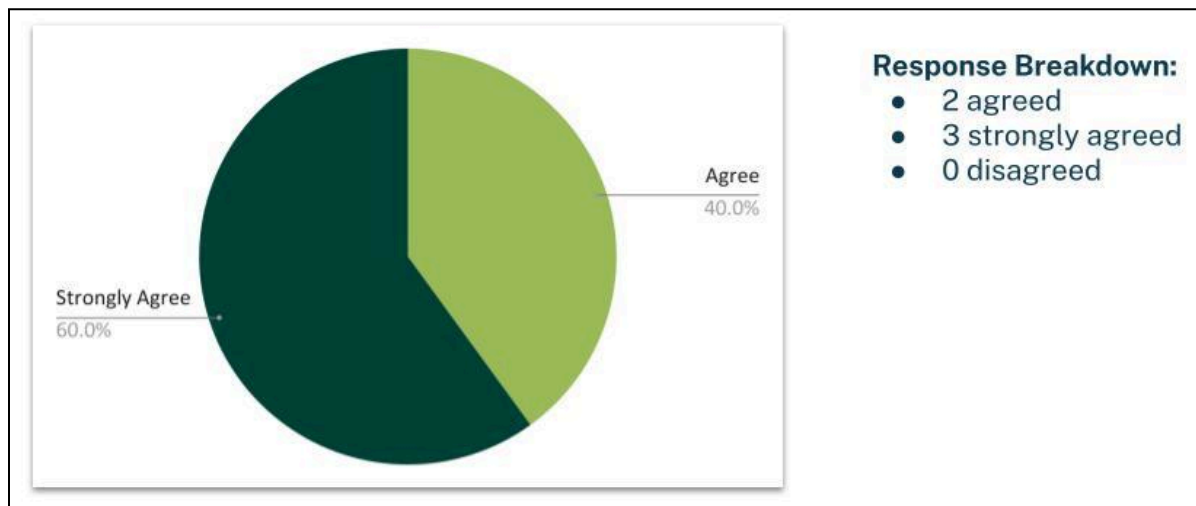
Q4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

Council Member	New Projects	Projects To Remove/Defer
CM Greg Boller	<ul style="list-style-type: none"> • Create economic development events and city website videos to educate residents on city efforts to attract new businesses in commercial districts, shopping 	<ul style="list-style-type: none"> • Downgrade: TIE17.

	centers, business parks, and Alameda Point.	
CM Tracy Jensen	<ul style="list-style-type: none"> Daylighting starting with slow streets and high injury corridors 	
CM Tracy Jensen		<ul style="list-style-type: none"> TIE 8 DROP: Advocate for additional AC Transit service

Priority Area 4. House All Alamedans

Q2. To what extent do you agree or disagree with the proposed project list for the priority area Enhance Community Safety & Services.



Q3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.

Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Project	Comment Notes
HH9: <i>Propose new Short Term Rental (AirBnB) Ordinance</i>	<ul style="list-style-type: none"> [CM Michele Pryor]: may be a good short term solution to help with housing availability

General Comment	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Dignity Village should be included in this list. I am concerned about the continued availability of federal funds to support these programs. How will we backfill any missing funds? I believe the State will be issuing new RHNA numbers sometime this year or early next year. We should be as well informed as possible about the requirements.
General Comment	<ul style="list-style-type: none"> • [Tony Daysog]: I'd like to modify Alameda's "housing first" policy so as to better account for and prevent individuals seeking housing at Alameda Point with violent criminal histories, and, as necessary REQUIRE appropriate social services enrollment.
General Comment	<ul style="list-style-type: none"> • [Greg Boller]Downgrade HH9.
General Comment	<ul style="list-style-type: none"> • [Tracy Jensen]PRIORITIZE: HH2 HH3 HH4

Q4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

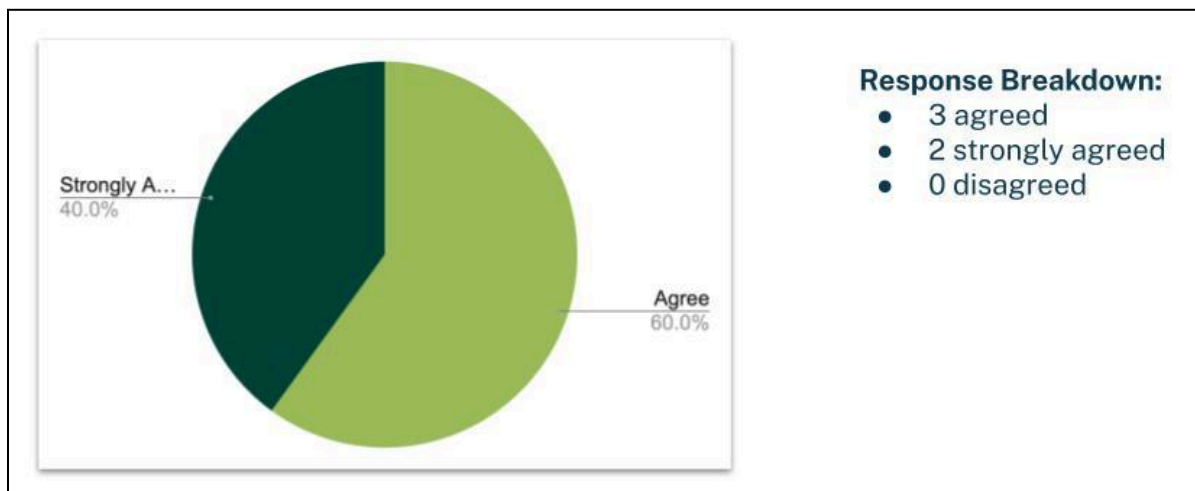
Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Council Member	New Projects	Projects To Remove/Defer
CM Tony Daysog	<ul style="list-style-type: none"> • - Plan for new housing along and on Main Street in the area outside of AP fenceline between Big Whites and estuary, and plan to reconfigure Main Street accordingly, and take proceeds of land sales to assist funding arts center after accounting for AP infrastructure. • Plan for new housing in the area along and on the part of Main Street and green area immediately west of Bayport, between RAMP and Stargell Way, reconfigure that part of Main Street and green area accordingly, 	

	and take proceeds of land sales to assist funding <ul style="list-style-type: none"> Research if such development ideas above outside of but adjacent to AP proper counts to Navy-Alameda housing cap. 	
CM Greg Boller	<ul style="list-style-type: none"> Review existing and propose new incentive programs for city public safety professionals to rent or own a home in the city. 	<ul style="list-style-type: none"> Downgrade HH9.
CM Tracy Jensen	<ul style="list-style-type: none"> consider a vacancy tax or other legislative policy to penalize unoccupied units eliminate the supermajority requirement to approve lease or sale of city-owned buildings provide incentives to shopping center sites to develop residential units 	

Priority Area 5. Practice Inclusive Governance

Q2. To what extent do you agree or disagree with the proposed project list for the priority area Enhance Community Safety & Services.



Q3. Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to prioritize more and move up in the implementation year, or which projects do you think can be delayed or dropped from this priority area? Please indicate the related project number for each comment.

Project	Comment Notes
GOV 11: <i>Create Citywide communications plan</i>	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Invest and expand media programming and access to Alameda updates. What does this mean? Also, the City's communication strategy should recognize that not everyone gets their information from social media. Email is still important and, on occasion, hard mail.
GOV 15a: <i>Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more. New short term rental ordinance</i>	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Explore a vacancy tax for properties (residence and/or businesses) vacant for six months or more. – What is the purpose of this tax? A vacancy tax after six months of vacancy seems punitive in today's uncertain economic climate. I prefer to start with carrots, rather than sticks to incentivize filling vacant space.
GOV 15b: <i>Explore a vacancy tax for properties (residents and/or businesses) vacant for 6 months or more. New short term rental ordinance</i>	<ul style="list-style-type: none"> • [Mayor Marilyn Ezzy Ashcraft]: Explore an infrastructure bond to fund deferred maintenance and new infrastructure needs. – Yes!
GOV 10: <i>Review and consider election reform</i>	<ul style="list-style-type: none"> • [CM Tracy Jensen]: review and consider election reform through charter amendment, including district-based elections and adoption of mayor pro tempore.
GOV1: <i>Develop and implement a Municipal Fiscal Resilience Plan to</i>	<ul style="list-style-type: none"> • [CM Greg Boller] Prioritize: GOV1

help weather financial challenges and remain fiscally stable over the long term. Using auditor or audit serves	
General Comment	<ul style="list-style-type: none"> • [CM Name]: Comment Transcription

Q4. Are there any new projects you'd like to add to this priority area? Please limit new projects and consider projects you would remove to make space for new ones.

Priority Project = **Green** Proposal for Removal/Deferment = **Red**

Council Member	New Projects	Projects To Remove/Defer
CM Tony Daysog	<ul style="list-style-type: none"> • Bring back local cable programming, in partnership with local schools. 	
CM Michele Pryor	<ul style="list-style-type: none"> • I'd like to see if the Easy Bay Public bank is a fiscally responsible option for Alameda in the future. 	
CM Greg Boller	<ul style="list-style-type: none"> • Consider independent audit or consultant to address GOV1. 	
CM Tracy Jensen	<ul style="list-style-type: none"> • CONSIDER AMENDING THE CITY CHARTER TO: <ul style="list-style-type: none"> ○ establish rules for appointment of the vice mayor ○ improve transparency by appointing council members to city committees like neighboring charter cities. ○ establish an environment committee ○ establish a rules committee with 2 councilmembers to support agenda management 	