

Summary Report

Hayward City Council

Strategic Roadmap Retreat 2021

February 13, 2021 @ 8:30am - 2:00pm
Zoom Meeting



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Overview

It has been one year since Council adopted the City's three-year Strategic Roadmap, and six months since the City began implementation. On February 13, 2021, Hayward City Council and Executive Team held a retreat to revise the Strategic Roadmap. During the meeting, staff provided a progress update and shared their reflections and lessons learned. City Council reviewed each priority area and communicated their priorities for the coming year.

Primary Objectives of the Retreat

- **Prioritize Projects:** There are too many projects in the current strategic roadmap, especially with the additions of COVID-related projects. Council must reprioritize what's important, delay or drop some projects and not add additional ones unless others are complete.
- **Align Resources:** Staff, money, time, and other resources must follow the projects. In the next budget, Council and the E-Team are being asked to better align these resources to roadmap priorities.
- **Incorporate Diversity, equity, and inclusion (DEI):** DEI needs to be an integral part of the roadmap. Staff is recommending that each department pick one project that will be reviewed by the GARE team.
- **Address Burnout:** Staff is exhausted from trying to fulfill the demands of COVID in addition to the roadmap projects and regular operational duties. They want Council to reduce the amount of roadmap projects and add additional resources where needed.

High-Level Themes from the Retreat

- City Council Members repeatedly expressed appreciation for staff's hard work.
- Many City Council Members were understanding of staff burnout due to the COVID-19 response.
- On the whole, City Council Members did not object to the need to reduce Strategic Roadmap projects to better align with available staff resources and budgets.
- At several points in the meeting, City Council Members shared their confidence in staff's ability to make the right decisions.
- During the prioritization exercises, many City Council Members actively expressed an interest in coming to consensus with their peers, such as by changing their project votes or noting when they would be happy to accept a popular outcome.

Specific direction on each Strategic Roadmap Priority is detailed below.

Pre-Meeting Survey

In advance of the retreat, we conducted a pre-meeting survey of the City Council and the Executive Team. The intent of the survey was to identify areas of agreement and disagreement so as to better inform and focus the discussion during the retreat.

All seven City Council members completed the survey.

Only 7 out of 15 Executive Team members started or completed the survey.

Themes of the survey include:

- Except for one 'neutral' vote, Council / E-Team said that they strongly agree or agree with the statements that both the vision and the six strategic priorities are still appropriate now.
- The majority of Council / E-Team members agree that the projects within each priority are the right ones. However, there was some variance, from strongly agree to strongly disagree.
- Council / E-Team members thought the City had made slight to significant progress on the strategic projects over the last year, with the bell curve hovering over 'good progress'.
- E-Team members were neutral to negative about whether they had the time, money, and resources to accomplish their strategic projects.

Priority area specific results are included below.

Preserve, Protect & Produce Housing

Housing - Pre-Meeting Survey Summary

- Council and the Executive Team were generally supportive of the staff's revised project list, agreeing that these projects are still the best ones to achieve the priority.
- Priorities
 - Homelessness
 - Affordable housing
 - Keeping people housed through COVID
- Delay Suggestions
 - Changing RS zoning (though another person said don't delay RS zoning)
 - Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs.
 - Analyze alternative rent increase thresholds
- Drop Suggestions
 - Projects with additional costs
 - Nonprofits should get their own funding
 - May not need a NOFA process to allocate dollars
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Amend inclusionary housing ordinance to require housing be built in most cases (Project 5b)
 - Explore opportunities for Workforce development housing (Council Work Session)
 - Consider more density, including the # stories for MF housing near transit (Project 4b and Project 9)
 - AHO - live/work space in light industrial for artists in residents (Project 5b)
 - Work with other jurisdictions to create similar fund to LAIF (Council Work Session)
 - Leverage county research regarding CLTs to identify regional funding mechanisms to facilitate TOP/COPA (Council Work Session)
 - Help homeownership (down payment) for both residents and employees (Project 8a and 8b and Council Work Session)
 - More flexible zoning (Projects 4d, 4g, and 9)

Housing - Key Themes and Projects from the Retreat

General Themes

- In general, City Council Members are supportive of reducing the overall number of projects under this priority area to make space for important COVID-19 initiatives.
- Many Council members agreed with pausing work on certain projects, especially those that are being actively worked on by the State or other agencies.
- Overall, City Council Members agreed that housing is still very much a priority.
- Many City Council Members thanked staff for all of their hard work in this area.

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
5b	Hold work sessions to revise the affordable housing ordinance	5
1a	Sustainable funding for the navigation center	4
8b	Apply for state housing funding	4
11a	Implement and monitor eviction moratorium	4
11b	Implement COVID-19 rent relief program	4
2a	Create homelessness reduction strategic plan	3
3b	Partner with Alameda County on winter shelters	3
6a	Hold a work session on priorities for the Affordable Housing Trust	3

Discussion - Top Project Discussion Points

Top Projects (in order of dots)	Key Discussion Points
5b: Hold work sessions to revise the affordable housing ordinance (5 dots)	<p>Mayor Halliday: Want to make building housing onsite not just discretionary funds, not just raising percentage.</p> <p>CM Marquez: Want to have a work session on evaluating changes with inclusionary housing ordinance. Want to incentivize that developers build on site rather than in lieu fees. Still need those fees.</p> <p>CM Andrews: Agree that we should incentivize</p>

	development along with keeping some in lieu fees
1a: sustainable funding for navigation center (4 dots)	<p>CM Halliday: Personally working on the navigation center, this is important to me.</p> <p>CM Andrews: Concur on regional support and finding sustainable solutions for the navigation center.</p> <p>CM Wahab: Want the Navigation Center to be self-sustaining as we move into other aspects. Our focus should be policy.</p> <p>CM Marquez: Very pleased that we have the navigation center. Staff has been nimble adapting during covid. Important to secure funding to keep it open and to leverage funding partners. Don't have to do it alone.</p>
8b: Apply for state housing funding (4 dots)	<p>CM Zermeño: Looking for outside funding is important! County, etc... Need to make sure we're not funding this alone. And I want us to look for regional solutions.</p> <p>CM Salinas: Regarding COVID-19 and Housing Programs, work with the State and keep finding funding.</p>
11a: Implement and monitor eviction moratorium (4 dots)	<p>CM Salinas: Need to find a way to enhance rent relief programs and rent protections so folks that are in housing can stay in housing.</p> <p>CM Andrews: Concerned about moratoriums and about landlords being able to keep their homes in order to rent out to tenants.</p>
11b: implement COVID-19 rent relief program (4 dots)	<p>Mayor Halliday: People will continue to struggle to pay rents; need to focus on this.</p> <p>CM Marquez: Want us to continue to obtain those dollars and make it as flexible as possible to make sure people having trouble with rent can access those dollars. Don't want to see more people displaced in Hayward.</p> <p>CM Lamnin: Share concerns about ongoing covid response.</p>
3b: Partner with Alameda County to implement winter shelters (3 dots)	<p>CM Marquez: Prefer winter shelters vs. warming. People need to be housed throughout the year, not just in the winter. Expand opportunities in Hayward.</p>

Areas of Disagreement / Outliers - Housing

- Two members are split on whether to delay RS zoning.
- Councilmember Wahab wants to see the ADU percentage go up; 6% is not enough.

Housing - Raw Data

Dot Voting

On track to meet original deadline: 61%	Timeline Extended/ Shifted: 28%	Added: 18%
<p>Navigation Center to Housing & Support the Homeless:</p> <p>1a: Identify Sustainability funding source for the navigation center ●♥●✗</p> <p>1b: Oversee operations of the Navigation Center ✓</p> <p>Homelessness Reduction Strategic Plan:</p> <p>2a: Create plan modeled after an empowerment approach and best practices ●✓★</p> <p>2b: Implement plan. ✓</p> <p>Temporary Winter Shelters: ♥</p> <p>3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters* ●</p> <p>3b: Continue partnership with Alameda County to implement Winter Shelters* ✓✗</p> <p>Housing Incentives & Production Work Plan:</p> <p>4a: Explore moderate-income financing model ●★</p> <p>4b: Amend Density Bonus Ordinance** ★</p> <p>4c: Update Accessory Dwelling Unit (ADU) ordinance** ★</p> <p>Evaluate the Affordable Housing Ordinance</p> <p>5a: Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs.</p> <p>5b: Hold work session for potential revisions ●✓●★✗</p> <p>Expend the Affordable Housing Trust funds</p> <p>6a: Hold a work session on establishing funding priorities for Affordable Housing Trust ●★</p> <p>6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities ●</p> <p>Recommend Updates to the Rent Stabilization Ordinance</p> <p>7a: Provide 6-month update on the implementation of Rent Stabilization Ordinance & recommend amendments ●</p> <p>7b: Monitor implementation of Rent Stabilization Ordinance & prepare a statistical report ●</p> <p>Pursue state housing funding opportunities</p> <p>8a: Identify & respond to regulations to ensure Hayward & Hayward-supported projects qualify for state housing funding ●</p> <p>8b: Apply for state housing funding to support strategic partnerships & Council priorities ✗●●♥</p>	<p>Housing Incentives & Production Work Plan:</p> <p>4d: Develop an Overlay Zoning District to allow RS zoned properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation ●</p> <p>4e: Explore program to convert tax-defaulted properties to affordable housing ●★</p> <p>4f: Create marketing materials for incentivizing housing production ✓</p> <p>4g: Expand emergency shelter sites in Hayward ✗</p> <p>9: Update the Housing Element Plan ✓♥</p> <p>10: Implement a Soft Story Ordinance</p>	<p>COVID-19 Response:</p> <p>11a: Implement and monitor eviction moratorium ✗♥</p> <p>11b: Implement COVID-19 rent relief program ●●♥✗</p> <p>11c: Analyze alternative rent increase thresholds ●●♥✗</p> <p>11d: Expand mediation services to tenants and landlords to support repayment plans ♥</p> <p>11e: Allocate and administer CDBG-CV funding for homelessness and housing services ●★</p>
Halliday ♥	Wahab ★	Andrews ✗
Lampin ✓	Márquez ●	Salinas ●
Zermeño ●		

Discussion - Housing

- Halliday
 - 11 - people will continue to struggle to pay rents, need to focus on this
 - 1 - Personally working on the navigation center, this is important to me.
 - 3 - need to look at our way of sheltering people in the streets
 - 9 - something we have to do, but I would like to have an open, robust discussion and not just meet the requirements, it's an opportunity to really look at that program
 - 5b - Want to make building housing onsite not just discretionary funds, not just raising percentage
- Wahab
 - Housing is my priority overall

- Some of this is already done or in place
- ADU percentage has to go up. 6% not enough
- Need a downpayment assistance program for the whole city.
- Homelessness is and should be a focus, but we are focusing on this. We're already good at working on this.
- Navigation center - want them to be self-sustaining as we move into other aspects. Our focus should be policy.
- Marquez
 - Thank you for all of your hard work! Its remarkable
 - 5b - Very pleased that we have the navigation center. Staff has been nimble adapting during covid. Important to secure funding to keep it open and to leverage funding partners. Don't have to do it alone.
 - 2a - plan is imperative! We have too many
 - Prefer winter shelters vs. warming. People need to be housed throughout the year, not just in the winter. Expand opps in Hayward
 - 5b - open and want to have a work session on evaluating changes with inclusionary housing ordinance. Want to incentivize that developers build on site rather than in lieu fees. Still need those fees... Many years ago I pushed for the RHNA numbers
 - CDBG funding - need to have our funding wishlist already ready to go.
 - 4d - happy to revisit this in 2024
 - Lamnin - re: 4d - I think that the State may be doing this for us anyway.
 - Wahab - Yes, agree.
 - 11 - want us to continue to obtain those dollars and make it as flexible as possible to make sure people having trouble with rent can access those dollars. Don't want to see more people displaced in Hayward
- Lamnin
 - Thank you to staff
 - 1a - center and strategic plan - need to implement!
 - 2b - Because there has been significant progress on funding, didn't prioritize this. Instead I prioritized the operations piece. If we don't talk about how we are funding it won't work. We do a tremendous amount, but it is downstream. It doesn't change the number of people on the streets. This will require reallocating resources.
 - 9 - would also like this to be a more robust discussion. I am concerned about single family housing.
 - 4a,b,c - some are grant funded so we'll have to do it. Didn't add a dot there, but do think they're important.
 - 4f. Maybe we want to use those funds otherwise. Revisit whether we want to put a RFP out. That's why I didn't vote on this.
 - 11 - Share concerns about ongoing covid responses.

- Zermeño
 - Agree that pausing some of these projects due to COVID, state/fed regulations is a good way to go, especially if they'll be controlled by someone else.
 - Looking for outside funding is important! County, etc... Need to make sure we're not funding this alone. And I want us to look for regional solutions. Otherwise everyone is going to duplicate efforts.
- Andrews:
 - Concur on regional support. Finding sustainable solutions for the navigation center. However, for emergency shelter sites, I want to see if there are more opportunities. Growing encampments indicate that we need another shelter.
 - Concerned about moratoriums and about landlords being able to keep their homes in order to rent out to tenants.
 - also agree that we should incentivize development along with keeping some in lieu fees
- Salinas
 - Thank you to staff
 - We need to slow our roll. Before the pandemic, we put everything on the table with the expectation that staff would magically do it.
 - The survey results about limited resources are definitely on my mind.
 - Now that I look at this, there are probably some things I could move around. I generally agree with my colleagues.
 - My only suggestion to my colleagues is that we need to be focused. Whatever we put on the table, we have to be committed to making sure it gets done.
 - Comments about my picks
 - Homeless encampments have increased all over the city, agree with CM Andrews - we need more shelters. Neighbors are compassionate but also frustrated. Unhoused people are not just there, also destroying the places around them. Catching buildings on fire, destroying water lines... These are the complaints I'm getting. So for me that is a major issue.
 - Need to find a way to enhance rent relief programs and rent protections so folks that are in housing can stay in housing.
 - COVID-19 and Housing Programs - work with state and keep finding funding.

Grow the Economy

Economy - Pre-Meeting Survey Summary

- City Council and the Executive Team were generally supportive of the staff's revised project list, agreeing that these projects are still the best ones to achieve the priority.
- Priorities
 - Negative impacts of COVID
 - Attract and retain employers
- Delay Suggestions
 - Public art
 - Marketing and opportunity zone plan and campaign
 - Gateways
 - CEDC
 - Community preservation ordinance
 - Construction
 - Business incubator
- Drop Suggestions
 - None
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Look for funding opportunities (Project 13, 14a, 14b, 15a, and 15b)
 - Develop tools for property owners to activate vacant properties (Project 2)
 - Public art program (Project 11)
 - Business partnerships: grocery, retail, cannabis, technology, new concepts (Project 13)

Economy - Key Themes and Projects from the Retreat

General Themes

- All Council members strongly support helping local small businesses recover from COVID. This appears to be one of their strongest and most aligned goals citywide. This is consistent with another top goal which is to support businesses through concierge service, incentives/grants, and collaborations with SBA and the Chamber.
- Blight also ranks high on Council members priorities.
- A few members specifically mentioned that they want to see the department fully staffed.

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
15a	COVID small business recovery and equity program	6
13	Support businesses through concierge service, incentives/grants, collaborations with SBA and chamber	5
10	Revamp community preservation ordinance	4
8	Revise alcohol use regulations	4
1	Marketing plan and opportunity zone campaign	3
2b	Engage owners and encourage activation of vacant sites	3
3b	Re-establish the Business Engagement Program and referral process	3
6	Update and implement a revised cannabis ordinance	3
12	Explore the concept of a business incubator	3
11	Explore a public art program	3
14a	COVID business sector reopening assistance	3
15b	COVID retail recovery program	3

Discussion - Top Project Discussion Points

Projects (in order of dots)	Related Discussion Points
<p>15a: COVID small business recovery and equity program (6 dots)</p>	<p>Mayor Halliday: This is number one!</p> <p>CM Salinas: COVID recovery! Do everything we can do to bring back economic sector</p> <p>CM Wahab: COVID projects have to be done in parallel to the other housing projects</p> <p>CM Marquez: Want to have a work session on evaluating changes with inclusionary housing ordinance. Want to incentivize that developers build on site rather than in lieu fees. Still need those fees.</p>

	<p>CM Andrews: Need support for biz impacted as COVID</p> <p>CM Zermeño: City not friendly to people wanting to open up new biz because city hall is closed</p>
<p>13: Support businesses through concierge service, incentives/grants, collaborations with SBA and chamber (5 dots)</p>	<p>CM Halliday: Personally working on the navigation center, this is important to me.</p> <p>CM Andrews: Like biz concierge service; lots of resources out there; let's consolidate that information; we are going to other cities for amenities - let's focus on that.</p> <p>CM Wahab: Want the Navigation Center to be self-sustaining as we move into other aspects. Our focus should be policy.</p> <p>CM Marquez: Very pleased that we have the navigation center. Staff has been nimble adapting during covid. Important to secure funding to keep it open and to leverage funding partners. Don't have to do it alone.</p>
<p>10: Revamp community preservation ordinance (4 dots)</p>	<p>CM Wahab: Number 10 is blight - need to combat blight and cleanliness of the city.</p>
<p>1: Marketing plan and opportunity zone campaign (3 dots)</p>	<p>CM Wahab: Marketing is vital; other cities will be competing for new businesses.</p>
<p>2b: Engage owners and encourage activation of vacant sites (3 dots)</p>	<p>CM Salinas: Give flexibility to the Economic Development Committee.</p>
<p>3b: Re-establish the Business Engagement Program and referral process (3 dots)</p>	<p>CM Wahab: Entire project 3 is important.</p> <p>CM Marquez: Beef up 3B - biz referral program.</p>
<p>6: Update and implement a revised cannabis ordinance (3 dots)</p>	<p>CM Wahab: Cannabis creates a lot of funds and revenue.</p> <p>CM Andrews: Revisit ordinance. There are issues there we need to tackle.</p> <p>CM Salinas: We need to focus on amenities to families - cannabis doesn't do that.</p>

<p>12: Explore the concept of a business incubator (3 dots)</p>	<p>CM Wahab: Shouldn't create a biz incubator; need to partner with those who have it in place. CM Lamnin: Want to support all business partnerships. Consider a summer jobs program. CM Marquez: Look through the lens of equity - how to incentivize how biz can hire locally. Also support summer employment programs; invest in our young people. CM Zermeño: Partnerships yes! City not friendly to people wanting to open up a new biz because city hall is closed.</p>
<p>11: Explore a public art program (3 dots)</p>	<p>CM Andrews: Public art - appearance of city, deters graffiti; contributes to culture. Mayor Halliday: Public art is a personal passion for her, but also affects how people think of the city.</p>
<p>14a: COVID business sector reopening assistance (3 dots)</p>	<p>CM Wahab: COVID projects have to be done in parallel. CM Andrews: Need support for biz impacted as COVID.</p>
<p>15b: COVID retail recovery program (3 dots)</p>	<p>CM Zermeño: Help small biz; local hires, teen hires, elder hires.</p>

Areas of Disagreement / Outliers - Economy

- **Public Art** received some dot votes and support in the survey. However, two people specially mentioned that we should deprioritize it.
- **Marketing:** Marketing received some dot votes but also received a mention in the survey that we should deprioritize it.
- **Cannabis:** There is debate over the number and location of cannabis dispensaries to allow. Some feel they fulfill a vital need and bring in revenue, while others are worried that they will scare away family friendly businesses.

Economy - Raw Data

Dot Voting

On track to meet original deadline: 50%	Extended/Shifted: 22%	Added: 28%
<p>Marketing Plan & Opportunity Zone Campaign ❤️ 🟡 ⭐</p> <p>1a: Update the marketing plan 1b: Implement the marketing plan</p> <p>Vacant Building Property Ordinance ❤️ 🟡</p> <p>2a: Enforce ordinance* 🟡 ❌ 2b: Engage owners and encourage activation of vacant sites 🟢 🟡 ❌</p> <p>Strengthen workforce development pipelines ❤️ 🟡</p> <p>3b: Re-establish the Business Engagement Program and referral process 🟢 🟡 ⭐ 3c: Collaborate with workforce development partners to organize, host and sponsor job fairs & awareness events ⭐</p> <p>Former City Center Building</p> <p>4a: Complete deconstruction 4b: Commence discussions on property redevelopment 4d: Implement disposition & development agreement</p> <p>6: Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses ❌ ⭐ 🟡 🟢</p> <p>7: Develop and implement a local minimum wage ordinance*</p> <p>9: Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor 🟡 🟢</p> <p>10: Revamp community preservation ordinance to combat blight and enhance neighborhood livability ❤️ ❌ 🟡 ⭐</p> <p>12: Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber 🟡 ⭐ 🟡 🟢</p> <p>13: Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants ❤️ 🟡 ❌ ⭐ 🟢</p>	<p>Strengthen workforce development pipelines</p> <p>3a: Devise plan to maximize workforce development pipelines 🟢 🟡 ⭐</p> <p>Former City Center Building</p> <p>4c: Finalize disposition & development agreement 🟢</p> <p>Disposition & Development of Route 238 Corridor Lands**</p> <p>5a: Finalize planning on redevelopment of 6 remaining parcel groups** 🟡</p> <p>5b: Finalize disposition & development agreements for all parcels** 🟢</p> <p>5c: Implement disposition & development agreements for all parcels**</p> <p>8: Revise alcohol use regulations to support existing and encourage more full-service restaurants ❤️ ⭐ 🟡 🟢</p> <p>11: Explore a public art program and prioritize gateway locations ❤️ ❌ 🟡</p>	<p>COVID-19 Pandemic Response</p> <p>14a: COVID-19 Business Sector Reopening Assistance ❌ 🟡 ⭐ 14b: COVID-19 Restaurant Assistance 14c: COVID-19 Policy Development 🟡 14d: Sidewalk Vendor Ordinance</p> <p>COVID-19 Pandemic Recovery Business Assistance ⭐</p> <p>15a: COVID-19 Small Business Recovery & Equity Programs 🟢 🟡 🟢 🟢 🟢 15b: COVID-19 Retail Recovery Program ⭐ ❤️ 🟡 15c: Outdoor Gathering Permit established 15d: Outdoor Dining Permit established 15e: Temporary Outdoor Business Activities Permit</p>
Halliday ❤️	Wahab ⭐	Andrews ❌
Laminin 🟢	Marquez 🟡	Salinas 🟡
		Zermeño 🟡

Discussion - Economy

- Wahab
 - Marketing is vital; other cities will be competing for new businesses
 - Entire section of 3 is important
 - Number 6 Cannabis creates a lot of funds and revenue
 - Number 10 is blight - need to combat blight and cleanliness of city
 - #12 - shouldn't create a biz incubator; need to partner with those who have it in place
 - #COVID projects have to be done in parallel
- Andrews
 - Public art - appearance of city, deters graffiti; contributes to culture
 - Cannabis - revisit ordinance; issues there we need to tackle
 - Like biz concierge service; lots of resources out there; let's consolidate that information; we are going to other cities for amenities - let's focus on that.
 - Need support for biz impacted as COVID
- Laminin
 - Partnerships - all for them
 - In support of workforce development
 - Support 3A and support incubator, maybe a summer jobs program;

- Marquez
 - Beef up 3B - biz referral program
 - Get division fully staffed
 - Look through lens of equity - how to incentivize how biz can hire locally
 - Summer employment program; invest in our young people
 - Only cast 7 votes to focus our priorities
- Salinas
 - COVID recovery! Do everything we can do to bring back economic sector
 - Marketing plan, opportunity zone - yes
 - Flexibility to Economic development committee
 - Give them the reigns to do that
 - Amenities to families - cannabis doesn't do it; let's change our focus
- Zermeño
 - Partnerships
 - Help small biz; local hires, teen hires, elder hires
 - COVID recovery
 - City not friendly to people wanting to open up new biz because city hall is closed
 - 9th dot would go to public art
 - Chat comment: " Art & Culture Task Force"
- Halliday
 - Public art - personally thing for her, but also how people think of city
 - Number 15 is number 1!
 - COVID recovery is the prime thing we all should do
 - Marketing plan
 - Blight
 - #4 - no one put anything on #4 - might be a good idea to hold off for the economy to recover
- Discussion
 - Wahab - List is not clear what we're working on; stuff that are done should be removed from these lists
 - Jen Ott: No more funds on deconstruction of parking garage, but tower is down
 - Salinas:
 - Not letting go of Mission blvd; don't want to overdevelop housing on Mission blvd; will push back on more housing on Mission
 - Need to stay committed to business and family amenities - such as family restaurants, retail; we're not going to get family retail because they won't open next to a dispensary; property owners are holding back from showing to family friendly biz because they're waiting for the 'eagle to land', a more profitable dispensary. What we're creating will block family friendly biz potential

- Wahab: Minimum wage focus should be cleared because its done
- Andrews: Misconception about who is using cannabis; won't bring down a whole community if we have dispensaries; if we're going to single out cannabis, then should be single out bars? Cannabis brings in revenue.
- Zermeño: We need a diverse economy; cannabis - will vote against any more than three in the downtown
- Halladay: We should continue on the work on the cannabis committee??
- Salinas: agree with Andrews about the amount of bars; medical issues are non issues; it's more of a planning of the downtown
- Halliday: Cleary we need to have more discussion on the downtown plan
- Wahab: Cannabis should not be all downtown, more industrial areas; use income to free up funds to reinvest in businesses

Combat Climate Change

Climate - Pre-Meeting Survey Summary

- Council and the Executive Team were supportive of the staff's revised project list, agreeing that these projects are still the best ones to achieve the priority. There was no vote below 'neutral'.
- Priorities
 - GHG plan
 - Transition citywide electric use to be 100% carbon free
 - Transition electric use by city operations to be 100% renewable
- Delay Suggestions
 - Tree preservation ordinance
 - Adding new restrictions to restaurants right after COVID
 - Analyze alternative rent increase thresholds
- Drop Suggestions
 - None
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Increase community outreach on how to properly discard recyclable items (Project 5a)
 - Install more EV charging stations for the public (Infrastructure - Council Work Session)
 - Collaborate with All In Eats regarding the Circular Food Economy, especially as related to SB1383 implementation, increasing food access (Support quality of life) and supporting local entrepreneurship and job opportunities (Grow the economy - Project 3c)
 - Explore city dumping site for illegal dumping (Support Quality of Life – Council Work Session)

Climate - Key Themes and Projects from the Retreat

General Themes

- Councilmembers seemed to agree that this is a very important priority area and that staff has been working hard and making progress.
 - Wahab: "Staff has worked incredibly hard on this. Despite that we are a little spread out in our dots, really we all want to support sustainability goals and in the future, better infrastructure."

- Two Councilmembers (Salinas and Zermeño) noted that they trust staff to determine the highest priority projects and to allocate resources according to their staff and budget.

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
1b	Require EV charging infrastructure in new construction	5
4	Adopt and implement 2030 GHG goals and roadmap	4
6	Plant 1,000 trees annually	4
2	Work with ECBC to transition citywide electricity use to 100% carbon free	3
5	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products	3

Discussion - Top Project Discussion Points

Projects (in order of dots)	Related Discussion Points
1b: Require EV charging infrastructure in new construction (5 dots)	<p>CM Andrews: EV charging stations for the public, not just the City. Brings more eyes to the street and amenities to residents.</p> <p>CM Salinas: Agree with Andrews around bringing EV charging to more public spaces. Seeing more EVs out there.</p> <p>Mayor Halliday: I chose 1 (a, b, c & d). We should continue working on implementing our CAP, which is all of these things.</p> <p>CM Wahab: EV charging is great.</p>
4: Adopt and implement 2030 GHG goals and roadmap (4 dots)	<p>CM Salinas: Didn't put anything on number 4. Would probably move my 5b vote to #4.</p> <p>CM Wahab: Also need to look at the GHG reduction targets.</p>

	<p>CM Lamnin: Need financial and regulatory support to get us to the carbon free energy place that we want to be.</p> <p>CM Marquez: Move my 1c to 4.</p>
<p>6: Plant 1,000 trees annually (4 dots)</p>	<p>CM Andrews: Plant more trees. Important for community character as well as climate.</p> <p>CM Salinas: I'm pro tree.</p> <p>Mayor Halliday: Everyone has votes for 6, so I'll go with that, tho I originally put my dot on 10.</p> <p>CM Wahab: Would like to plant 1000 trees annually, but also really want to focus on the infrastructure.</p> <p>CM Zermeño: Plant trees!</p> <p>CM Marquez: With regard to the trees, reminder that it is a collective effort with USD, County and Chabot.</p>
<p>2: Work with EBCE to transition citywide electricity use to 100% carbon free (3 dots)</p>	<p>CM Wahab: I would like to transition every operation we have 100%.</p> <p>CM Marquez: Lamnin EBCE policy and nuclear issues should be front and center.</p>
<p>5: Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products (3 dots)</p>	<p>CM Andrews: Reduce single use, provide more education.</p> <p>CM Salinas: I know we already have an ordinance around styrofoam, so probably move my vote on singles uses to #2...</p> <p>Mayor Halliday: Waste management contract is coming up, so that should continue to be a focus.</p> <p>CM Zermeño: Measure D funding from StopWaste should be looked into. And we need to do something about illegal dumping. Maybe we can offer a dumpster on a monthly basis somewhere out of the way, maybe near the maintenance yard, to help reduce illegal dumping.</p> <p>CM Lamnin: Agree with the Mayor about focusing on the waste stream, but don't agree that eliminating single use plastics is where we start. Eliminating organics from our waste stream (re SB 1383) might be a better place to focus. We should look into upstream reuse of products (need a facility for this); could be very impactful.</p>

- 8 - Need to be up do date in codes to ensure safety
- Salinas
 - I know we already have an ordinance around styrofoam, so probably move my vote on singles uses to 2...
 - Didn't put anything on number 4. Would probably move my 5b vote to #4.
 - Agree with Andrews around bringing EV charging to more public spaces. Seeing more EVs out there.
 - I'm pro tree.
- Halliday
 - I chose 1 (not level of details). We should continue working on implementing our CAP, which is all of these things.
 - 9 - Shoreline master plan, we need to keep our attention on this.
 - 5 - Waste management contract is coming up, so that should continue to be a focus.
 - Everyone has votes for 6, so I'll go with that, tho I originally put my dot on 10.
- Wahab
 - Would like to plant 1000 trees annually, but also really want to focus on the infrastructure
 - EV charging is great
 - Also need to look at the GHG reduction targets
 - 9 - Shoreline master plan already in place, so didn't pick this
 - 2 - like to transition every operation we have 100%
- Zermeño
 - Thank you staff for including this particular priority - very important
 - Measure D funding from StopWaste should be looked into
 - We need to do something about illegal dumping
 - I trust staff to allocate their staff and funds themselves.
 - 6 & 10 - plant trees and update the ordinance!
- Lamnin
 - Need financial and regulatory support to get us to the carbon free energy place that we want to be
 - Agree with the Mayor about focusing on the waste stream, but don't agree that eliminating single use plastics is where we start. Eliminating organics from our waste stream (re SB 1383) might be a better place to focus.
 - Upstream reuse of products (facility for this) could be very impactful
 - Need to keep a focus on the shoreline
- Marquez
 - This discussion is helpful. It has shifted my thinking. Agree with the mayor on continuing to focus on the shoreline as well as GHG reduction.
 - Lamnin EBCE policy and nuclear issues should be front and center
 - Move my 1c to 4

- With regard to the trees, reminder that it is a collective effort with USD, County and Chabot
- General discussion
 - Wahab - staff has worked incredibly hard on this. Despite that we are a little spread out in our dots, really we all want support sustainability goals and in the future, better infrastructure
 - Salinas - Want to echo what Zermeño said - trust staff in moving resources up and down according to their resources (staff/budget). I am confident in staff in their work on this.
 - Halliday - We need to be cognizant of our partners (EBCE, StopWaste, HASPA, bigger agencies) on shoreline and sea level rise. Need to also be aware of and take advantage of funding opportunities that come our way. I know staff is always considering these things too.
 - Zermeño - Maybe we can offer a dumpster on a monthly basis somewhere out of the way, maybe near the maintenance yard, to help reduce illegal dumping.

Improve Infrastructure

Infrastructure - Pre-Meeting Survey Summary

- Council and the Executive Team were generally supportive of the staff's revised project list except for one person who strongly disagreed with it.
- Priorities
 - Finish the library and library plaza in year 1
 - A new corp yard should be decoupled from the building of a new police station, and the corp yard should not be delayed
 - Keeping people housed through COVID
- Delay Suggestions
 - Evaluation of a new police station
 - Micro-mobility policy
 - All capital road projects
 - EMAS at the airport
 - Solar PV Phase 2b
- Drop Suggestions
 - None
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Evaluate new speed control measures (Projects 2a-2f)
 - Infrastructure improvements on A Street (Project 8a-8f)
 - Rehabilitation on Stratford Stormwater Pump Station (underway)
 - Public safety response call center infrastructure (Council work session)

Infrastructure - Key Themes and Projects from the Retreat

General Themes

- Council is very impressed with all the work staff has done.

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
5a	Maintain pavement condition index at 70 percent	5
13b	Replace an average of 3 miles of water pipelines annually	4
8b	Complete installation of dark fiber	4
4a	Work with AC Transit to make buses more convenient and reliable	3

4c	Work with ACTC to provide bus rapid transit along Mission Blvd	3
4e	With with BART to encourage transit oriented development	3
17b	Perform related trash reduction activities	3
10b	Conduct a needs assessment of upgrading the Corp Yard	3

Discussion - Top Project Discussion Points

Projects (in order of dots)	Related Discussion Points
5a: Maintain pavement condition index at 70 percent (5 dots)	CM Zermeño: Kudos to Alex that our streets are in good shape Zermeño
13b: Replace an average of 3 miles of water pipelines annually (4 dots)	CM Wahab: Water, sewage, and infrastructure is the priority for her. Need access to good clean water Older buildings need to invest in better infrastructure; pipes are bad. CM Andrews: Water infrastructure - really care about the pipes, both water and sewer
19c: Complete installation of dark fiber (4 dots)	CM Salinas: Technology!!!! Get the fiber! CM Wahab: Fiber is important - wants city manager to provide lower cost services to the public; people need high speed internet - important for economic development - lots of disparity on broadband Mayor Halliday: Not sure what fiber thing is, but broadband is important, especially after pandemic and disparity, need for broadband for schools and home learning. CM Andrews: Fiber! Pandemic has highlighted the inequities of broadband
4a: Work with AC Transit to make bus transit more convenient and reliable (3 dots)	CM Salinas: Lets get people to take public transit.

4c: Work with ACTC to provide bus rapid transit along Mission Blvd (3 dots)	
4e: With with BART to encourage transit oriented development (3 dots)	CM Zermeño: Likes to work with transit agencies. Mayor Halliday: BART TOD - need to try to work with them.
17b: Perform related trash reduction activities (3 dots)	CM Andrews: Trash reduction important!
10b: Conduct a needs assessment of upgrading the Corp Yard (3 dots)	CM Zermeño: Wants to do a feasibility study on Corp yard, not as expensive as police. CM Andrews: Corp yard is outdated and we should start needs assessment.

Areas of Disagreement / Outliers - Infrastructure

- No major disagreements. Instead, votes spread out over a large number of projects.

Infrastructure - Raw Data

Dot Voting

On track to meet original deadline: 76%		Extended/Shifted: 24%	
Transportation	Improve access and mobility in downtown Hayward 1a: Implement downtown parking plan 1b: Prepare Downtown Specific Plan - Implementation Plan ✗ Implement major corridor traffic calming initiatives ♥ ★ 2a: Complete Hayward Boulevard feasibility study 2b: Implement Hayward Boulevard traffic calming plan ✓ ● 2c: Complete Tennyson Road feasibility study ● ✗ 2d: Implement Tennyson Boulevard traffic calming plan ● ✓ 2e: D Street Traffic Calming Plan Feasibility Study 2f: Implement D Street Traffic Calming Plan ✓ 3: Develop and submit a Traffic Impact Fee ● ★	Maintain and improve pavement ● ● 5a: Maintain Pavement Condition Index (PCI) at 70* ✓ ♥ ✗ 5b: Prepare OHHA pavement improvement program design and financing structure 5c: Construct various OHHA pavement improvements 6: Develop a micro-mobility policy (eBikes, eScooters) ● Improve Mission Boulevard as a key 'Gateway to the City' 7a: Complete construction of Mission Boulevard Phase 2 ● 7b: Explore funding of Mission Boulevard Phase 2 and Linear Park ● 7c: Complete design of Mission Boulevard Phase 3 and construction* ✓ ●	Increase transit options and ridership 4b: Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd. Implement the Bike & Ped Master Plan 8c: Assess Safe Routes to School ● 8e: Assess Safe Route for Seniors in the downtown area
	Increase transit options and ridership ● 4a: Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable ♥ ● ● 4c: Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd. ✓ ♥ ● 4d: Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel ● ● 4e: Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward ✓ ♥ ✗	Implement the Bike & Ped Master Plan ♥ ★ 8a: Add 2 miles of sidewalks per year* ✗ 8b: Add 10 lane miles of bike lanes per year ● 8d: Implement Safe Routes School* ✓ 8f: Implement Safe Route for Seniors in the downtown area ✓ 8g: Conduct a feasibility study of Jackson Street Improvements* ✓ Expand EV charging infrastructure for city fleet and employees* 9a: Conduct analysis of future demand 9b: Construct additional EV charging facilities ● ●	
	Halliday ♥ Wahab ★ Andrews ✗ Lamnin ✓ Márquez ● Salinas ● Zermeñ ●		

	On track to meet original deadline: 76%	Timeline Extended/Shifted: 24%					
Facilities	<p>Investigate major municipal building upgrade needs ★</p> <p>10a: Conduct a site and cost analysis of a new Police building ●</p> <p>10c: Investigate funding options for new Police building and Corp Yard ●</p> <p>Upgrade and maintain Airport infrastructure and facilities ●</p> <p>11a: Rehabilitate the pavement in phases</p> <p>11c: Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L</p> <p>11d: Design and construct capital improvements to Airport hangars</p>	<p>Investigate major municipal building upgrade needs</p> <p>10b: Conduct a needs assessment of upgrading the Corp Yard ✓ ✗ ●</p> <p>Upgrade and maintain Airport infrastructure and facilities</p> <p>11b: Design, enclose, and construct open sections of Sulphur Creek adjacent to runways</p>					
Utilities	<p>Upgrade water system infrastructure</p> <p>13a: Develop and launch Advanced Metering Infrastructure (AMI) customer port...★♥</p> <p>Meet regulatory requirements for zero trash in stormwater by installing trash capture devices ♥</p> <p>17a: Install trash capture devices ✗</p> <p>17b: Perform related trash reduction activities ● ● ✗</p> <p>Expand recycled water facilities ♥</p> <p>18a: Complete RW project construction (initial phase) ✗ ●</p>	<p>Upgrade water system infrastructure</p> <p>13b: Replace an average of 3 miles of water pipelines annually ♥ ● ★ ✗</p> <p>Update Water Pollution Control Facility Phase II Plan</p> <p>14a: Design the upgrade ★</p> <p>14b: Construct the upgrade ★</p> <p>15: Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually ★ ✗</p> <p>16: Implement phase 2 of solar project and investigate interim usages of additional energy</p> <p>Expand recycled water facilities</p> <p>18b: Develop a Recycled Water Master Plan ●</p>					
Technology	<p>Improve broadband network ♥ ★</p> <p>19a: Investigate the use of dark fiber</p> <p>19b: Finalize implementation of fiber grant ● ●</p> <p>19c: Complete installation of dark fiber ✓ ● ✗ ●</p>						
	Halliday ♥	Wahab ★	Andrews ✗	Laminin ✓	Márquez ●	Salinas ●	Zermeño ●

Discussion - Infrastructure

- Lamin:
 - Really impressed with all the work staff has done
 - What are the tradeoff questions? If we can only do one of these three things, not sure what they are?
- Marquez:
 - Really impressed with all the work staff has done
 - Really need to prioritize #3 (traffic impact fee); keep an eye on grant funding; will take off 4b and move it to the corp yard.
- Salinas:
 - Technology!!!! Get the fiber!
 - Transportation - traffic calming, what can we do from a streetscape standpoint like Hayward blvd?
 - AC Transit - lets get people to take public transit
 - Need to remain committed to public safety, let's seek funding for new facilities, reimagine protection services and how we build a facility that will house a new type of PD
- Zermeño
 - Likes that it emphasizes public safety
 - Likes to work with transit agencies

- I Want to do a feasibility study on Corp yard, not as expensive as the police.
- Missing on list is solar paneling on municipal parking lots
- Kudos to Alex that our streets are in good shape
- Also missing is customs in our airport so we can have international flights
- Halliday
 - Number 2 - traffic calming!!
 - BART TOD - need to try to work with them
 - 4B is important; recycled water
 - Not sure what fiber thing is, but broadband is important, especially after pandemic and disparity, need for broadband for schools and home learning.
 - Where is the library? Getting it and the plaza completed are important!
 - Police HQ can be postponed, we're in a study about reimagining police and facilities can wait
 - Didn't include anything about the airport, but it has its own funding and staff - do what we need to do there?
 - Sky West should be on the list - we need to deal with that
- Wahab:
 - Water, sewage, and infrastructure is the priority for her
 - Need access to good clean water
 - Older buildings need to invest in better infrastructure; pipes are bad.
 - Our buildings need to be renovated with earthquake resistant codes
 - Fiber is important - wants city manager to provide lower cost services to the public; people need high speed internet - important for economic development - lots of disparity on broadband
 - Health and safety should be the focus of infrastructure
- Andrews:
 - Water infrastructure - really care about the pipes, both water and sewer
 - Fiber! Pandemic has highlighted the inequities of broadband
 - Trash reduction
 - Corp yard is outdated and we should start needs assessment

Improve Organizational Health

Org Health - Pre-Meeting Survey Summary

- Council and the Executive Team were generally supportive of the staff's revised project list, agreeing that these projects are still the best ones to achieve the priority.
- Priorities
 - Develop, implement, and support remote technology (2)
 - Permanently address social distancing in office spaces
 - Develop talent acquisition plan
 - Want to understand more about the changes made to items 11 and 12
 - Address PERS and Healthcare costs; OPEB
- Delay Suggestions
 - Employee engagement will have to be modified
 - Marketing the Loop
 - Business License Tax
 - Training policy
- Drop
 - Skip one community satisfaction survey
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Make website user friendly
 - Keep an equity lens for professional development opportunities
 - How to retain talent
 - Technology and data transparency improvements for public safety

Organizational Health - Key Themes and Projects from the Retreat

General Themes

- Many Council Members indicated that they trust staff to decide which projects are most important in this area.
 - Mayor Halliday: City Manager and her executive team have a better handle on some of this, what the real needs are, so I really defer to her recommendations on a lot of this.
 - CM Wahab: Agree with the Mayor, this is an internal process, at the purview of the City Manager's. Our focus should be on policy.
- Several Council Members agreed with holding off on certain tax increases (like those mentioned in 1a and 1c) until after COVID recovery.
 - CM: Salinas: Not time to impose the TOT yet while we're still recovering. Wait to increase taxes to the hotels.

- CM Marquez: 1c is also important, but in light of COVID not ready to move forward

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
1b	Investigate cost reduction strategies for PERS, OPEB & health care costs	6
3	Work across roadmap priorities to include an equity lens	5
4	Continue the city's participation in GARE	4
6a	Develop talent acquisition plan	4
11n	Develop talent development plan	4
22b	Seek reimbursement for COVID expenses	4
5	5: Continue to support & build capacity for lean innovation	3
19j	Work with local partners to promote and recognize Hayward events & accomplishments	3

Discussion - Top Project Discussion Points

Projects (in order of dots)	Related Discussion Points
1b: Investigate cost reduction strategies for PERS, OPEB & health care costs (6 dots)	CM Marquez: Critical that everyone can maintain their benefits.
3: Work across roadmap priorities to include an equity lens (5 dots)	<p>CM Marquez: Glad to see the racial equity plan as a priority moving forward.</p> <p>CM Marquez: Importance of diversity within the entire org.</p> <p>CM Zermeño: Racial equity across the board.</p> <p>Mayor Halliday: Definitely agree with all of the equity items. We want to and need to continue to work on this.</p>

	<p>CM Lamnin: Racial equity lens on strategic roadmap - definitely!</p>
<p>4: Continue the city's participation in GARE (4 dots)</p>	<p>CM Wahab: Leadership, staffing and equity in staffing across the city.</p> <p>CM Lamnin: Also need to continue to expand capacity in the org - two cohorts of GARE are phenomenal, but are still a small % of our employee population.</p>
<p>6a: Develop talent acquisition plan (4 dots)</p>	<p>CM Marquez: Supporting staff with budget resources. 6 is very important!</p> <p>CM Zermeño: Make sure we have the right personnel.</p> <p>CM Wahab: I actually want us to increase our qualifications to be hired at the City. Need to and should keep our standards high.</p> <p>CM Lamnin: Agree on employee recruitment and retention.</p>
<p>11n: Develop talent development plan (4 dots)</p>	<p>CM Marquez: Want to emphasise the need to focus on succession planning as we have staff turnover in PD and other depts</p> <p>CM Salinas: Concerned about retention. Succession planning is important, but retention is more important. Focus on attracting diverse and talented people. How to recruit diverse people - you have to recruit them, invest in training and mentoring, and then actually hire them.</p> <p>Mayor Halliday: Employee Development program - now more than ever would be nice to implement</p>
<p>22b: Seek reimbursement for COVID expenses (4 dots)</p>	<p>CM Zermeño: Seek budget reimbursements.</p>
<p>5: Continue to support & build capacity for lean innovation (3 dots)</p>	<p>Mayor Halliday: Lean innovation is important - helped us do what we did during COVID emergency.</p>
<p>19j: Work with local partners to promote and recognize Hayward events & accomplishments (3 dots)</p>	<p>CM Zermeño: We sell ourselves short. We do not tell all the good stuff about Hayward to the rest of the community. Talk more about what we do well.</p>

	CM Andrews: Also important to highlight local events. News outlets don't highlight the good things about Hayward.
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Areas of Disagreement / Outliers - Organizational Health

- CM Marquez:** Also want to point out that we do a great job of engaging our community, but want to have more continuity. Sometimes there is mixed messaging between PD and City Hall, for example
- CM Lamnin** and the **Mayor** both mentioned redistricting:
 - Mayor Halliday: "Redistricting efforts at the County - need to pay attention... See CM Lamnin's petition.
- CM Wahab:** Need a staffing level analysis, which is not included here. We need to do this citywide.
- CM Lamnin:** Not done with Census work yet

Organizational Health - Raw Data

Dot Voting

		On track to meet original deadline: 60%	Extended/Shifted: 21%	Added: 19%
Finance Equity Human Resources IT	Maintain and expand fiscal sustainability 1a: Evaluate an increase to the Transient Occupancy Tax 1b: Continue to investigate funding tools and cost reduction strategies for PERS, other <u>post employment</u> benefits (OPEB) liability, and other health care costs 1c: Redo the Business License Tax	6: Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	6b: Develop and Implement a Recruitment and Re-engineering Plan Talent development initiatives and training platform	
	Racial Equity Plan 2a: Create a language accessibility policy 2b: Create a training policy 3: Work across Strategic Roadmap priorities to include racial equity lens 4: Continue city participation in the Government Alliance for Racial Equity 5: Continue to support and build capacity for lean innovation throughout the organization 6a: Develop talent acquisition plan for citywide and critical positions 7: Increase employee homeownership by rolling out a down payment assistance program for City Staff Onboarding Program & New Employee Experience 10a: Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge 10b: Develop a template/checklist departments can use to standardize and ease on-boarding 10c: Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities 10d: Use technology to create efficiencies Increase security footprint and reduce system outages 14a: Establish an Information security awareness training and outreach program 14b: Upgrade water utility technology	8: Re-engineer performance management process to align with organizational values 9: Continue employee engagement initiatives and develop employee recognition program(s) Talent development initiatives and training platform 11n: Develop an <u>employee initiated</u> talent development plan involving interdepartmental representation 11a: Develop training academy to cultivate leadership skills 11c: Explore a path to higher education for employees (i.e: working scholar's)	11b: Develop training calendar to expand and share resources citywide Employee Wellness during Covid-19 20a: Develop and Implement COVID-19 Contract Tracking and Tracing Protocol 20b: Develop and Implement a COVID-19 Testing Protocol 20c: Develop and Implement a Citywide Safe Return to Work Strategy/Plan 20d: Enhance and Implement a more rigorous Employee Wellness Program	
	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño
	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño	Halliday Wahab Andrews Lamnin Marquez Salinas Zerneño

	On track to meet original deadline: 60%	Extended/Shifted: 21%	Added: 19%
Information Technology	Public Data-Driven Decision-Making ★ 15a: Explore additional modules in OpenGov to assist with visibility and awareness of current spending and future projections ● ✓ 15b: Implement new online planning and permitting solution ✗ ✓ Deliver products and services that facilitate access to the city's technology-based tools beyond the office ★ 16a: Improve IT asset management program ● 16b: Establish new mobile device management solution ✓ Modernize Technology & Systems ★ 17a: Replace aging fiber optic lines between City facilities ● ✗ 17b: Upgrade City network connections and speeds ✗ ✓	Develop a managerial course to cultivate leadership skills 12.a: Identify training areas 12.b: Roll out pilot course 12.c: Integrate with performance evaluations 13: Centralize training platforms to reap greater use and efficiencies 19d: Reconstitute the Citywide Communications Committee ●	Remote work updates due to Covid-19 ♥ 21a: Develop and Implement a Virtual Training/Resource Communication Strategy ✓ 21b: Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment ✓ Budget changes due to Covid-19 22a: Amend Budget to account for economic loss due to pandemic ♥ 22b: Seek federal, state, and local reimbursement ● ♥ ● ✗
	Maintain and expand communications efforts to better inform and gather input from the community 19a: Conduct a website audit and update ● ● 19b: Conduct a public opinion survey on the Transient Occupancy Tax 19c: Inform the public about the 2020 Census 19e: Relaunch In the Loop ♥ ● 19f: Issue an RFP for translation services ✗ 19g: Explore using additional social media channels to broadcast City Council Meetings 19h: Create a CRM operations desk manual 19i: Conduct the Biennial Resident Satisfaction Survey 19j: Continue working with local partners to promote and recognize hayward events and accomplishments, as appropriate ● ● ✗		
Communications			
	Halliday ♥	Wahab ★	Andrews ✗
	Lammn ✓	Márquez ●	Salinas ●
			Zermeño ●

Discussion - Organizational Health

- Marquez
 - 1b - critical that everyone can maintain their benefits
 - 1c is also important, but in light of COVID not ready to move forward
 - Racial equity plan - Glad to see this as a priority moving forward
 - Supporting staff with budget resources. 6 is very important!
 - Want to emphasise the need to focus on succession planning as we have staff turnover in PD and other depts
 - Also want to point out that we do a great job of engaging our community, but want to have more continuity. Sometimes there is mixed messaging between PD and City Hall, for example.
 - Whatever we can do to increase employee morale. It doesn't cost a lot but really important for better work-life balance.
 - Importance of diversity within the entire org
- Salinas
 - Not time to impose the TOT yet while we're still recovering. Wait to increase taxes to the hotels.
 - Concerned about retention. Succession planning is important, but retention is more important. Focus on attracting diverse and talented people. How to

- recruit diverse people - you have to recruit them, invest in training and mentoring, and then actually hire them.
- Continue to communicate with residents in multiple languages - surveys, etc...
- Zermeño
 - Employee morale wellness, satisfaction and job security
 - Racial equity across the board
 - Make sure we have the right personnel
 - Budget reimbursements
 - We sell ourselves short. We do not tell all the good stuff about Hayward to the rest of the community. Talk more about what we do well.
- Halliday
 - The City Manager and her executive team have a better handle on some of this, what the real needs are, so I really defer to her recommendations on a lot of this.
 - Definitely agree with all of the equity items. We want to and need to continue to work on this.
 - Lean innovation is important - helped us do what we did during COVID emergency
 - Employee Development program - now more than ever would be nice to implement
 - Returning to work - need to define policies. Wfh is fine, and does a good job, but need to make sure the work is getting done.
 - Redistricting efforts at the County - need to pay attention... See CM Lamnin's petition.
- Wahab
 - Agree with the Mayor, this is an internal process, at the purview of the City Manager's. Our focus should be on policy.
 - Need a staffing level analysis, not included here. Need to do this citywide. Also need to assess given all the new housing projects we are approving.
 - Leadership, staffing and equity (in staffing across the city) - want to increase our qualifications to be hired at the City. Need to and should keep our standards high.
 - Work-life-balance - definitely want flexibility for people.
- Andrews
 - Only one to highlight - upgrade water quality and security. City of Baltimore just had a cyber attack on their water purification.
 - Employee benefits
 - Fiber
 - Also important to highlight local events. News outlets don't highlight the good things about Hayward
 - Make sure we get FEMA requirements

- Lamnin
 - Not done with Census work yet
 - Agree on employee recruitment and retention
 - Racial equity lens on strategic roadmap - definitely!
 - 4 - Also need to continue to expand capacity in the org - two cohorts of GARE are phenomenal, but are still a small % of our employee population
 - Look at technology needed to support new ways of working
 - System security for sure, happy to reprioritize if that's not reflected

Support Quality of Life

Quality of Life - Pre-Meeting Survey Summary

- Council and the Executive Team were supportive to neutral of the staff's revised project list with a few believing that these projects will not achieve the priority.
- Priorities
 - #9 deals with youth and family services; need to determine changes needed in light of HUSD eliminating the SRO program
 - More emphasis on policing and improved community relations
 - Finish Tennyson Corridor
 - Prioritize the Stack
 - Review what smoke stores can sell
 - Item 3 is now about exploring, testing, and implementing alternate response teams
 - Updated emergency services plan
 - Need more info on CDEQA update re: La Vista Park
 - Have Encampment Task Force transition into single City-Community working group
 - Changes to YFSB should be on the back burner
 - The library should be a priority
 - Fire Plan a stronger priority
 - Maintenance must be a priority
- Delay Suggestions
 - LaVista Park
 - SHYFC
- Drop Suggestions
 - Library assessment or strategic plan
 - Fire plan
 - Accreditation goal
- Additional Project Suggestions (with staff's assessment of which current projects or council work sessions they relate to in parenthesis)
 - Implement pilot projects based on policy and innovation workshop (Project 16b)
 - A plan to respond to community concerns with respect to policing (Project 16b)
 - CAT to be part of a patrol team (Project 3a, 3b, 16b)
 - Evaluate role and scope of HPD CAP (Project 8, 16b)
 - To put in bike rack - explore development of buffer fund for specific businesses and services to provide immediate relief for another one-month shutdown (Grow the Economy – Projects 15a and 15b)

- Explore forming Art and Culture Task Force (Council Work Session)
- Public safety and cleanliness are missing (Projects 7a, 7b, and 17c; and these are strategic priority projects above and beyond operational functions)

Quality of Life - Key Themes and Projects from the Retreat

General Themes

- Most councilmembers emphasized the importance of having a clean city to reduce crime, improve safety, and improve the aesthetic.
- Some council members thought that projects that address homeless encampments should be under the Housing priority.
- A majority of council members expressed support for finishing LaVista Park, noting that it is an equity issue.

Dot Voting - Top Projects That Received Three Votes or More

These projects should be prioritized in the current Strategic Roadmap.

#	Project	Dot Votes
3b	Rollout permanent CAT program	4
7a	Pilot illegal dumping programs	4
10	Compel Union Pacific to clean up their properties	4
12b	Construct LaVista Park	4
13	Evaluate options to adding bathrooms to Heritage Park	3
6a	Conduct survey of library hours need and analyze use	3
15	Create and implement Homeless Encampment Taskforce	3
21	Launch bookmobile program	3

Discussion - Top Project Discussion Points

Projects (in order of dots)	Related Discussion Points
3b: Rollout permanent CAT program (4 dots)	<p>CM Wahab: We're working on it</p> <p>CM Lamnin: Focus on mental health services and alternative response - that's a ton of work and I want to prioritize it; let's be data driven.</p> <p>CM Marquez: Let's roll out CAT</p>
7a: Pilot illegal dumping programs (4 dots)	<p>CM Salinas: Cleanliness is important. Need to stop illegal dumping.</p> <p>Mayor Halliday: Cleanliness and landscaping to reduce impression that we're a dumping ground</p> <p>CM Marquez: Illegal dumping is a big deal.</p>
10: Compel Union Pacific to clean up their properties (4 dots)	<p>CM Marquez: Lots of activity around the railboard; need to be clean and safe.</p>
12b: Construct LaVista Park (4 dots)	<p>Mayor Halliday: LaVista Park - partnership with HARD, nice amenity</p> <p>CM Andrews: Supports the Park</p> <p>CM Marquez: Don't delay LaVista Park; its an equity issue; same with SWYFC</p>
13: Evaluate options to adding bathrooms to Heritage Park (3 dots)	<p>CM Marquez: Add bathrooms to Heritage plaza.</p>
6a: Conduct survey of library hours need and analyze use (3 dots)	<p>Mayor Halliday: Library is important, and we need to reopen it.</p> <p>CM Marquez: Expand library hours - adding Sunday or Monday.</p>
15: Create and implement Homeless Encampment Taskforce (3 dots)	<p>CM Salinas: Need to focus on this.</p> <p>CM Zermeno: This should be under the Housing priority.</p> <p>CM Lamnin: Hope is that we're moving from response to a really proactive way to address the issue.</p>

21: Launch bookmobile program (3 dots)	
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Areas of Disagreement / Outliers - Quality of Life

- **LaVista Park** received a mention in the survey to delay it, but it also received four priority dot votes.
- **SHYFC** received a mention in the survey to delay it, but it also received support in our retreat discussion to pursue it.
- **The fire plan** received a mention in the survey to both prioritize it and deprioritize it

Quality of Life - Raw Data

Dot Voting

Fire	Police	Library	Maintenance Services
On track to meet original deadline: 24%	Timeline Extended/Shifted due to Covid: 21%		Added: 45%
<p>Update comprehensive emergency services plan for community and staff ★</p> <p>4b: Implement updated plan</p> <p>4c: Conduct a 'risk & resilience' assessment of water system and update emergency response plan**</p> <p>8: Implement Hayward Police Department Community Advisory Panel</p> <p>9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice</p> <p>10: Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources</p> <p>11: Implement a vaping ban</p> <p>13: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration</p>	<p>Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)* ♥ ★</p> <p>1a: Finalize financing</p> <p>1b: Design and construct center ✓ ✗</p> <p>1c: Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor. ●</p> <p>Complete gateway and corridor landscape beautification* ♥</p> <p>2a: Complete Tennyson corridor landscape beautification ● ✗</p> <p>2b: Complete Jackson corridor landscape beautification</p> <p>Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources</p> <p>3a: Assess findings from pilot</p> <p>3b: Roll out permanent CAT program (outside of County) ✓ ♥ ✗ ●</p> <p>Update comprehensive emergency services plan for community and staff</p> <p>4a: Update and approve community emergency plan ✓ ✗</p> <p>Update fire strategic plan ★</p> <p>5a: Update and adopt strategic plan</p> <p>5b: Implement strategic plan ✗</p> <p>Plan library operations and hours to leverage the new facility</p> <p>6a: Conduct survey of library hours need and analysis of use ♥ ●</p> <p>6b: Conduct strategic planning and implementation</p> <p>Implement targeted illegal dumping prevention program ★</p> <p>7a: Pilot programs and analysis* ● ♥</p> <p>7b: Roll out permanent program* ♥</p> <p>Complete La Vista Park</p> <p>12a: Design La Vista Park ●</p> <p>12b: Construct La Vista Park ✓ ♥ ● ✗</p>		<p>Implement targeted illegal dumping prevention program</p> <p>17c: Operation Clean Sweep*</p> <p>COVID-19 Response</p> <p>14a: Establish Graffiti Relief Program ✗</p> <p>14b: Launch and run Food Distribution Operation</p> <p>14c: Launch and run Covid-19 Testing Site and Vaccination Operations ●</p> <p>14d: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci</p> <p>15: Create and implement Homeless Encampment Task Force ● ♥ ✗</p> <p>Community Engagement Around Public Safety</p> <p>16a: Conduct community engagement and public polling to understand community concerns ●</p> <p>16b: Implement Policy Innovation Workshop to design potential policy solutions ●</p> <p>17: Implement Census 2020 Community Engagement</p> <p>18: Online Library Programming ★</p> <p>19: Library Curbside Service</p> <p>20: Tech Lending Library ● ✓</p> <p>21: Launch Bookmobile Program ● ● ● ✓</p>
Halliday ♥ Wahab ★	Andrews ✗	Lamoin ✓ ✓	Márquez ● Salinas ● Zermeño ●

Discussion - Quality of Life

- Salinas:
 - Cleanliness - illegal dumping
 - Homeless encampments - also want this to be a focus
 - Regarding safety - we need to collect good accurate data, let's be informed by data

- Zermeño
 - #15 homeless encampment task force, should be in housing and task for in housing
 - Graffiti left alone because we have this going
 - #9 should be by advisory committee on police
 - What does vaping ban mean in regards to state regulation?
- Halliday
 - South Hayward Youth and Family Center - been years in making; we have a design; now looking for funding
 - #2 and #7 and #15 - cleanliness, landscaping, reduce impression that we're a dumping ground
 - Library important, need to reopen
 - LaVista Park - partnership with HARD, nice amenity
- Wahab
 - #17 - we have a resolution regarding census data; would like to remove it
 - CAT teams - we're working on it
 - #4 is incredibly important - community emergency response plan and need to be equitable in our response; COVID should be a learning lesson.
 - #8 and 9 are under discussion so she didn't vote on it
 - I would like for us to move in a more tech oriented services
 - Everything is mobile, remote, online; no one should have to walk into city hall to get something done
- Andrews
 - Graffiti relief; couple it with public art
 - Emergency response planning
 - CAT program
 - SHYFC and Park
 - Fire strategic plan - important part of emergency response plan
 - Tennyson - finish the corridor!
- Lamnin
 - Amazing work happening in this area
 - #9 and #3b around mental health services and alternative response - that's a ton of work and I want to prioritize it; let's be data driven
 - LaVista Park
 - Didn't mark gateways but hope we are continuing that work
 - Encampments - hope is that we're moving from response to a really proactive way to address the issue
 - #16 - placeholder around BLM
 - Emergency plan - some pieces that need to be updated; drone corp; 3d printing corp - take advantage of these volunteers
- Marquez
 - Risk around water system - need to be proactive

- #10 - lots of activity around railboard; need to be clean and safe
- Add bathrooms to Heritage plaza
- Want to make sure we're opening Plaza and Library
- Want to roll out the CAT program
- Expand library hours - adding Sunday or Monday
- Illegal dumping big deal
- Don't delay LaVista Park; its an equity issue; same with SWYFC
- Want to hear how the vaccination rollout is going
- Public Safety - clear timeline to policy discussions