

**SPECIAL CITY COUNCIL MEETING  
MONDAY, OCTOBER 7, 2019**

**DOCUMENTS RECEIVED  
AFTER PUBLISHED AGENDA**

**ITEM #1 WS 19-053**

**CITY COUNCIL AND EXECUTIVE TEAM JOINT  
CITYWIDE STRATEGIC PLANNING WORKSHOP**

**Joint Council/E-Team Pre-Strategic  
Workshop Questionnaire Documents**

## Vision Handout

NOTE: If you have wordsmithing changes, please mark them here and return this sheet to CivicMakers. (You don't have to repeat suggestions you made through the survey.)

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By 2024, Hayward is growing in size and stature. It is becoming a community of choice for families and employers alike, offering services that promote wellbeing and happiness.

Recognized as an integral part of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing people to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's downtown draws people from across the region featuring unique restaurants, music and art, outdoor dining, and inviting public spaces.

Hayward allows diverse families to live in healthy 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. The City has started construction of thousands of new housing units at all income levels, including affordable housing options, with many new high-density developments near transit. The City's unhoused population has decreased, and people in need are able to access the necessary social services to thrive.

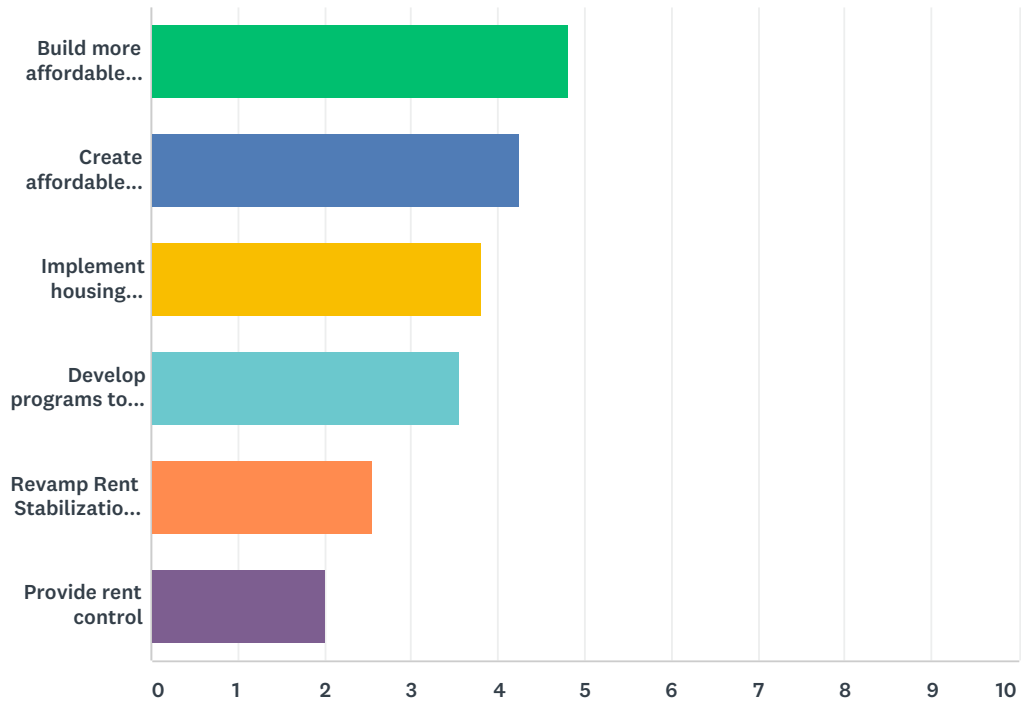
Hayward is becoming a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding, and the town is more walkable and bikeable.

Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated. The City is streamlining processes and using tech more effectively to provide better customer service.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

## Q6 Affordable Housing

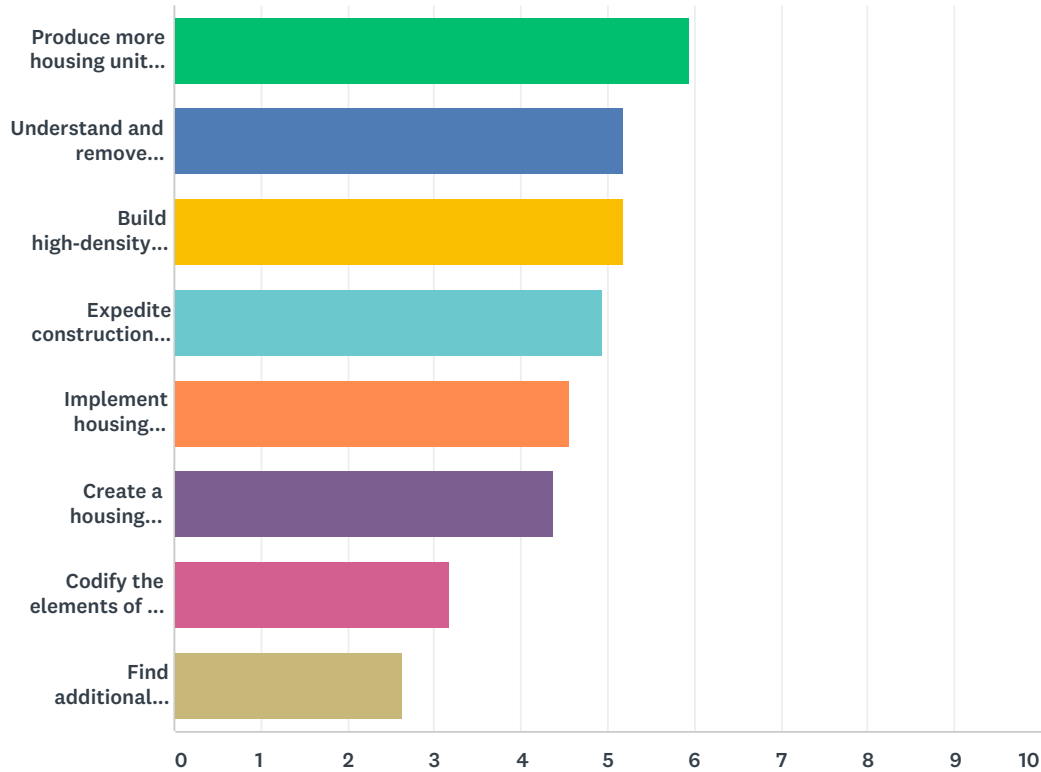
Answered: 16 Skipped: 3



	1	2	3	4	5	6	TOTAL	SCORE
Build more affordable housing units	37.50% 6	25.00% 4	18.75% 3	18.75% 3	0.00% 0	0.00% 0	16	4.81
Create affordable housing policies	6.25% 1	50.00% 8	18.75% 3	18.75% 3	0.00% 0	6.25% 1	16	4.25
Implement housing production work plan	25.00% 4	0.00% 0	31.25% 5	25.00% 4	12.50% 2	6.25% 1	16	3.81
Develop programs to track and address excessive rent increases	18.75% 3	12.50% 2	25.00% 4	18.75% 3	0.00% 0	25.00% 4	16	3.56
Revamp Rent Stabilization Ordinance	6.25% 1	12.50% 2	6.25% 1	0.00% 0	56.25% 9	18.75% 3	16	2.56
Provide rent control	6.25% 1	0.00% 0	0.00% 0	18.75% 3	31.25% 5	43.75% 7	16	2.00

## Q7 Housing for All

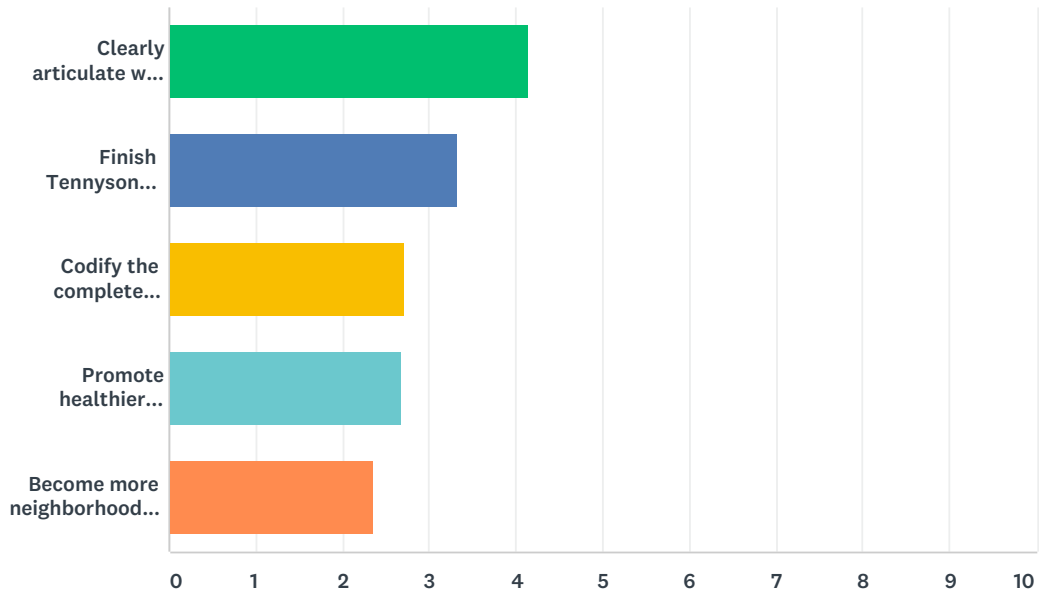
Answered: 16 Skipped: 3



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Produce more housing units for all income levels	37.50% 6	6.25% 1	12.50% 2	18.75% 3	12.50% 2	6.25% 1	6.25% 1	0.00% 0	16	5.94
Understand and remove obstacles to housing and other development	6.25% 1	25.00% 4	12.50% 2	12.50% 2	25.00% 4	18.75% 3	0.00% 0	0.00% 0	16	5.19
Build high-density complexes near transit stations	12.50% 2	18.75% 3	18.75% 3	12.50% 2	12.50% 2	18.75% 3	0.00% 0	6.25% 1	16	5.19
Expedite construction of developments already passed	12.50% 2	18.75% 3	18.75% 3	6.25% 1	6.25% 1	25.00% 4	6.25% 1	6.25% 1	16	4.94
Implement housing production work plan	12.50% 2	12.50% 2	12.50% 2	25.00% 4	6.25% 1	0.00% 0	12.50% 2	18.75% 3	16	4.56
Create a housing strategy	18.75% 3	6.25% 1	6.25% 1	18.75% 3	6.25% 1	12.50% 2	18.75% 3	12.50% 2	16	4.38
Codify the elements of the "Complete Communities" initiative	0.00% 0	6.25% 1	12.50% 2	6.25% 1	12.50% 2	12.50% 2	31.25% 5	18.75% 3	16	3.19
Find additional funding	0.00% 0	6.25% 1	6.25% 1	0.00% 0	18.75% 3	6.25% 1	25.00% 4	37.50% 6	16	2.63

## Q9 Define & Implement Complete Communities Vision

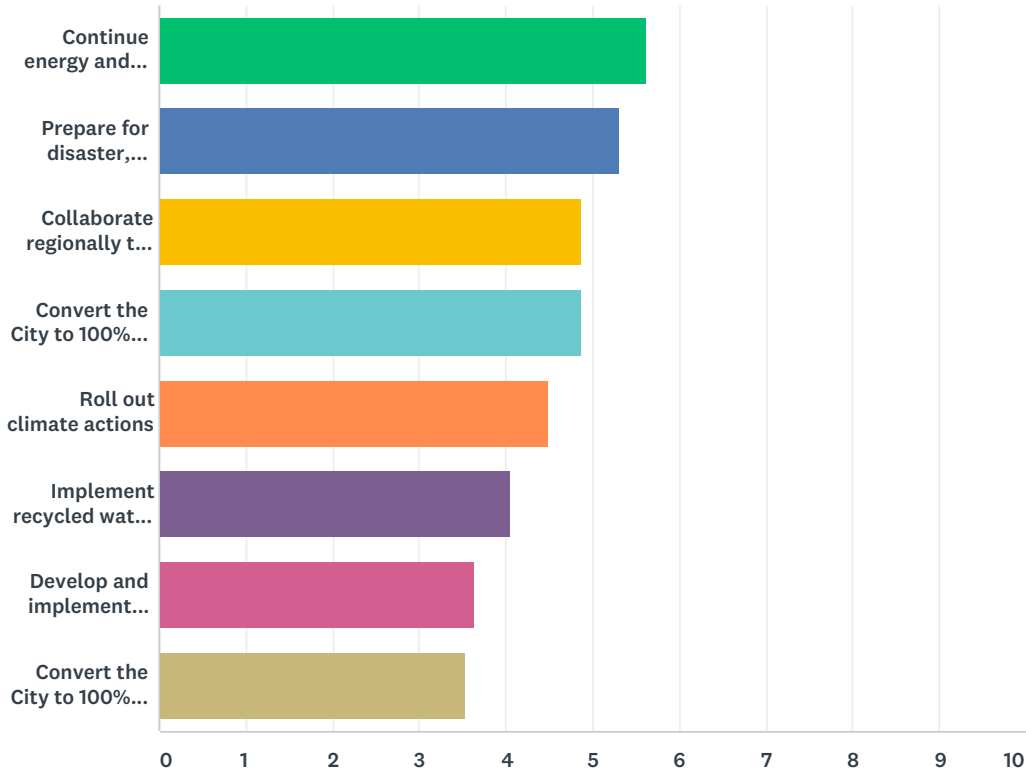
Answered: 15 Skipped: 4



	1	2	3	4	5	TOTAL	SCORE
Clearly articulate what a complete community includes so that we can enforce it	71.43% 10	0.00% 0	14.29% 2	0.00% 0	14.29% 2	14	4.14
Finish Tennyson Corridor	26.67% 4	20.00% 3	26.67% 4	13.33% 2	13.33% 2	15	3.33
Codify the complete communities vision in our building codes	0.00% 0	42.86% 6	7.14% 1	28.57% 4	21.43% 3	14	2.71
Promote healthier retail options that are relevant to neighborhoods	0.00% 0	33.33% 5	13.33% 2	40.00% 6	13.33% 2	15	2.67
Become more neighborhood centric	7.14% 1	7.14% 1	35.71% 5	14.29% 2	35.71% 5	14	2.36

## Q10 Climate Resilience

Answered: 16 Skipped: 3

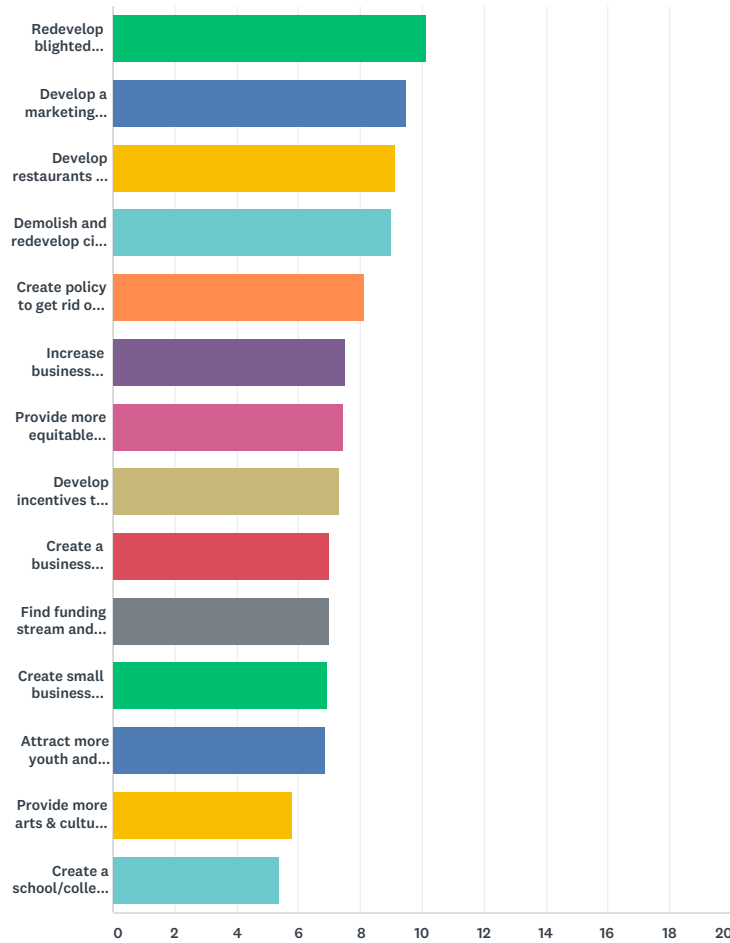


	1	2	3	4	5	6	7	8	TOTAL	SCORE
Continue energy and water reduction efforts (facilities, landscaping, fleet)	6.25% 1	31.25% 5	25.00% 4	12.50% 2	12.50% 2	6.25% 1	6.25% 1	0.00% 0	16	5.63
Prepare for disaster, incorporating projected new growth	37.50% 6	6.25% 1	18.75% 3	0.00% 0	6.25% 1	6.25% 1	6.25% 1	18.75% 3	16	5.31
Collaborate regionally to address climate change	12.50% 2	18.75% 3	6.25% 1	6.25% 1	31.25% 5	12.50% 2	12.50% 2	0.00% 0	16	4.88
Convert the City to 100% renewable energy	20.00% 3	6.67% 1	20.00% 3	13.33% 2	6.67% 1	6.67% 1	20.00% 3	6.67% 1	15	4.87
Roll out climate actions	18.75% 3	0.00% 0	12.50% 2	31.25% 5	0.00% 0	6.25% 1	18.75% 3	12.50% 2	16	4.50
Implement recycled water system	0.00% 0	12.50% 2	6.25% 1	18.75% 3	12.50% 2	37.50% 6	12.50% 2	0.00% 0	16	4.06
Develop and implement strategies to address sea level rise	0.00% 0	12.50% 2	6.25% 1	12.50% 2	18.75% 3	18.75% 3	12.50% 2	18.75% 3	16	3.63
Convert the City to 100% all-electric vehicle fleet	6.67% 1	13.33% 2	6.67% 1	6.67% 1	13.33% 2	6.67% 1	13.33% 2	33.33% 5	15	3.53

# Joint Council/E-Team Pre-Strategic Workshop Questionnaire

## Q11 Catalyze Local Businesses & Create Jobs

Answered: 16 Skipped: 3



	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Redevelop blighted properties	18.75% 3	18.75% 3	6.25% 1	6.25% 1	12.50% 2	6.25% 1	12.50% 2	0.00% 0	0.00% 0	12.50% 2	0.00% 0	6.25% 1	0.00% 0	0.
Develop a marketing strategy to attract business to downtown	18.75% 3	12.50% 2	6.25% 1	0.00% 0	18.75% 3	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	0.00% 0	0.
Develop restaurants and art/culture downtown	0.00% 0	12.50% 2	18.75% 3	25.00% 4	6.25% 1	0.00% 0	0.00% 0	6.25% 1	12.50% 2	6.25% 1	0.00% 0	12.50% 2	0.00% 0	0.
Demolish and redevelop city center properties	31.25% 5	0.00% 0	12.50% 2	6.25% 1	0.00% 0	0.00% 0	6.25% 1	6.25% 1	12.50% 2	6.25% 1	0.00% 0	12.50% 2	0.00% 0	6.
Create policy to get rid of bad landlords/ownership in commercial areas	0.00% 0	12.50% 2	0.00% 0	12.50% 2	18.75% 3	18.75% 3	6.25% 1	0.00% 0	0.00% 0	12.50% 2	6.25% 1	0.00% 0	6.25% 1	6.
Increase business opportunities	6.67% 1	6.67% 1	0.00% 0	13.33% 2	0.00% 0	6.67% 1	20.00% 3	6.67% 1	6.67% 1	6.67% 1	13.33% 2	6.67% 1	6.67% 1	0.
Provide more equitable growth across incomes and neighborhoods	14.29% 2	0.00% 0	21.43% 3	0.00% 0	0.00% 0	7.14% 1	7.14% 1	7.14% 1	0.00% 0	7.14% 1	7.14% 1	7.14% 1	7.14% 1	14.
Develop incentives to lure anchor businesses to downtown	0.00% 0	6.67% 1	13.33% 2	13.33% 2	0.00% 0	13.33% 2	0.00% 0	6.67% 1	13.33% 2	0.00% 0	13.33% 2	6.67% 1	6.67% 1	6.
Create a business incubator	0.00% 0	13.33% 2	6.67% 1	6.67% 1	13.33% 2	13.33% 2	0.00% 0	0.00% 0	0.00% 0	6.67% 1	6.67% 1	6.67% 1	13.33% 2	13.

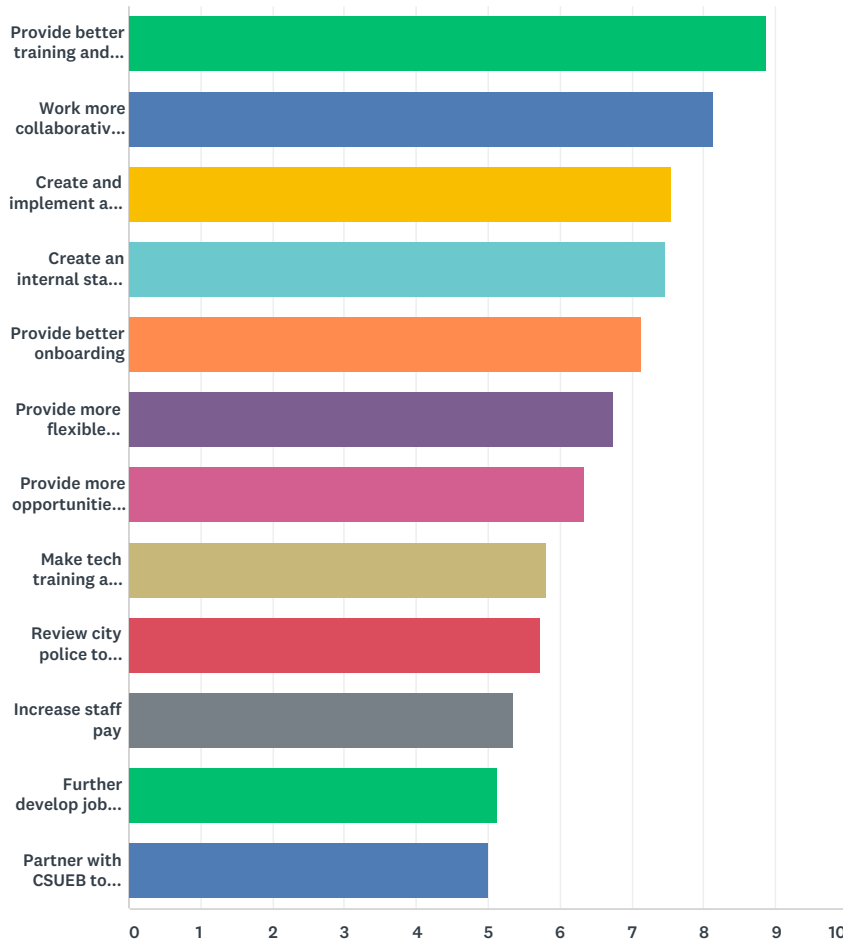


## Joint Council/E-Team Pre-Strategic Workshop Questionnaire

Find funding stream and redevelop downtown sidewalks and outdoor gathering spaces	0.00% 0	0.00% 0	6.25% 1	6.25% 1	6.25% 1	6.25% 1	31.25% 5	12.50% 2	6.25% 1	0.00% 0	12.50% 2	0.00% 0	0.00% 0	12.
Create small business incentives	6.67% 1	0.00% 0	6.67% 1	0.00% 0	13.33% 2	6.67% 1	6.67% 1	13.33% 2	6.67% 1	13.33% 2	6.67% 1	6.67% 1	13.33% 2	0.
Attract more youth and family friendly businesses	6.67% 1	6.67% 1	6.67% 1	6.67% 1	0.00% 0	0.00% 0	6.67% 1	6.67% 1	26.67% 4	6.67% 1	6.67% 1	6.67% 1	0.00% 0	13.
Provide more arts & cultural opportunities	0.00% 0	0.00% 0	0.00% 0	6.67% 1	6.67% 1	13.33% 2	0.00% 0	20.00% 3	6.67% 1	6.67% 1	6.67% 1	13.33% 2	20.00% 3	0.
Create a school/college to career pipelines	0.00% 0	13.33% 2	0.00% 0	0.00% 0	6.67% 1	6.67% 1	0.00% 0	13.33% 2	0.00% 0	6.67% 1	13.33% 2	0.00% 0	20.00% 3	20.

### Q12 Improve Employee Development (programs focused on enhancing the happiness, growth and productivity of our employees)

Answered: 16 Skipped: 3



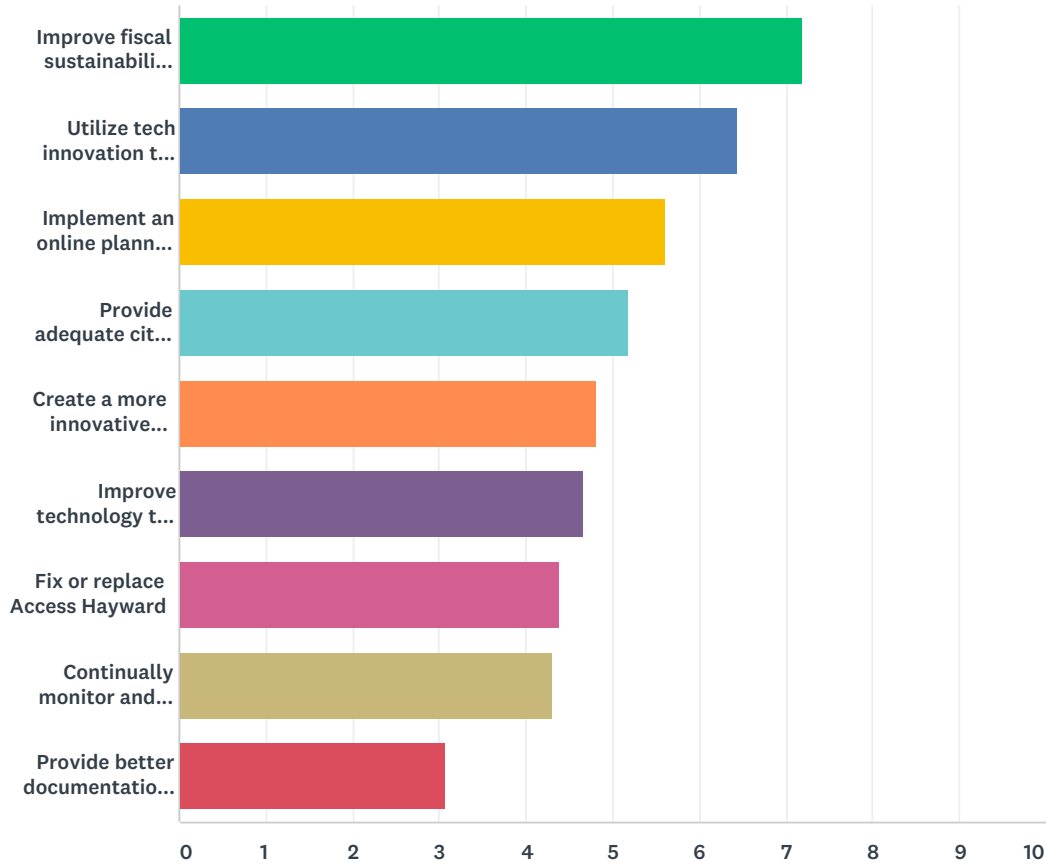
	1	2	3	4	5	6	7	8	9	10	11	12	TOTA
Provide better training and cross-training	12.50% 2	18.75% 3	25.00% 4	6.25% 1	6.25% 1	12.50% 2	6.25% 1	0.00% 0	12.50% 2	0.00% 0	0.00% 0	0.00% 0	1
Work more collaboratively between departments	6.25% 1	18.75% 3	6.25% 1	25.00% 4	12.50% 2	0.00% 0	6.25% 1	18.75% 3	0.00% 0	0.00% 0	6.25% 1	0.00% 0	1
Create and implement a diversity and inclusion plan	18.75% 3	0.00% 0	12.50% 2	6.25% 1	12.50% 2	18.75% 3	0.00% 0	6.25% 1	12.50% 2	12.50% 2	0.00% 0	0.00% 0	1
Create an internal staff mentorship program	0.00% 0	20.00% 3	13.33% 2	6.67% 1	6.67% 1	20.00% 3	6.67% 1	6.67% 1	13.33% 2	0.00% 0	6.67% 1	0.00% 0	1
Provide better onboarding	25.00% 4	0.00% 0	0.00% 0	12.50% 2	12.50% 2	6.25% 1	6.25% 1	12.50% 2	0.00% 0	12.50% 2	6.25% 1	6.25% 1	1
Provide more flexible working conditions	13.33% 2	6.67% 1	6.67% 1	0.00% 0	6.67% 1	6.67% 1	20.00% 3	20.00% 3	6.67% 1	6.67% 1	0.00% 0	6.67% 1	1

## Joint Council/E-Team Pre-Strategic Workshop Questionnaire

Provide more opportunities for staff input in budgeting and staffing decisions	0.00% 0	20.00% 3	6.67% 1	6.67% 1	13.33% 2	0.00% 0	6.67% 1	6.67% 1	6.67% 1	20.00% 3	6.67% 1	6.67% 1	1
Make tech training a yearly requirement and provide resources to do so	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	12.50% 2	6.25% 1	12.50% 2	18.75% 3	0.00% 0	12.50% 2	1
Review city police to identify potential discrimination policies and make changes	0.00% 0	0.00% 0	0.00% 0	6.67% 1	20.00% 3	20.00% 3	20.00% 3	0.00% 0	13.33% 2	6.67% 1	6.67% 1	6.67% 1	1
Increase staff pay	7.14% 1	14.29% 2	7.14% 1	7.14% 1	0.00% 0	0.00% 0	7.14% 1	0.00% 0	7.14% 1	7.14% 1	21.43% 3	21.43% 3	1
Further develop job retention programs	12.50% 2	0.00% 0	12.50% 2	6.25% 1	0.00% 0	6.25% 1	0.00% 0	6.25% 1	0.00% 0	6.25% 1	37.50% 6	12.50% 2	1
Partner with CSUEB to develop the next generation of government leaders	0.00% 0	0.00% 0	6.67% 1	13.33% 2	6.67% 1	6.67% 1	6.67% 1	13.33% 2	13.33% 2	6.67% 1	6.67% 1	20.00% 3	1

## Q13 Improve Internal Operations

Answered: 16 Skipped: 3



	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Improve fiscal sustainability (balance long-term city budget and fully fund OPEB)	50.00% 8	18.75% 3	6.25% 1	0.00% 0	0.00% 0	12.50% 2	0.00% 0	12.50% 2	0.00% 0	16	7.19
Utilize tech innovation to provide city services better	12.50% 2	18.75% 3	12.50% 2	18.75% 3	31.25% 5	6.25% 1	0.00% 0	0.00% 0	0.00% 0	16	6.44
Implement an online planning and permitting system	13.33% 2	6.67% 1	20.00% 3	20.00% 3	6.67% 1	13.33% 2	6.67% 1	6.67% 1	6.67% 1	15	5.60
Provide adequate city personnel	18.75% 3	18.75% 3	6.25% 1	6.25% 1	6.25% 1	6.25% 1	6.25% 1	12.50% 2	18.75% 3	16	5.19
Create a more innovative culture	0.00% 0	0.00% 0	12.50% 2	18.75% 3	37.50% 6	12.50% 2	12.50% 2	0.00% 0	6.25% 1	16	4.81

## Joint Council/E-Team Pre-Strategic Workshop Questionnaire

Improve technology to improve development review process	0.00% 0	0.00% 0	20.00% 3	20.00% 3	20.00% 3	0.00% 0	26.67% 4	13.33% 2	0.00% 0	15	4.67
Fix or replace Access Hayward	6.67% 1	26.67% 4	6.67% 1	0.00% 0	0.00% 0	6.67% 1	13.33% 2	13.33% 2	26.67% 4	15	4.40
Continually monitor and implement the strategic plan	0.00% 0	6.25% 1	12.50% 2	18.75% 3	0.00% 0	18.75% 3	25.00% 4	12.50% 2	6.25% 1	16	4.31
Provide better documentation systems	0.00% 0	6.67% 1	6.67% 1	0.00% 0	0.00% 0	26.67% 4	6.67% 1	26.67% 4	26.67% 4	15	3.07

**PUBLIC COMMENT**

**SIDHANT DHAWAN**

**From:** Sidhant Dhawan < >  
**Date:** October 5, 2019 at 12:05:14 PM PDT  
**To:** [List-Mayor-Council@hayward-ca.gov](mailto:List-Mayor-Council@hayward-ca.gov)  
**Cc:**  
**Subject: Monday Special Council Meeting**

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**CAUTION:**This is an external email. Do not click on links or open attachments unless you know the content is safe.

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Hi my name is Sid I am a 12 year old boy and I live in Hayward on a 2 acre home. I am emailing you because I will not be able to attend the meeting on Monday since I have school that day.

The reason I am writing to you is because I think that having animals should not need a permit which costs money. So I am suggesting that it should be like the way people can have a small shed which does not need a permit or fees.

I suggest that guidelines are created so that people know what they can and can't do. I also suggest that the animal houses/pens/coop (etc) follow the guidelines you already have for small sheds.

This is important for our community because it helps people in case of emergency and helps reduce costs for them to have food. It reduces how much people have to depend on help during a crisis.

In my area, there are many people who have animals that DID NOT get permits because it costs too much. I also suggest we do what New York has done with making it legal to have bees. It is very important that we make sure we do our part to save these beneficial insects. People often confuse them with wasps that come to your picnic table. How important are they? Almost 80% of all Bees in the US are brought to California for pollination in March.

Thank you for your time and listening to me. I hope it makes a difference.  
Sid