

2022 Hayward City Council Strategic Retreat | Jan 29, 2022

# City of Hayward - City Council Strategic Retreat 2022

# Summary Report

February 15, 2022

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## A. Overview

On January 29, 2022 the Hayward City Council and select City staff convened virtually from 8:30 a.m. - 2:30 p.m. to discuss the strategic roadmap for the fiscal year 2022 - 2023 (year three of the [Strategic Roadmap 2020 - 2023](#)). Ahead of the meeting, City staff compiled a proposed revised Strategic Roadmap, which included changes to four of the six priority names as well as updated project lists for each priority area. In addition, City staff put together a suggested Racial Equity Framework to apply to select projects. City Council was asked to complete a pre-meeting survey to offer their initial feedback on these proposals.

Attendees included:

<p><b>City Council:</b></p> <ul style="list-style-type: none"> <li>● CM Salinas</li> <li>● CM Wahab</li> <li>● Mayor Halliday</li> <li>● CM Marquez</li> <li>● CM Andrews</li> <li>● CM Zermeno</li> <li>● CM Lamnin</li> </ul> <p><b>Consultants:</b></p> <ul style="list-style-type: none"> <li>● Cristelle Blackford, CivicMakers</li> <li>● Lawrence Grodeska, CivicMakers</li> </ul>	<p><b>City Staff:</b></p> <ul style="list-style-type: none"> <li>● Miriam Lens, City Clerk</li> <li>● City Manager, Kelly McAdoo</li> <li>● Jennifer Ott, Assistant City Manager + Director of Development Services</li> <li>● Regina Youngblood, Assistant City Manager</li> <li>● Mary Thomas, Management Analyst</li> <li>● Todd Rullman, Director of Maintenance Services</li> <li>● Jayanti Addleman, Director of Library services</li> <li>● Garrett Contreras, Fire Chief</li> <li>● Christina Morales, Housing Division Manager</li> <li>● Sara Buizer, Deputy Director of Development Services</li> <li>● Michael Lawson, City Attorney</li> <li>● Geraldine Harvie, IT intern</li> <li>● Alex Ameri, Director of Utilities &amp; Environmental Services Department</li> <li>● Chuck Finnie, Communications and Marketing Officer</li> <li>● Jana Sangy, Director of Human Resources</li> <li>● Monica Davis, Community Services Manager</li> </ul>
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## Purpose & Desired Outcomes

- Bring City Council and City staff together to review and discuss the strategic plan for the fiscal coming year
- Provide City staff an opportunity to share updates and proposals with City Council
- Provide City Council an opportunity to ask questions of staff, discuss and share input on the staff-proposed strategic plan
- Input on and approval of 1) a racial equity framework and projects, 2) revised priority names and 3) year three project lists for each priority area

## Executive Summary - Pre-Meeting Survey & Retreat Discussion

### Racial Equity

- According to the survey responses, City Council generally agreed with and were appreciative of the Racial Equity Framework, as proposed by City staff. This support and appreciation was reiterated during the discussion.
- There were a handful of suggestions for ways to improve or strengthen the approach, including: 3 mentions of providing emotional/trauma support and coaching to staff and 2 mentions of leveraging other partnerships to extend the City's resources/knowledge in this area, and 1 mention of including racial equity data/reporting in future City Council updates.
- There was also significant discussion about how best to apply the framework to these projects: 1) Q25 (Russell City restitution), 2) H11g (Universal Income Program), 3) H8 (Housing Element update), 4) Q17 (illegal dumping prevention pilots) and 5) the Library's book mobile.

### Review of Year 2 and Hopes for Year 3

- According to the survey responses, City Council indicated that they were impressed with the progress made on the Strategic Roadmap objectives last year, and hoped to see the same amount of progress in the coming year.
- There were no additional comments in response to the question: "Does anyone have anything to add about last year's achievements or your hopes for the coming year?"

### Priority Area Names

- According to the survey responses, City Council generally agreed with the staff-proposed revisions to four of the six priority areas. This was reiterated during the discussion.

- There was significant discussion around the following two priority area names:
  - **Confront the Climate Crisis.** In general there was support for the new name. However, four Council members were in support of incorporating the concept of equity by using a term like “environmental justice” or “climate justice” in the title and one liked the idea of adding ‘championing environmental justice’ as a subheader. Another Council member was concerned that many people will not understand what this means.
  - **Invest in Infrastructure.** Two Council members commented on the term ‘infrastructure’ saying that it is overused and many people don’t fully understand what it means (e.g., in some circles, this includes social services). However, no alternative words were suggested and the mayor was strongly in support of keeping the word ‘infrastructure’ in the title. One Council member asked that the City consider sustainability in all infrastructure projects. One Council member supported putting “Hayward” in the title.

### Projects by Priority Area

- According to the survey responses, City Council generally agreed with the staff-proposed project lists; some Council Members proposed a few additional projects.
- City Council members generally agreed on the top priorities for each priority area, which are as follows:

### Enhance Community Safety and Quality of Life - Council Priorities

ANSWER CHOICES	RESPONSES
▼ Mobile Mental Health Response Team & District Command behavioral health clinician	85.71% 6
▼ Work across Strategic Roadmap priorities to include racial equity lens	71.43% 5
▼ Dispatch needs assessment and capacity	57.14% 4
▼ Engage owners of vacant building properties to encourage activation	57.14% 4
▼ Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded	57.14% 4
▼ Negotiate updated master lease agreement with HARD (added - funded)	57.14% 4
▼ Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded)	57.14% 4
▼ Bring work session to Council on gun control options (new proposed project - unfunded)	42.86% 3
▼ Community feedback and complaint liaison	28.57% 2
▼ CSO response to property crimes	28.57% 2
▼ Revamp community preservation ordinance to combat blight and enhance neighborhood livability	28.57% 2
▼ Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded)	28.57% 2
▼ Council added: Reduce crime by design	28.57% 2

## Preserve, Protect & Produce Housing for All - Council Priorities

ANSWER CHOICES	RESPONSES
▼ Explore Safe Parking Site (added - funded)	57.14% 4
▼ Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded)	57.14% 4
▼ Explore program to convert tax-defaulted properties to affordable housing	57.14% 4
▼ Continue work on updating the Affordable Housing Ordinance	57.14% 4
▼ Update the Housing Element	57.14% 4
▼ Oversee operations of the Navigation Center Annex (added - funded)	42.86% 3
▼ Foreclosure Prevention Program (added - funded)	42.86% 3
▼ Wealth Building/ Universal Income Program (added - partially funded)	42.86% 3
▼ Pilot Shallow Subsidy Program (added - funded)	28.57% 2
▼ Council Added Back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance	28.57% 2

## Grow the Economy - Top Priorities

ANSWER CHOICES	RESPONSES
▼ Revise alcohol use regulations to support existing and encourage more full-service restaurants	57.14% 4
▼ "Hayward Restore & Reopen Façade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded)	57.14% 4
▼ Council Added: Outdoor marketplace that is safe and allows for a variety of vendors	57.14% 4
▼ "Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded)	42.86% 3
▼ Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded)	42.86% 3
▼ Council Added: Concerted effort to educate property owners about what the city wants for their properties.	42.86% 3
▼ Route 238 Corridor lands dispositions and development	28.57% 2
▼ Explore a public art program and prioritize gateway locations	28.57% 2

## Confront the Climate Crisis - Top Priorities

ANSWER CHOICES	RESPONSES
▼ Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded)	85.71% 6
▼ Adopt & implement 2030 GHG Goal & Roadmap	71.43% 5
▼ Council Added: Water conservation measures such as increasing recycled water supplies	57.14% 4
▼ Council Added: Implement Shoreline Adaptation Plan	42.86% 3
▼ Council Added: Strengthen building requirements to mitigate sea level rising in the industrial corridor	42.86% 3
▼ Transition 15% of total city fleet to EV/hybrid models	28.57% 2
▼ Council Added: More EV charging stations for the community	28.57% 2
▼ Council Added: Address SB 1383 compliance - food recovery	28.57% 2
▼ Plant 1,000 trees annually	14.29% 1

## Invest in Infrastructure - Top Priorities

ANSWER CHOICES	RESPONSES
▼ Corporation Yard renovation and building safety upgrades - COVID recovery	85.71% 6
▼ Implement major corridor traffic calming initiatives, with a focus on Patrick Ave complete street improvements and Campus Drive safety improvements	71.43% 5
▼ Construct additional EV charging facilities	71.43% 5
▼ Stack Center fundraising and construction	57.14% 4
▼ La Vista Park design and construction	57.14% 4
▼ Complete design of Mission Boulevard phase 3 and construction	42.86% 3
▼ Implement Safe Route for Seniors in the downtown area	42.86% 3
▼ Complete Jackson corridor landscape beautification	42.86% 3
▼ Develop a Recycled Water Master Plan	42.86% 3
▼ Implement Safe Routes for School	28.57% 2
▼ Conduct digital divide community survey (added - funded)	28.57% 2
▼ Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration	28.57% 2

### Strengthen Organizational Health - Top Priorities

ANSWER CHOICES	RESPONSES
▼ Develop talent acquisition plan for citywide and critical positions	71.43% 5
▼ Create a language accessibility policy	57.14% 4
▼ Implement new online planning and permitting solution	57.14% 4
▼ Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded)	42.86% 3
▼ Create Human Resources Department Strategic Plan (added - funded)	28.57% 2

## B. Summary

### 1. Racial Equity

City staff proposed using the following questions to apply a racial equity lens to specific services or projects, which were identified throughout the proposed Roadmap):

- What problem is this service/project seeking to address?
- Who benefits from this service/project?
- Who does this service/project not benefit?
- Who is currently accessing this service?
- Who is not accessing this service? Are there barriers?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?

### Racial Equity - Pre-Meeting Survey

**Do you have any comments or concerns about the racial equity questions or listed projects?**

Overall, City Council expressed support for the framework and listed projects:

- Very thoughtful approach that [...] will lead to useful information and facilitate improved service to our residents.
- ... Responsive to current community concerns, historical issues, and best practices.
- Do we have demographic information about every different group in our City?
- Need to look at disaggregated data (economics plays a big role)

There were some questions and suggestions:

- Are we considering the approach to reparations and making amends for Russell City? How do we identify who receives?
- Need flexibility and funding to utilize outside subject matter experts if we lack institutional knowledge
- Add an additional question: “Does this service/project facilitate meaningful positive change related to an inequitable issue?”



## Racial Equity - Key Themes from the Retreat

- Overall Council Members were supportive of the racial equity approach and appreciated the data-rich presentation:
  - CM Andrews: Glad we are looking to intertwine an equity lens in everything we're doing.
  - CM Salinas: Great presentation and context setup. Appreciate it.
  - CM Marquez: Appreciate creative approaches to meeting community needs. Heard a lot about meeting people where they are at, which I think is key. Race and equity is a priority in Hayward.
  - CM Zermen: Excellent idea, I support the framework. Excellent presentation.
  - CM Wahab: Commend staff on the presentation. Really appreciate the data input. Data confirmed that I live in one of the poorest parts of Hayward for household income.
  - CM Wahab: I'm happy that this presentation was very data-driven.
  - CM Lamnin: Deep appreciation to City staff. Your excitement is infectious.
- There were a handful of suggestions for ways to improve or strengthen the approach:
  - CM Marquez: On top of COVID and other work demands, I want to make sure that staff and the community are emotionally equipped to take this on. Let's think about resources and options to provide people [AKA City staff] as we undertake this. In addition, we need coaching and a focus on respecting each other's humanity.
  - CM Wahab: Appreciate what CM Marquez stated about the need for emotional support.
  - CM Wahab: Want to include in our future reports equity impacts, both economically as well as racially. Not every staff report, but anything related to these topics.
  - CM Wahab: Also, partnerships - as much as we can, we should partner with our different resources from Cal State and Chabot. The more we can have funders and partners the better. Genuinely appreciate all the work staff did. We're not going to get it right our first time, but need to start the conversation from somewhere.
  - CM Lamnin: Also wanted to appreciate CM Marquez's comment about sensitivity around trauma and emotional intelligence.
- City staff responded to some of the questions and suggestions as follows:
  - City Manager McAdoo: Appreciate the additional question about impact that we can incorporate into the framework.
  - Director Ott: Each department head was paired with a member of the GARE cohort.

The following table organizes the racial equity discussion by project:

Project	Discussion
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<p>Q25: Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded)</p>	<ul style="list-style-type: none"> <li>● CM Andrews: For Russel City, how do you determine the responsibility of Hayward vs. the County vs. other players that were involved in this displacement? → City Manager McAdoo: Part of the project is to look into this and engage in a community dialogue to get more understanding of history and background.</li> <li>● CM Salinas: Have we reached out to the school district and Chabot and Cal State to include them in these conversations about reparations and to look at what contributions to reparations will look like? For example, part of reparations could be scholarships, etc... Could be some funding there, too. → City Manager McAdoo: Great suggestion, we can do that as we start the conversations this year.</li> <li>● CM Salinas: Saw that Michael Jordan has invested millions in racial equity foundations and work. I'm not saying we should go find Michael Jordan, but I'm sure there are other groups/orgs that are looking for pilot projects to fund.</li> <li>● CM Zermeno: Need a consultant for sure on Q25.</li> <li>● CM Wahab: Have had many conversations over the years about reparations, knowing that no matter what we do there will be some people who don't feel like it's enough. Also some people want us to consider Native Americans, after all we are on Ohlone land. Need to engage what Russel City residents want. Could this include scholarships and homeownership support? In terms of impact areas, data is incredibly useful. The more we get into the data the more we can see what we're missing.</li> <li>● CM Lamnin: Regarding Q25 (Russel City), I want to make sure that we're really active in how we let people know about how people can participate, both from an interest list and proactive outreach. Do we want to hire the historical society?</li> <li>● M. Halliday: I think the historical society has been engaged in these issues, so I agree we should talk to them.</li> <li>● M. Halliday: On the discussion of Russel City in particular, and possibly other areas where there has been racial inequity in the past that has resulted in generational lack of inheritance, the State of CA is currently working on this issue. Are we tracking what is happening at that level? I can imagine that out of that</li> </ul>
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	<p>work there will be some funding, so we should look for grants there. Also we might want to see if we can get involved with that discussion [at the State level] as well.</p>
<p>H11g: Wealth Building/ Universal Income Program (added - partially funded)</p>	<ul style="list-style-type: none"> <li>● CM Andrews: How does guaranteed income and homeownership support relate to reparations... How do these all work together?             <ul style="list-style-type: none"> <li>○ → City Manager McAdoo: It will be part of the project to explore this.</li> <li>○ → Director Ott: There was a project related to wealth building as part of the stimulus project and we talked about planning that for 2023, but need to have community conversations about this first.</li> </ul> </li> </ul>
<p>Q17: Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded</p>	<ul style="list-style-type: none"> <li>● CM Andrews: Appreciate the project on illegal dumping and want to know if we can incorporate public art in these areas because when there are eyes, there is less dumping.</li> <li>● CM Salinas: Illegal dumping pilots - great model. Really focuses on two areas of the city that are significantly impacted. Hayward Promise Neighborhood is deeply engaged with a lot of projects in South Hayward, so let us know how we can help. There is a robust Community Advisory Board that we can also engage, so if you need support for the gallery walks, let HPN know because we can bring people together.</li> <li>● CM Zermeno: I believe that “dump days’ may fail because people don’t have the time and can be lazy to take materials to the dump and may not have the correct transpiration. However, do agree that public art in these areas could alleviate [the problem].</li> <li>● M. Halliday: It will be interesting to see how these illegal dumping pilots play out. I applaud maintenance services.</li> </ul>
<p>H8 : Housing Element</p>	<ul style="list-style-type: none"> <li>● CM Zermeno: On housing, we have 42% renters in the City and their main focus is: “how can I have stability in housing and how can I become a homeowner?” Of course racial equity should be</li> </ul>

	<p>included here because most folks are on the lower end of the scale.</p> <ul style="list-style-type: none"> <li>• CM Lamnin: I’ll also put in a plug for W. Hayward (other areas are important, but we need to think about how we fund this area). If there are areas of the City that are not engaging in the Housing Element process, please let Council know so that we can help.</li> <li>• M. Halliday: Housing is one of the key issues we have to look at.</li> </ul>
<p>Book Mobile</p>	<ul style="list-style-type: none"> <li>• CM Zermeno: Make sure the book mobile is in every neighborhood and every church - that’s where people gather.</li> <li>• CM Wahab: Appreciate Library Director mentioning that Northern Hayward needs to be taken a look at as well.</li> <li>• CM Lamnin: Are there community needs that surface at the book mobile locations and is there a way that the book mobile can help bring forward another staff person from another dept to get people enrolled in care?</li> </ul>

## 2. Reflection on Year 2 & Hopes for Year 3

### Y2 Reflections & Y3 Hopes - Pre-Meeting Survey

**From your perspective, how well did the City achieve the year two objectives of the Roadmap?**

Overall, the City Council agreed that the City made progress last year, with 4 indicating “significant progress” and 3 indicating “good progress.” This speaks to the great work Council and staff did last year to right-size the Roadmap through the strategic retreat and prioritization process.



**What are your hopes for the updated Strategic Roadmap in year three (FY 2022 - 2023)?**

- Continued progress/success/results for the coming year (x4)
  - *My hope is that, as leaders we can manage expectations and work collectively to focus on results for the upcoming year.*
  - *I hope we can stay focused on these strategic initiatives. Let's focus on accomplishing these so we can build on our successes. I hope to see more focus on family and children-friendly retail along the main corridors of the city.*

**What are the most important considerations that we should discuss at the retreat?**

- Understand staff constraints and perspectives
  - *I would like to hear more from staff about the time/funding constraints that impact some projects and discuss alternative ways of achieving goals.*
  - *How is the Roadmap working from the Staff and Community perspective? Are we still spread too thin or has this process helped to streamline our initiatives?*
- Have focused, productive discussion
  - *Discuss what needs to be removed or added and identify any looming issues not currently addressed.*
  - *Discuss each topic in a little more depth and share relevant points to consider.*

**From your perspective, how well did the City achieve the year two objectives of each of the Priority Areas?**

City Council agreed that progress was made in every single priority area, with the perception that the most significant progress was made in the area of “preserve, protect and produce housing.”

**Support Quality of Life**



**Invest in Infrastructure**



**Preserve, Protect & Produce Housing**



**Combat Climate Change**



**Grow the Economy**



**Improve Organizational Health**



■ Made signi... 
 ■ Made good ... 
 ■ Did not ma... 
 ■ Lost progre...

**Y2 Reflections & Y3 Hopes - Key Themes from the Retreat**


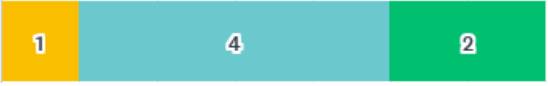

There were no additional comments in response to the question: “Does anyone have anything to add about last year’s achievements or your hopes for the coming year?”

**3. Priority Area Names**

**Priority Names - Pre-Meeting Survey**

Overall City Council agreed or strongly agreed with the proposed revised priority area names. The chart summarizes survey responses and comments in response to the question: “To what extent do you agree or disagree with the proposed revised priority name?”

Proposed Revised Priority Name	Comments
Enhance Community Safety and Quality of Life  Strongly Di... Disagree Neutral Agree Strongly Ag...	<ul style="list-style-type: none"> <li>No.</li> <li>No, I do not, I love it!</li> <li>Safety is a key element of almost every service the city provides and has a significant impact on quality of life.</li> <li>Perhaps Enhance Quality of Life and Community Safety?</li> </ul>
Confront Climate Crisis	<ul style="list-style-type: none"> <li>Keep being Greener.</li> <li>Nope, love it!</li> <li>No</li> </ul>

	<ul style="list-style-type: none"> <li>• Climate Justice is preferable.</li> </ul>
<p>Invest in Infrastructure</p> 	<ul style="list-style-type: none"> <li>• All is good.</li> <li>• I'd like to recommend we change the project name to "Invest in Hayward's Infrastructure."</li> <li>• Is there another way to name this? Infrastructure is getting used too much and perhaps we can cast this in another way. Just a thought. This is good because everyone recognizes it.</li> </ul>
<p>Strengthen Organizational Health</p> 	<ul style="list-style-type: none"> <li>• None</li> </ul>

## Priority Names - Key Themes from the Retreat

### Discussion

During the retreat we asked City Council members to share any disagreements or concerns with the revised priority names, including any proposed changes. For the most part, City Council members agreed with the staff-proposed name changes. There was a significant discussion around the Climate priority name and a few suggestions for the Infrastructure priority name. This is what we heard:

#### Climate:

- CM Wahab: I was the one who said something about “climate justice” [in the survey] because that’s what it is.
- CM Lamnin: Wahab’s point about ‘environmental justice’ is a good one. “Championing environmental justice” is an option, but I do think that what is proposed now is better than what we had before. In case people are looking to see if we are doing climate work, I don’t want to lose the climate word.
- CM Wahab: I second CM Lamnin’s suggestion of “Championing environmental justice” even though it’s a mouthful.
- M. Halliday: I appreciate that, environmental justice does speak to the equity issue, which permeates every single thing we are doing. I’m Fine with using ‘climate crisis’... I think only using “environmental justice” doesn't cover everything we’re doing. It’s important, but only a part of it. I would not put that into the title. I like the idea of

“championing” ... “Confront climate crisis” is solid overall, but perhaps under it we can mention ‘environmental justice.’ Again, I wouldn’t put it in the title.

- → City Manager McAdoo: We could combine the two: “confront climate crisis and champion environmental justice”
- CM Zermeno: Climate - I like “Confront Climate Crisis.” “Environmental justice” will not be understood by most folks. Six of us liked this and that’s what we should keep.
- CM Marquez: I do support incorporating the idea of “environmental justice”. Why doesn’t staff come up with 2-3 suggestions, do some polling, and then ultimately decide?
- CM Andrews: Ditto the differences between climate crisis vs. environmental justice. Appreciate adding the latter, but try to keep it separate. Also, is there a bullet we can add related to advocacy for Hayward. Many people roll through Hayward but don’t stop. How can we advocate regionally to get people to stop to benefit our City?

### Infrastructure:

- CM Salinas: I think I was the one who commented on the term “infrastructure.” This word is all over the place (in the news, etc)... we’re getting numbed by it. [The priority area name is] fine the way it is, but if there is another creative way of framing it, perhaps we could do that. Also, in some policy circles infrastructure also includes social services. Not a big deal. I like it. Just a consideration.
- CM Wahab: Infrastructure - no one really understands what that means. I would like to add the climate piece to it. Need to think about sustainability models in the infrastructures we are creating.
- M. Halliday: Infrastructure is a really important word to keep in here. Services from public works are among the most important services we provide as a City. In every aspect of what PW does, there are environmental endeavors - wastewater, transportation, etc... It’s all linked to sustainability. Like the name changes for the most part. “Safe, Clean, Green, and Thriving” were good terms. We could change to “Healthy” instead of “Clean” and “Sustainable” instead of “Green.” But I don’t know how we’re using this anymore... I think maybe “Equitable should be added as well.”
- CM Marquez: Doesn’t hurt to put Hayward in the name [of the Infrastructure priority area].

### Housing:



- CM Wahab: For the most part I want to see the Housing piece still being prioritized. It's a bigger issue and is at the root of a lot of people's problems. I want to see the homeownership and downpayment assistance projects prioritized. Let's keep housing at the forefront (always include updates and timelines about the project being worked on).

**Organizational Health:**

- CM Wahab: I always say let's leave Org Health to our City Manager, but because of COVID we do need to reconsider how we talk about organizational health (due to the great resignation and people wanting to work differently/remotely). We need to give our staff more flexibility. Overall I really commend staff on the progress that has been made on each of these fronts.

## 4. Projects - Enhance Community Safety and Quality of Life

### Quality of Life - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



■ Strongly Di... 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Ag...

Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>• Reduce crime by design</li> <li>• Gun buy-back program (can be included in Q6)</li> </ul>	<ul style="list-style-type: none"> <li>• The list is expansive and unrealistic</li> <li>• Focus on: 1) launching the community safety innovation pilot projects, 2) Illegal dumping prevention pilot program, 3) Onboard GARE staff team</li> <li>• Move the gun regulation item forward and suggest staff look into available grant funding</li> <li>• Priorities: Revamping community</li> </ul>

	<p>preservation ordinance, HARD lease negotiation, Heritage Plaza art and Russell City restitution</p> <ul style="list-style-type: none"> <li>• Need public art</li> <li>• Hopefully the implementation of Q26 is folded into existing city beautification efforts</li> <li>• Could be done a bit on an accelerated path - some items are completed or in progress</li> <li>• Honor the Californios at Heritage Plaza through El Camino Real Bell</li> </ul>
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## Quality of Life - Key Themes & Projects from the Retreat

### Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Mobile Mental Health Response Team & District Command behavioral health clinician	85.71% 6
▼ Work across Strategic Roadmap priorities to include racial equity lens	71.43% 5
▼ Dispatch needs assessment and capacity	57.14% 4
▼ Engage owners of vacant building properties to encourage activation	57.14% 4
▼ Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded	57.14% 4
▼ Negotiate updated master lease agreement with HARD (added - funded)	57.14% 4
▼ Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded)	57.14% 4
▼ Bring work session to Council on gun control options (new proposed project - unfunded)	42.86% 3
▼ Community feedback and complaint liaison	28.57% 2
▼ CSO response to property crimes	28.57% 2
▼ Revamp community preservation ordinance to combat blight and enhance neighborhood livability	28.57% 2
▼ Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded)	28.57% 2
▼ Council added: Reduce crime by design	28.57% 2

### Discussion of Projects

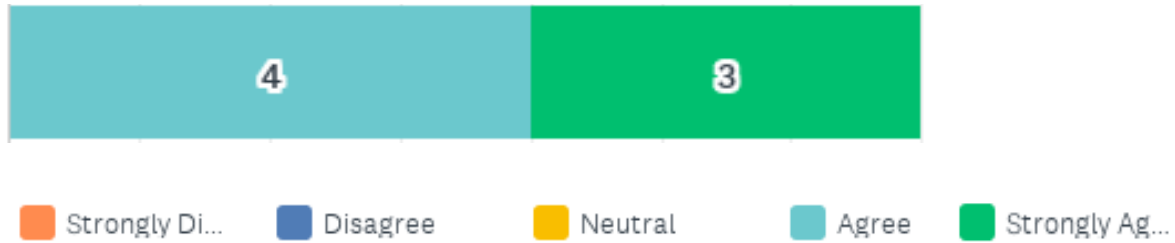
After reviewing the proposed project list, we asked Council: “Do you have any clarifying questions about the staff-proposed work plan or Council-proposed projects that will help you prioritize this list during lunch?” Their responses are summarized below and matched to the corresponding project.

Projects	Discussion
<p>Q5i: HPD training curriculum working group</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> <ul style="list-style-type: none"> <li>○ Go internally through HPD to do kind of an assessment of officers and what they think is a problem in the City; not talking about requests for drones and things like that, but where are they seeing spikes and what do they think is appropriate for curbing it</li> <li>○ Happy with the mobile mental health response</li> <li>○ Also need to talk about QoL/mental health support for staff</li> </ul> </li> </ul>
<p>Q6: Bring work session to Council on gun control options (new proposed project - unfunded)</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> To the point of the gun buyback, would like to highlight two more QoL items:                     <ul style="list-style-type: none"> <li>○ Smoking in multifamily apartments, need to expand to cannabis use</li> <li>○ Want to highlight “ghost guns” as well; update ordinances to reflect some of today’s and tomorrow’s trends, not just historical complaints</li> </ul> </li> </ul>
<p>Q10: Update and adopt Fire Department strategic plan, both for staff and community</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Fire Department has taken a huge role in combating COVID, so would like to see where they want to go, a 5-year model</li> </ul>
<p>Q19e: Conduct stage one of Library strategic planning and implementation</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Library team has been going above and beyond</li> </ul>
<p>Q24: Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage (added - funded)</p>	<ul style="list-style-type: none"> <li>● <b>CM Marquez:</b> <ul style="list-style-type: none"> <li>○ Bell at heritage plaza, is that being included?</li> <li>○ Moved to historical society for display</li> </ul> </li> </ul>

## 5. Projects - Preserve, Protect & Produce Housing

### Housing - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>H4f: Update Accessory Dwelling Unit (ADU) ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Priorities: Navigation Center, shallow subsidy program, safe parking site, housing element</li> <li>Let's execute these program before adding more</li> <li>Look at other uses for potential residential areas for housing</li> <li>H11g is part of H2b (and possibly also Q25) and should not be a separate item</li> <li>Has the need for pre-approved models for ADU's or a streamlined day for ADU applications been ameliorated with the state changes?</li> <li>Is continued work still needed to ensure that addressing homelessness in the city is collaborative (not internal-working-group-only)?</li> <li>The ADU piece is important - We need to protect single family lots that may be abused by predatory purchases</li> </ul>

## Housing - Key Themes & Projects from the Retreat

### Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Explore Safe Parking Site (added - funded)	57.14% 4
▼ Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded)	57.14% 4
▼ Explore program to convert tax-defaulted properties to affordable housing	57.14% 4
▼ Continue work on updating the Affordable Housing Ordinance	57.14% 4
▼ Update the Housing Element	57.14% 4
▼ Oversee operations of the Navigation Center Annex (added - funded)	42.86% 3
▼ Foreclosure Prevention Program (added - funded)	42.86% 3
▼ Wealth Building/ Universal Income Program (added - partially funded)	42.86% 3
▼ Pilot Shallow Subsidy Program (added - funded)	28.57% 2
▼ Council Added Back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance	28.57% 2

### Discussion of Projects

Projects	Discussion
H2c: Explore Safe Parking Site (added - funded)	<ul style="list-style-type: none"> <li>● <b>CM Zermeno:</b> What is a safe parking site?                             <ul style="list-style-type: none"> <li>○ → Director Ott: This is for people living out of their cars (allows us to concentrate services, showers, housing navigation, etc).</li> </ul> </li> <li>● <b>CM Wahab:</b> When talking about safe parking, we need to ensure it is safe for everyone.</li> </ul>
H2d: Leverage partnerships to support creation of hotel conversion projects by community-based entities (added - funded)	<ul style="list-style-type: none"> <li>● <b>M. Halliday:</b> Regarding hotel conversion, I thought we were going in the other direction with the tiny houses and the scattered sites, but those things don't seem to be on here?                             <ul style="list-style-type: none"> <li>○ → Director Ott: I agree with you. We want to keep hotel conversions but also broaden to include anything eligible under "home key."</li> </ul> </li> </ul>
H4e: Develop an Overlay Zoning District to allow RS zoned properties (single family)	<ul style="list-style-type: none"> <li>● <b>CM Andrews:</b> I have a question about the overlay zoning district. There was a hotel property that came to the economic development committee and some discussion of whether this was zoned single family housing vs.</li> </ul>

<p>residential) to develop into a variety of housing types and densities</p>	<p>commercial/hotel... Is there a plan for addressing these types of issues through the overlay zone?</p> <ul style="list-style-type: none"> <li>○ → Director Ott: We'll be focusing on the parts of the City that are shown in the General Plan with more than single family and aligning those with other zoning. State through SB9 has already taken this out of our hands by allowing for sub-division of single family properties. But to get at your question, we can look at these types of things through a case-by-case basis.</li> <li>○ → Sara Buizer, Deputy Director of Development Services: We will have to continue to look at this as we work on the housing element update.</li> <li>● <b>CM Andrews:</b> Will converting commercial spaces into live/work spaces also be discussed in the work plan?             <ul style="list-style-type: none"> <li>○ → Sara Buizer, Deputy Director of Development Services: This could be part of the housing element project (when we're looking at what kinds of housing is appropriate for specific areas) but not part of H4e.</li> </ul> </li> <li>● <b>CM Wahab:</b> Regarding zoning, I don't want to see our single family residential homes being prey to big investments (like the hotel example). Let's protect and monitor the flatlands to avoid displacement. When we see these developments, we need to really work to understand what they are. We also need to continue to protect parking for residents.</li> </ul>
<p>H4f: Explore program to convert tax-defaulted properties to affordable housing</p>	<ul style="list-style-type: none"> <li>● <b>CM Zermeno:</b> I like H4f so I'm highlighting that one.</li> </ul>
<p>H5b: Continue work on updating the Affordable Housing Ordinance</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> I do want the affordable housing ordinance to get done (have a rate in my head), but we need to also consider the affordability of commercial properties. Many people can't afford to start a business because the commercial properties are so expensive. Then these properties remain vacant. I want to see more continuity in framing the discussion.</li> </ul>
<p>H9d: Tenant Relocation</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> I appreciate the tenant relocation emergency fund and foreclosure prevention programs. Are they fully or partially funded?</li> </ul>

<p>Emergency Fund (added -funded)</p> <p>&amp;</p> <p>H11g: Wealth Building/ Universal Income Program (added -partially funded)</p>	<ul style="list-style-type: none"> <li>○ → Director Ott: H11g is noted as partially funded (through the stimulus), but if we add in universal income and more expansions to the program, we will need more funding.</li> <li>● <b>CM Wahab:</b> Wealth building is one bucket and reparations is a separate bucket. I fully support what we're trying to do with reparations, but we have thousands of people living below the poverty line. What we do needs to be based on the data we have to help current residents who need it.</li> </ul>
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### General Comments/Questions

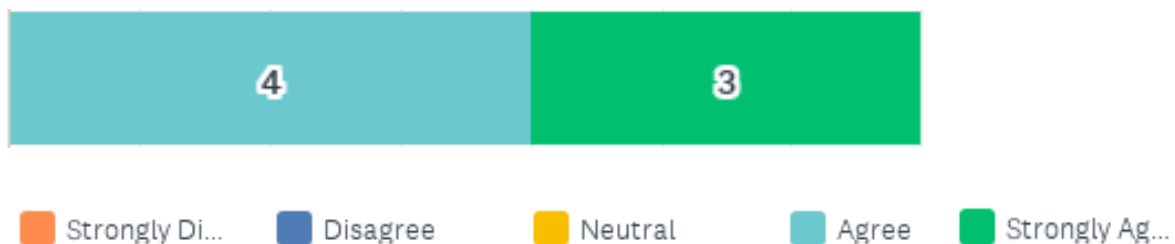
- **CM Zermeno:** When it says funded, does that mean that there is money set aside for these?
  - → Director Ott: Many of these added projects are funded through the stimulus expenditure plan.
- **M. Halliday:** We need to have projects ready to apply for the state/fed funding that is coming.
- **M. Halliday:** Regarding the difficulty of finding commercial property to rent, we completed a project to do this. Can we get a report on that? Can we incentivize the renting of those commercial properties? Also agree on the safe parking site project - this is needed.

**CM Marquez:** Almost every project here is also covered under our “let’s house Hayward” project, so make sure this is reflected and let’s tie in that project. That is a main priority we’ve been pushing for -one of the most important areas.

## 6. Projects - Confront Climate Crisis

### Climate - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>● Water conservation measures such as increasing recycled water supplies</li> <li>● Implement Shoreline Adaptation Plan</li> <li>● Strengthen building requirements to mitigate sea level rising with respect to new development within the industrial corridor</li> <li>● More EV charging stations for the community</li> <li>● Address SB 1383 compliance - food recovery</li> </ul>	<ul style="list-style-type: none"> <li>● Look for areas that NEED trees</li> <li>● More EV charging stations for the community</li> <li>● Does the environmental justice component of the housing element need to be reflected here (not as additional work, just a capture of work already underway that furthers this goal)?</li> <li>● As we move to fossil-free power for housing, we likely need to evaluate how we encourage, facilitate, and advocate for direct use of onsite power generation, microgrids, power storage, and similar so that we do not add to emergency situations as people lose cooking and hygiene capabilities with power outages</li> <li>● Should be more aggressive</li> </ul>

## Climate - Key Themes & Projects from the Retreat

### Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded)	85.71% 6
▼ Adopt & implement 2030 GHG Goal & Roadmap	71.43% 5
▼ Council Added: Water conservation measures such as increasing recycled water supplies	57.14% 4
▼ Council Added: Implement Shoreline Adaptation Plan	42.86% 3
▼ Council Added: Strengthen building requirements to mitigate sea level rising in the industrial corridor	42.86% 3
▼ Transition 15% of total city fleet to EV/hybrid models	28.57% 2
▼ Council Added: More EV charging stations for the community	28.57% 2
▼ Council Added: Address SB 1383 compliance - food recovery	28.57% 2
▼ Plant 1,000 trees annually	14.29% 1

### Discussion of Projects

Council Members did not have comments or discussion on this topic.



Projects	Discussion
C5: Adopt & implement 2030 GHG Goal & Roadmap	<ul style="list-style-type: none"> <li>→ Mary Thomas, Sr. Analyst: We can update the title on C5 to include other projects</li> </ul>

## 7. Projects - Invest in Infrastructure

### Infrastructure - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



■ Strongly Di... 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Ag...

Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>Expedited: N11a: Conduct needs assessment and identify potential funding sources for a new public safety building; to include a portion of Measure C funding</li> <li>Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration</li> <li>Beautification of A Street from Mission to Hesperian</li> <li>Tennyson and Calaroga needs landscaping</li> </ul>	<ul style="list-style-type: none"> <li>Remove N6 -eScooters/eBikes (x2)</li> <li>More public art</li> <li>How urgent is the need for increased EV charging in the next two years? (N9b)</li> <li>I'm concerned that we are not adding fiber infrastructure as intended with our dig once policy. Is the primary obstacle staff or funding capacity?</li> <li>Heritage plaza bathrooms -is it possible to prioritize any funds recovered from the library project? Is there research that would be helpful in moving forward (such as bathroom safety by design)?</li> <li>For N25, is "digital literacy education (e.g. basic care and maintenance, internet security, etc)" provided along with the devices and hotspots?</li> <li>Is there an expectation that the Safe Routes to Schools may also be beneficial for seniors living in areas outside of downtown?</li> </ul>

## Infrastructure - Key Themes & Projects from the Retreat

### Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Corporation Yard renovation and building safety upgrades - COVID recovery	85.71% 6
▼ Implement major corridor traffic calming initiatives, with a focus on Patrick Ave complete street improvements and Campus Drive safety improvements	71.43% 5
▼ Construct additional EV charging facilities	71.43% 5
▼ Stack Center fundraising and construction	57.14% 4
▼ La Vista Park design and construction	57.14% 4
▼ Complete design of Mission Boulevard phase 3 and construction	42.86% 3
▼ Implement Safe Route for Seniors in the downtown area	42.86% 3
▼ Complete Jackson corridor landscape beautification	42.86% 3
▼ Develop a Recycled Water Master Plan	42.86% 3
▼ Implement Safe Routes for School	28.57% 2
▼ Conduct digital divide community survey (added - funded)	28.57% 2
▼ Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration	28.57% 2

### Discussion of Projects

Projects	Discussion
Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration (lack of funding and capacity)	<ul style="list-style-type: none"> <li>● <b>CM Zermeno:</b> Regarding bathrooms at Heritage Plaza, I can see why staff want to put one there. How about placing a self-cleaning bathroom across the street? That would keep the pristine look of our Heritage Plaza and have a bathroom nearby.</li> <li>● <b>CM Lamnin:</b> I don't want to lose track of the bathrooms. It's a good idea to put them near the children's area. Are there partnerships that could make this more viable?</li> <li>● <b>CM Halliday:</b> Regarding the bathrooms, I think there is one of those installed by HARD at Mia's Dream. We ought to ask them how that is working and if there have been problems. Good idea to put it across the street near the playground.</li> </ul>
Council Added: Beautification of A Street from Mission to Hesperian	<ul style="list-style-type: none"> <li>● <b>CM Zermeno:</b> Beautification of A street is a great idea except that one side is owned by the County. Regarding the water issue, yes would be good to know which complexes have this issue. I also want to put emphasis on the lighting issue,</li> </ul>

	<p>because it is a safety issue. A street underpass is an example -we have people sleeping there as a result. This is certainly something to look into. Many residents want better lighting.</p> <ul style="list-style-type: none"> <li>● <b>CM Salinas:</b> To add to what Zermeno said, I looked at a map of the south side of A street and what makes it so challenging is that it is like a sawtooth (one property is county, one is city). Probably a problem we need to first resolve.</li> <li>● <b>CM Lamnin:</b> I want to reiterate my comment lighting. Are we including this?             <ul style="list-style-type: none"> <li>○ → City Manager McAdoo: There is not a project specific to lighting.</li> </ul> </li> <li>● <b>CM Halliday:</b> Lighting is definitely an important thing to look at throughout the City. We have more energy efficient ways of providing lighting now, so that is key.</li> </ul>
<p>N23c: Investigate the use of dark fiber optic infrastructure (lack of capacity)</p> <p>and</p> <p>N25: Tech lending library devices and hotspots</p>	<ul style="list-style-type: none"> <li>● <b>CM Salinas:</b> Regarding fiber, how plausible is this? We've been talking about it for many years. Is it gonna happen or not? I understand about the expense and the digging, but more fundamentally, will we pursue it or not?             <ul style="list-style-type: none"> <li>○ → Director Ott: I agree. It is such an expensive, big effort that we don't have funds or staff capacity to move it forward in a big way. It's a fair question that maybe we need to have a real discussion about.</li> </ul> </li> <li>● <b>CM Salinas:</b> The reason I ask is that one of the central issues in downtown wasn't just connectivity, but speed. For example, there was a sign-making company that had a problem with speeds. Is that still a concern for businesses downtown?             <ul style="list-style-type: none"> <li>○ → Director Ott: Fair question. We need to be realistic. There is also some small cell 5g access coming. We should evaluate if we should keep talking about this.</li> </ul> </li> <li>● <b>CM Lamnin:</b> Regarding fiber, I appreciate Salinas' question and staff's willingness to further investigate this. It's a good time to revisit what the need really is. Also, I know that there may be other utility questions (like sewer lines along B street) that we can also ask the community about.</li> <li>● <b>CM Wahab:</b> Regarding fiber optics -all future businesses are based on this. A lot of higher tech companies looking to come to Hayward want to understand the fiber infrastructure to meet their needs. I had conversations previously with some companies (e.g., AT&amp;T, comcast, etc.), not sure we can still</li> </ul>

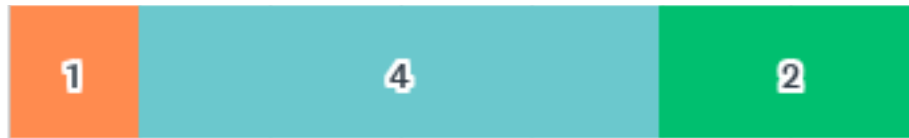
	<p>work with them. We need to be proactive in reaching out, because we are not on their lists of priority cities.</p> <ul style="list-style-type: none"> <li>○ → Director Ott: Fiber is very expensive. I really want to emphasize the hot spots.</li> <li>● <b>CM Halliday:</b> Regarding broadband, we have invested in this so it sounds like it's time for us to have a report on this. I agree we can look for a less expensive way forward. The digital divide is also not only about access to networks, but also about education. We need to look at how we get information out to people who aren't online (maybe do more mailers or make things more available on paper). Really puzzled about the broadband issue - we need to revisit this.</li> </ul>
<p>N8d: Implement Safe Routes for School</p> <p>and</p> <p>N8f: Implement Safe Route for Seniors in the downtown area</p>	<ul style="list-style-type: none"> <li>● <b>CM Lamnin:</b> My comment about safe routes to schools was really intended to ask how we can leverage this for seniors as well (throughout the city, not just downtown). Can the "safe routes to schools" project support some of the senior needs?             <ul style="list-style-type: none"> <li>○ → Director Ott: We can have an internal staff conversation about how to address this.</li> </ul> </li> <li>○ <b>CM Lamnin:</b> Appreciate that. I'm hesitant to add without taking away.             <ul style="list-style-type: none"> <li>○ → Director Ameri: Safe Routes for Seniors is another project that is also needed. It is in the downtown area now, but we're planning to expand tha. Anything we do for seniors will benefit the general public.</li> </ul> </li> </ul>
<p>N9b: Construct additional EV charging facilities</p>	<ul style="list-style-type: none"> <li>● <b>CM Andrews:</b> Wanted to know what the possibility was for the EV charging stations to have screens or other charging and/or public art. Also on EV charging stations, what about looking at sites for these that are not just big box stores?             <ul style="list-style-type: none"> <li>○ → Director Ameri: Yes, we are looking into the options just mentioned.</li> </ul> </li> <li>● <b>CM Wahab:</b> Regarding EV charging, I want to prioritize investment for long-term benefits. The investment needs to be in our multi-family apartment complexes. We need to think of this through an equity lens. Let's look at who can afford an EV vehicle and where they can charge it if they can. I don't want to create an elitist system.             <ul style="list-style-type: none"> <li>○ → Director Ott: There is a lot of federal funding and increase in demand for EV charging</li> <li>○ → Director Ott: Regarding EV infrastructure, we are having conversations about what it looks like to add these to multi-family complexes.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Is this for older complexes?             <ul style="list-style-type: none"> <li>○ → Director Ott: No, right now we’re just focusing on new development. Requiring new development to pay for EV could be too expensive. It’s a complicated conversation due to the costs associated.</li> </ul> </li> <li>● <b>CM Halliday:</b> Regarding EV charging stations, great ideas there. I recently visited a charging station on Mission (in a commercial center). The more we can have, I do think that’s important.</li> </ul>
<p>N18b: Replace an average of 3 miles of water pipelines annually</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Regarding water pipes, if you talk to a lot of families in multi-family complexes, the water is orange! We need to upgrade these pipes. This is a top priority.             <ul style="list-style-type: none"> <li>○ → Director Ameri: You are correct that some older multi-family homes have internal plumbing that is older. However, as a City we have upgraded water pipes and are actually one of the top. The first step would be for us to know which complexes have this issue, then we could take a sample, and then help them know what to do to address the issue.</li> </ul> </li> <li>● <b>CM Halliday:</b> Regarding water, do we need to incorporate this into part of our inspections process? Also, we could use a report on the soft story project. And maybe this could be a model for a program to help complexes update their water pipes?             <ul style="list-style-type: none"> <li>○ → Director Ott: Staff feels similarly; should go through the infrastructure committee.</li> </ul> </li> </ul>
<p>N17: Corporation Yard renovation and safety upgrades -COVID recovery</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Regarding the corp yard, we need to do this to prioritize our staff needs.             <ul style="list-style-type: none"> <li>○ → Director Ott: Will also be doing the animal shelter and police building, but also want to prioritize the corp yard.</li> </ul> </li> </ul>

## 8. Projects - Grow the Economy

### Economy - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



■ Strongly Di... 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Ag...

Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>Concerted effort to educate property owners about what the City wants for their properties</li> <li>Outdoor marketplace that is safe and allows for a variety of vendors</li> </ul>	none

## Economy - Key Themes & Projects from the Retreat

### Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Revise alcohol use regulations to support existing and encourage more full-service restaurants	57.14% 4
▼ "Hayward Restore & Reopen Façade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded)	57.14% 4
▼ Council Added: Outdoor marketplace that is safe and allows for a variety of vendors	57.14% 4
▼ "Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded)	42.86% 3
▼ Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded)	42.86% 3
▼ Council Added: Concerted effort to educate property owners about what the city wants for their properties.	42.86% 3
▼ Route 238 Corridor lands dispositions and development	28.57% 2
▼ Explore a public art program and prioritize gateway locations	28.57% 2

## Discussion of Projects

Projects	Discussion
<p>Council Added: Outdoor marketplace that is safe and allows for a variety of vendors</p>	<ul style="list-style-type: none"> <li>● <b>CM Andrews:</b> <ul style="list-style-type: none"> <li>○ We have a business concierge program focused on getting spaces for vendors, but should be helping vendors who are more mobile, make sure they are thinking about safety, think about additional places for them to vend; need to think about more open space as potential opportunities for vending; allows people to get foot in the door without a lot of overhead or difficult landlords, better uses of of open space, more activities for families</li> <li>○ (thumbs up to looking at how to reuse industrial buildings in southland or elsewhere to create a public market, modeled on Castro Valley's)</li> </ul> </li> <li>● <b>CM Lamnin:</b> <ul style="list-style-type: none"> <li>○ Appreciate addition of outdoor market space; we have some money coming in from mission to activate parcel there; there are some public market spaces in Castro Valley that are great, maybe folks running that market could be a good partner</li> </ul> </li> <li>● <b>CM Wahab:</b> <ul style="list-style-type: none"> <li>○ Do appreciate efforts for more full service restaurants; one of my biggest concerns is that we lost a lot of businesses going from 2019 into 2020; need to promote diversity in restaurants, not a lot of options</li> </ul> </li> </ul>
<p>E3d: Sidewalk Vendor Ordinance</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> Sidewalk vendor ordinance, not the biggest supporter of that; would rather have B street closed completely and turned into a space where people can have an experience, more greenery, possibly some kind of extensions of restaurants</li> <li>● <b>CM Lamnin:</b> <ul style="list-style-type: none"> <li>○ Have heard from some of our brick and mortar partners wondering “is there parity?” I’m all for entrepreneurship, but is there balance? My understanding is that some of sidewalk fruit stands are something that can be used by human traffickers</li> <li>○ (thumbs up to looking at how to reuse industrial buildings in southland or elsewhere to create a public market, modeled on Castro Valley's)</li> </ul> </li> <li>● <b>M. Halliday:</b></li> </ul>

	<ul style="list-style-type: none"> <li>○ Industrial area doesn't seem to be in this plan; had a lot of plans about improving things out there, don't see a lot of things in Y3             <ul style="list-style-type: none"> <li>■ → Director Ott: Good catch; the majority of the ED manager's time is tracking life science users which are big job providers</li> </ul> </li> <li>○ Southland and the big vacant part there on the east side, concerned that property owner and what they are doing; receiving alarming calls that cars are being towed away without proper noticing; need to follow up with property owners there about the possibility of an outdoor market, etc.</li> </ul>
<p>E7g: "Restaurant Relaunch" - Technical assistance for adapting to post-COVID-19 market trends and safety requirements (added - funded)</p>	<ul style="list-style-type: none"> <li>● <b>CM Wahab:</b> <ul style="list-style-type: none"> <li>○ Do need to help restaurants in a lot of ways, also when we talk about startup/incubator space there are ghost kitchens, this is going to be the future of how we eat</li> <li>○ Also need to consider safety and cleanliness standards, alcohol guidelines; can these anchor businesses step up a little bit too?</li> </ul> </li> </ul>

### General Comments/Questions

- **Wahab:**

- When we have facade programs, need to have stricter standards; if you receive funding, you need to comply with what our vision is for making Hayward a economically viable city
  - Ex: In Greece you don't see random colors, only blue and white
- Also have to think about inviting different institutions/industries - biotech, research; Hayward can be that space where people can call home?



## 9. Projects - Strengthen Organizational Health

### Organizational Health - Pre-Meeting Survey

Overall, to what extent do you agree or disagree with the draft revised project list?



■ Strongly Di... 
 ■ Disagree 
 ■ Neutral 
 ■ Agree 
 ■ Strongly Ag...

Do you have any comments about the proposed new or slowed projects? Are there any new projects you'd like to add, projects you would like to move up in priority, or projects you think can be delayed or dropped for year three?

Council Member Added Projects	General Comments/Questions
<ul style="list-style-type: none"> <li>• More creative incentives for our employees to support local businesses</li> </ul>	<ul style="list-style-type: none"> <li>• IT needs to be a huge priority - the City needs to prepare for costly audits, software licenses, capacity, cloud technologies, and more staffing</li> <li>• I trust staff's judgment on these priorities</li> <li>• R4a needs a racial equity focus</li> <li>• Does R14 also include monitoring and updating the demographic data for Boards and Commissions to help ensure they reflect the demographics of our city?</li> <li>• Looking forward to the additional modules in Opengov whenever possible</li> <li>• Do we need to further address workload or other morale issues to support the ongoing health of the City organization?</li> </ul>

# Organizational Health - Key Themes & Projects from the Retreat

## Prioritization Exercise

ANSWER CHOICES	RESPONSES
▼ Develop talent acquisition plan for citywide and critical positions	71.43% 5
▼ Create a language accessibility policy	57.14% 4
▼ Implement new online planning and permitting solution	57.14% 4
▼ Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded)	42.86% 3
▼ Create Human Resources Department Strategic Plan (added - funded)	28.57% 2

## Discussion of Projects

Projects	Discussion
R4a: Develop talent acquisition plan for citywide and critical positions	<ul style="list-style-type: none"> <li>● <b>CM Andrews:</b> Question about interaction with HUSD and sowing the seeds of opportunities to work in city government. Any progress there?                             <ul style="list-style-type: none"> <li>○ → City Manager McAdoo: We have a program with Devita Scott and the Hayward Adult school. We have brought students into PW and other City departments via internships. Because of COVID, we haven't been able to host the students, but continue to do education and outreach. I agree there are more opportunities with Cal State, CSU East Bay and Chabot. However, we do outreach to them to recruit fellows.</li> </ul> </li> <li>● <b>CM Andrews:</b> Do think it's the long-term goal that the city staff/leadership should reflect the diversity of the City? Another project could be to present at high schools about different roles in the City.                             <ul style="list-style-type: none"> <li>○ → City Manager McAdoo: We also have our Fire ROP program and have also given two paramedic school scholarships. Also one of those is a female candidate.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>● <b>CM Andrews:</b> That’s great, but it's a lot of focus on adults. Need to start even earlier. For example I talked to elementary school students about wastewater and they were excited about it. I can also help do more public education about what is City Council and what they do.</li> </ul>
<p>R12: Create a language accessibility policy</p>	<ul style="list-style-type: none"> <li>● <b>M Halliday:</b> Language accessibility and translation services continue to be very important.</li> </ul>

### General Comments/Questions

- **M Halliday:** Employee homeownership program is on the completed list, but have we launched it?
  - → City Manager McAdoo: We paused it right before doing the lottery. Will check in with Director Klausen to make sure this gets going again.
- **CM Wahab:**
  - I think IT needs to be a huge priority. Not only because our contracts are becoming more complicated (licensing issues and potential audits), but we need SMEs in IT dept who understand the new technologies that are coming out, like how we capture, store and share data. We need privacy around our data. All of this needs some staffing around it. There is a difference between privacy and security. This will also help us with our fiber issue and can support growing the economy.
  - Also, when we talk about tech and the services we provide, let’s reduce the response time to 24-48 hours (whether applying for a business license, asking questions about zoning, etc.). Even implementing chat bots or publishing Q&As. Let’s use tech to make our employees and residents’ lives easier.

## Discussion of Prioritization

After reviewing the results of the project prioritization survey that City Council members completed over lunch, we invited Council members to share any reflections on the activity or outcomes.

- **CM Zermeno:** All of the priorities are important to all of us. It's interesting that there aren't any unanimous votes, but I do agree with my colleagues on this. A good exercise.
- **M. Halliday:** Update the Housing Element - I chose it, but we don't have a choice about this. The state is telling us we have to do this.
  - → Director Ott: In some ways that's true, but we're doing a lot more than we have to (especially in terms of community outreach).
- **CM Salinas:** As I was voting, I was also considering the things that we are moving forward already or that we have to do. If I didn't vote for it, that doesn't mean it isn't important to me or I don't think we should do it.
  - Worth noting that a lot of what we do is in response to what is happening at the state/federal level. And we need to remain flexible to emergent issues.
  - I am in general agreement with the projects that were voted to the top. I think what we have is pretty good, but they will move around in priority depending on the times.
- However, I also think that we need to continue to practice restraint and proceed prudently so as not to overwhelm staff. We don't want to create staff burnout and fatigue. Also, I've been thinking that "Slow your roll" can be applied here, but also to traffic and safety. Could be a PSA.
  - → City Manager McAdoo: I want to clarify which items will be dropped.
  - → City Manager McAdoo: Only council-added projects, but all of the already included projects on the work plan will stay on the work plan
  - So we'll still have the work session on guns? → Yes
  - What we wanted to get out of this session is a staff assessment of what things we're asking for that might be rolled into other areas or done more efficiently, or creatively funded, etc..
  - Finally, I love CM Salinas' idea of using the slogan "Slow Your Roll" as a PSA related to "speeding, traffic, road safety..." that's just great!
- **CM Marquez:** This was really hard. Many of these are a priority, so I focused on choosing the things that are realistic, what has traction, and where we are already making progress. Can we hear from the council members who added new projects to explain them a little more before we proceed? I also didn't vote on some of the things that we have to do. Just to confirm - if these things didn't get more than 50% they will not go away?
  - City Manager McAdoo: That's true, except for the Council-added projects.
  - Marquez: The one I added is "Strengthen building requirement to mitigate Sea Level Rise in the industrial corridor."

- Sara Buizer, Deputy Director of Development Services: We are putting together some information to help get the word out to people in this area to help them adapt.
- **CM Lamnin:** I had a similar process to CM Marquez and agree that it was hard to choose. My intent with adding the “Implementation of the Shoreline Master Plan” was also to address some of what CM Marquez brought up. Should we combine them?
  - Clarifying question -Is it always the same staff working on the same things that fall under the same category? If all of my priorities are affecting the same people vs. if they’re spread out, that would be good to know. Can we get this information as part of the updated Roadmap?
    - → Director Ott: We are going to try to include as many of these things as possible, but yes, we will have to go back and do that staff analysis to really figure out what is feasible. And we’ll try to be as transparent about our decision process as possible.
  - Appreciate that the projects that don’t make that 50% vote cutoff aren’t going anywhere (with the exception of the Council-added ones)
    - → Director Ott: Still important for us to hear your priorities/concerns. The feedback won’t get lost. We hear it and we’ll try to incorporate it into everything we’re doing (e.g., public art can be incorporated in some existing projects)
- **CM Wahab:** Can you please share the prioritization survey results by email?
  - QoL -I agree with the top choices for Quality of Life.
  - Housing -I did choose the affordable housing ordinance and the housing element update (kind of want these to be combined), but the reason I am really in support of the ADU ordinance is to prevent displacement in the flatlands. So even if we don’t say ADU, when we talk about the housing ordinance, we need to make sure that we are talking about protecting our residents from predators in a lot of ways. Put some protection piece in our affordable housing component. Definitely want to do universal income!
  - Climate -EVs are great, but would prefer to prioritize our water conservation
  - Infrastructure -Agree with the top votes here. However, when we talk about partnerships with our school, this isn’t just about our schools but our businesses (new/immigrant entrepreneurs).
  - Economy -Still want to advocate for the council-added project: concerted effort to educate property owners about what the city wants for their properties. We want to set standards about what we want coming into our city, how clean we want it to be - not just about quantity but about quality. This applies to many other projects, too, like facade improvements.
  - Org Health -City Clerk has done a great job with our Boards & Commissions recruitment. Trust that this one will happen. ‘Create HR Strategic Plan’... as we talk about turnover and burnout, we need to think about how we maintain institutional knowledge.

- **CM Andrews:** Thank you staff for the presentation. Did a great job of presenting.
  - So happy to see public art high on the list! If there are ways we can do this through Economic Development or other route. I'm volunteering "Keep Hayward Clean & Green" if you want to look at that.
  - Corp yard definitely needs to be prioritized. Esp for staff who can't work from home, need to make sure their needs are met.
  - 311 is still a priority for me. I can't even find the number on our website. I ask residents how they contact the City, and they are not using Access Hayward. Having an App on your home
  - Infrastructure - Let's make "slow your roll" our motto here and focus on "traffic and safety". Let's ask the people about their priorities here.
  - So happy to see Russel City prioritized here. Want to expedite making amends so they don't have to wait another 10 years to see that rectifying happening. Thank you to the CSC who brought this forward. It's not enough to have buildings named after it and have a mural, that's only a start.