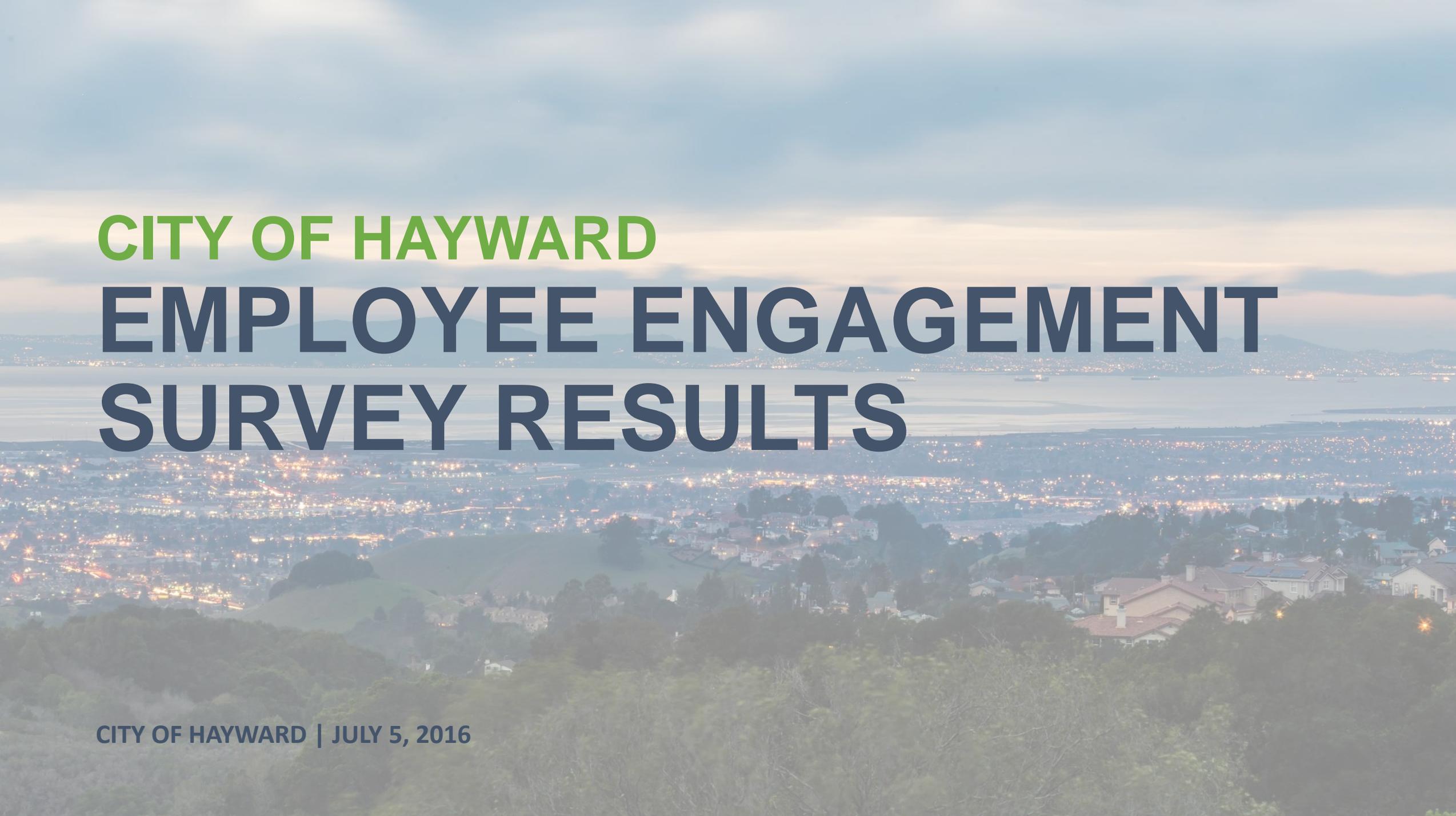


**CITY COUNCIL MEETING
TUESDAY, JULY 5, 2016**

PRESENTATIONS

Item #6 WS 16-046

Employee Engagement Survey Results



CITY OF HAYWARD

**EMPLOYEE ENGAGEMENT
SURVEY RESULTS**

CITY OF HAYWARD | JULY 5, 2016

WHY DID WE DO THE SURVEY?

- We wanted to hear from employees about their experiences in the organization.
- We want our current employees to feel valued and appreciated and we want to attract and retain talented employees.
- We really do care about what employees think and feel about the City of Hayward as a place to work.



NEED TO UNDERSTAND WHERE WE ARE...

**...IN ORDER TO GROW AND IMPROVE IN
PARTNERSHIP WITH OUR EMPLOYEES**

- Hay Group's Employee Effectiveness Survey: measures both engagement and enablement
- Selected from 74 questions about communication, leadership, collaboration, development opportunities, etc.
- Survey open from October to December 2015

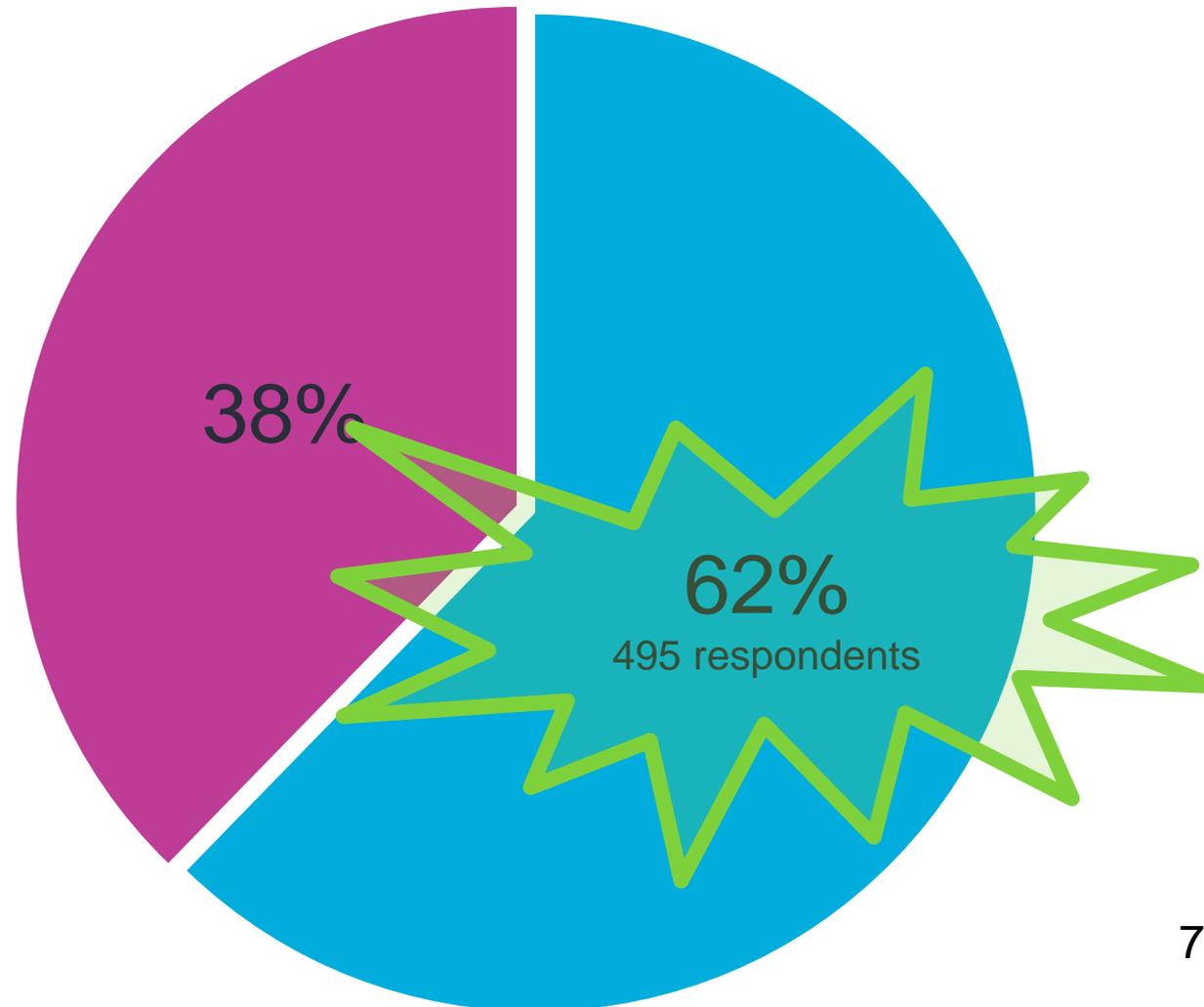
WHAT DOES THE SURVEY MEASURE?

Engagement is “want to”
(motivation and desire)

Enablement is “can do”
(tools, resources, and structure)

PARTICIPATION RATE

- Completed Survey
- Did Not Complete Survey



We had a participation rate that was about average as compared with other organizations who have completed the survey for the first time.

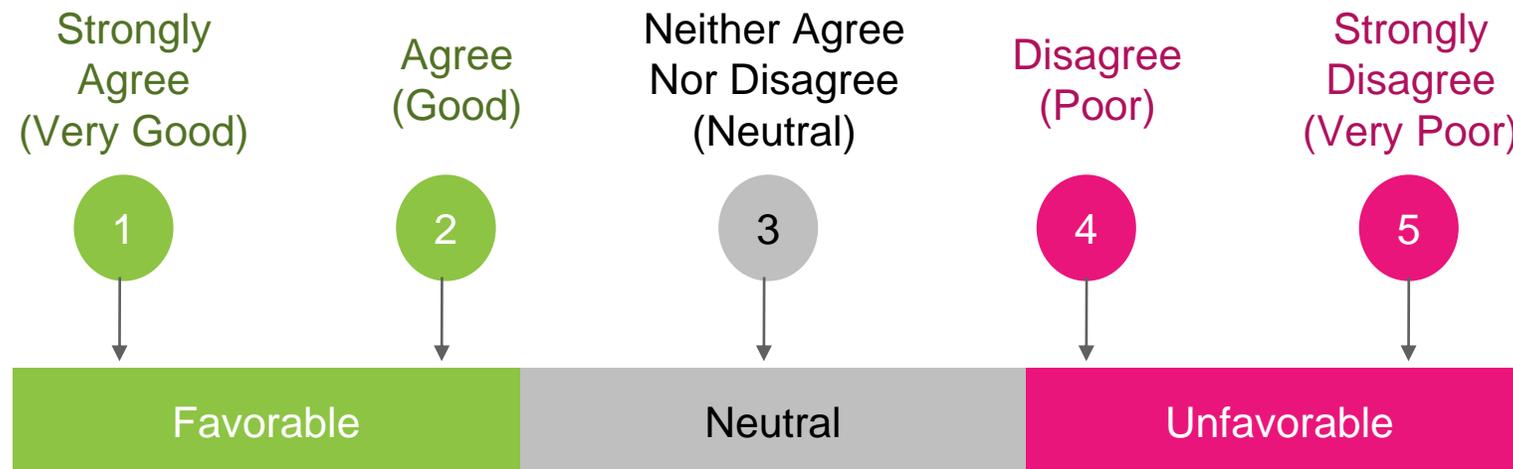
795 eligible participants

HOW TO READ THE RESULTS

For most questions, staff were asked to express their level of agreement with various statements

- Responses were on five-point scales
- Categorized into favorable, neutral or unfavorable categories

Example: “My job makes good use of my skills and abilities”

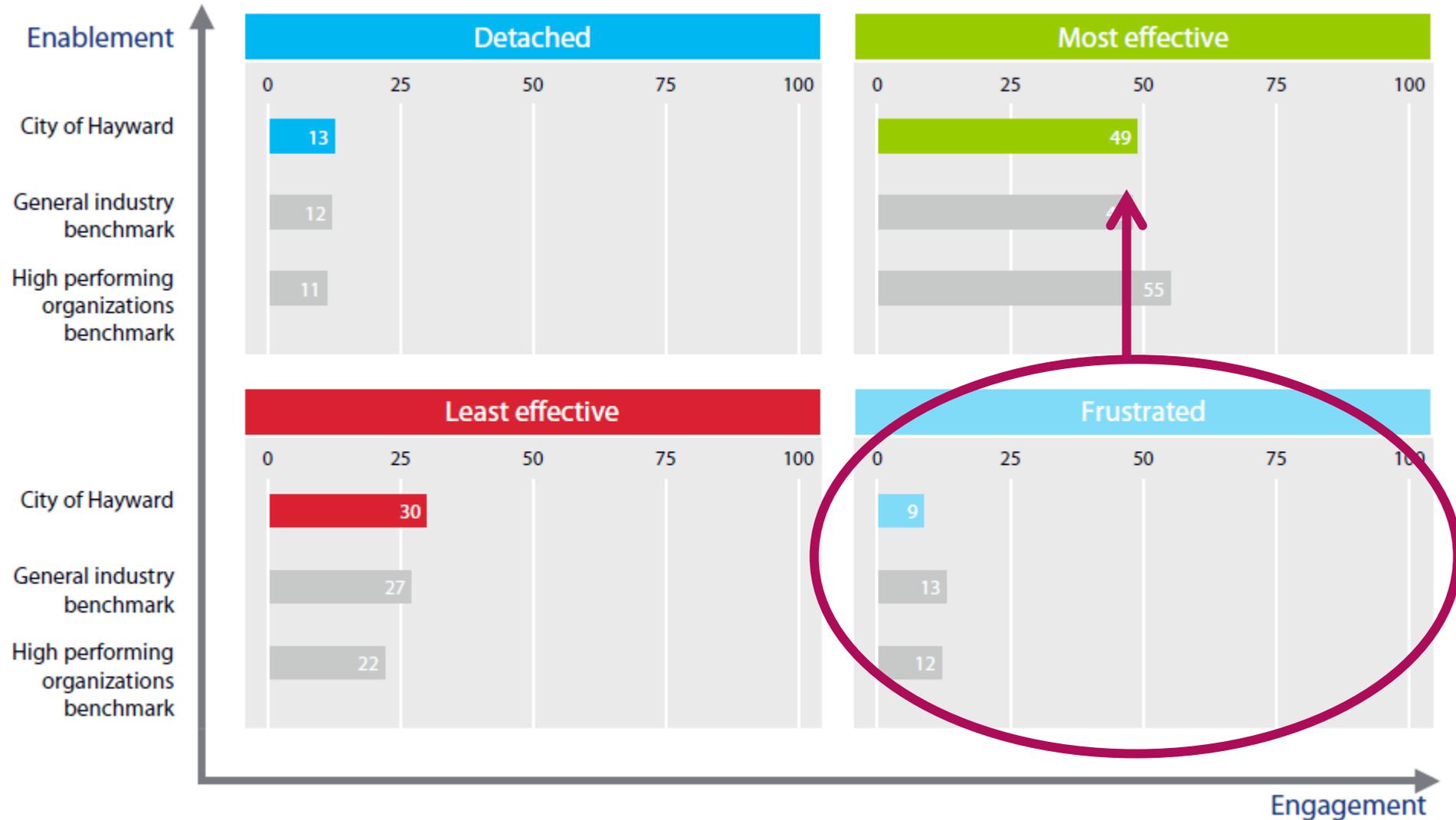


SCORES THEN TRANSLATE TO PERCENTAGE RATINGS:

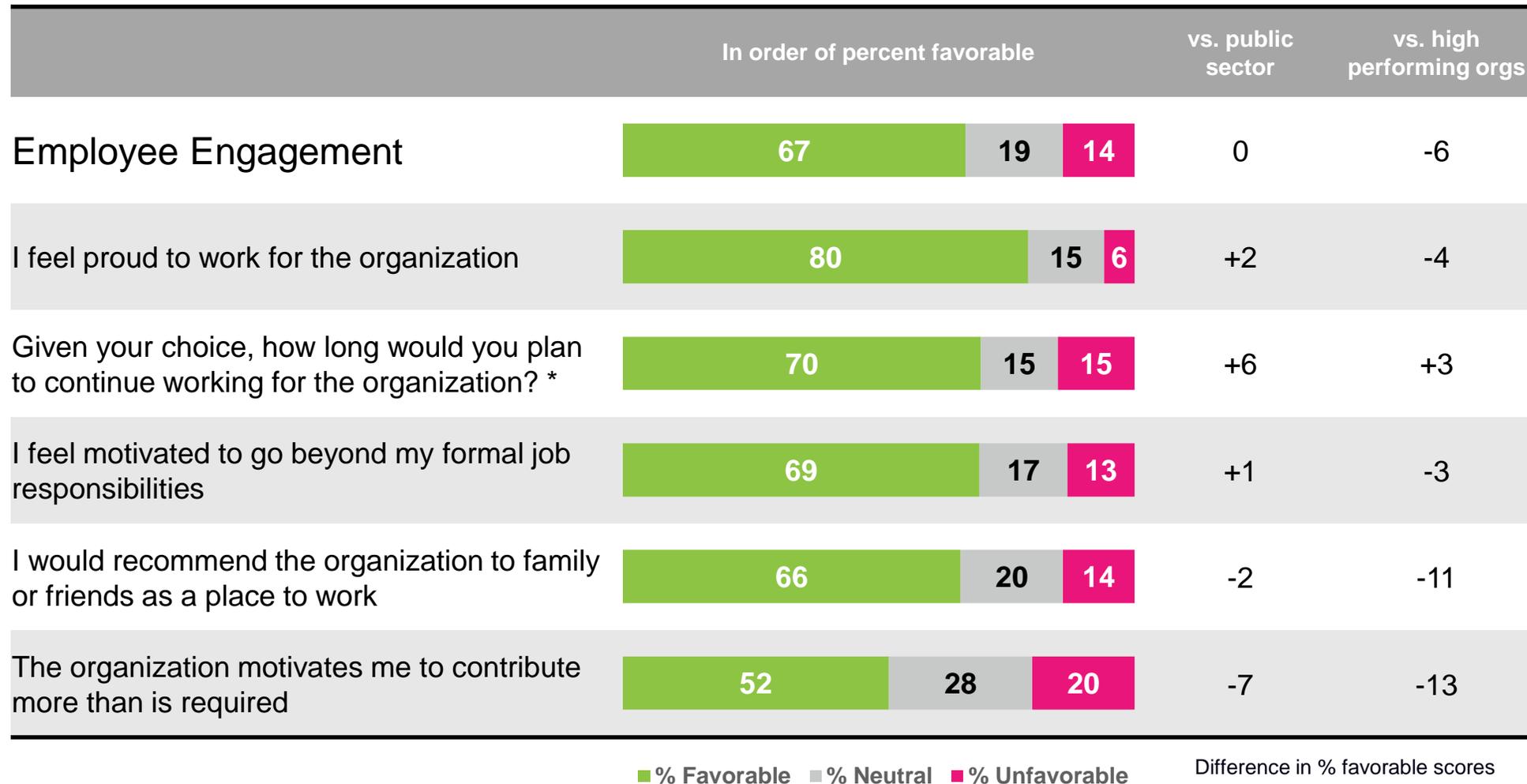
The Hay Group has provided guidelines to help interpret percentage scores:

- Favorable rating of more than **75%** → **Clearly favorable**
- Favorable rating between **65%** and **75%** → **Moderately favorable**
- Favorable rating between **50%** and **60%** → **Warning sign**
- Favorable rating less than **50%** → **Red flag**

WHAT ARE OUR RESULTS?

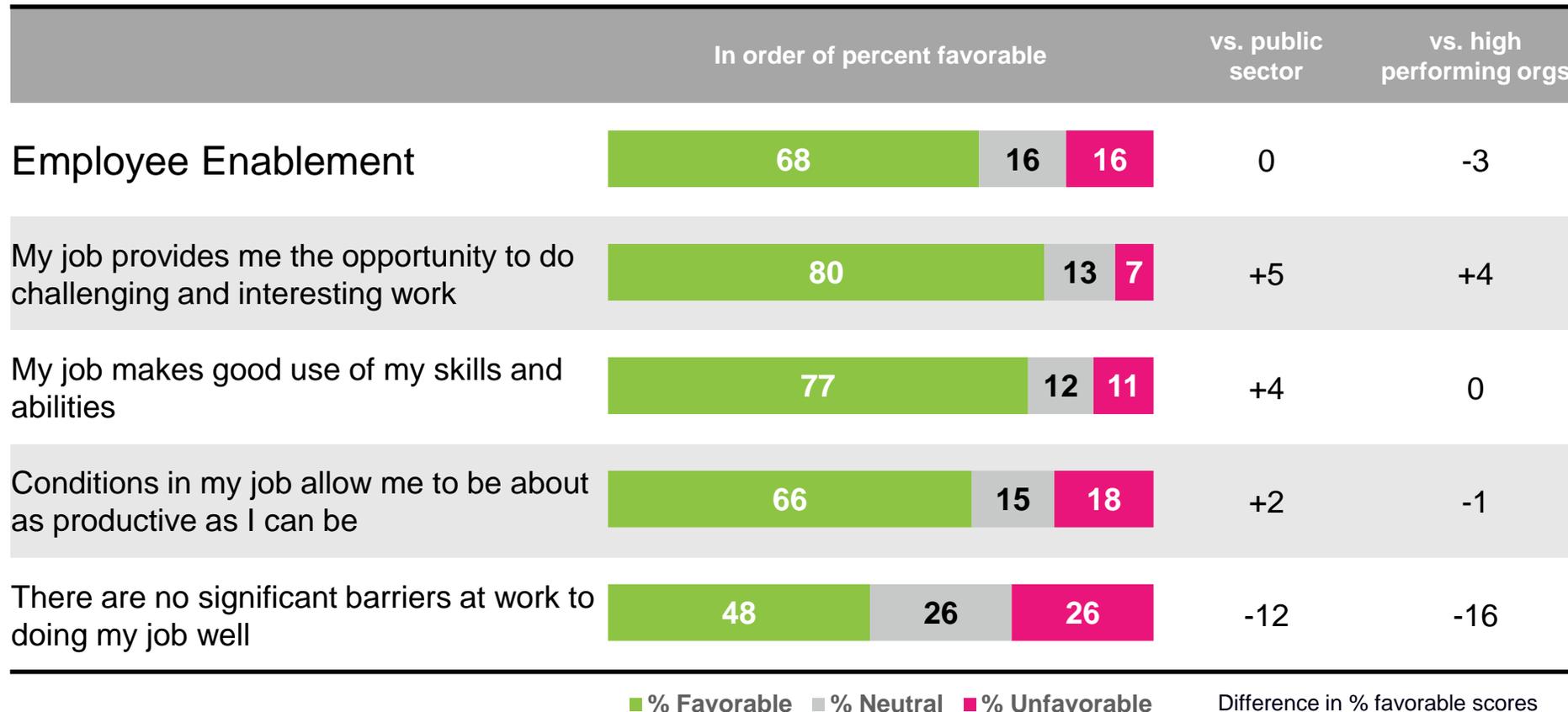


WHAT ARE OUR RESULTS?



* A favorable score for this question is > 5 years, and an unfavorable score is 2 years or less.

WHAT ARE OUR RESULTS?



WHAT ARE OUR RESULTS?

Dimensions	In order of percent favorable			vs. public sector	vs. high performing orgs
Quality & Customer Focus	78	17	5	+7	-1
Clear & Promising Direction	69	21	9	-3	-11
Employee Enablement	68	16	16	0	-3
Authority & Empowerment	67	21	13	0	-7
Employee Engagement	67	19	14	0	-6
Respect & Recognition	66	21	13	-2	-6
Confidence in Leaders	65	18	16	+8	-7
Pay & Benefits	65	18	17	+10	+4
Collaboration	64	22	15	+4	-6
Training	63	21	16	+2	-4
Performance Management	63	19	18	-4	-11
Development Opportunities	59	26	15	+2	-4
Work, Structure, & Process	59	24	17	0	-7
Resources	56	17	27	-4	-12
Personalized Scored Categories					
Communication	51	26	23	--	--
General	67	22	12	--	--
Culture	51	29	19	--	--

■ % Favorable ■ % Neutral ■ % Unfavorable

Difference in % favorable scores

WHAT ARE OUR STRENGTHS?

Strengths	Empowerment Employees have the authority to do their job	Confidence in Leaders Positive ratings of immediate managers Leaders viewed as ethical in business dealings	Strategy and Goals Employees understand the strategy and goals of the city and work group	Quality & Customer Focus Understand and meet customers' needs High quality customer support and services
	Collaboration Cooperation within teams	Respect Employees treated with respect Organization values differences among employees	Resources Employees have the resources and information to be successful	Performance Management Employees understand what's expected of them High levels of performance expected

WHAT ARE OUR OPPORTUNITIES?

Opportunities

Performance Management

Link between pay and performance

Clear and regular feedback

Development

Opportunities to develop and advance

Unclear career paths

Immediate manager coaching

Communication

Open and honest communication to employees

Communication between groups

People

People resources on teams

Being innovative at work

Pay

Competitive and fair pay

Confidence in Senior Leaders

Lack of trust and confidence in city's senior management team

THEMES FROM FREE-FORM QUESTIONS

I want more pay and benefits.

I want to be recognized for the work I do – a party, an award, or a heartfelt thank you from my boss would make me feel more valued.

Management needs to listen to employees and let us know what's going on in the organization and why we're doing things a certain way.

THEMES FROM FREE-FORM QUESTIONS

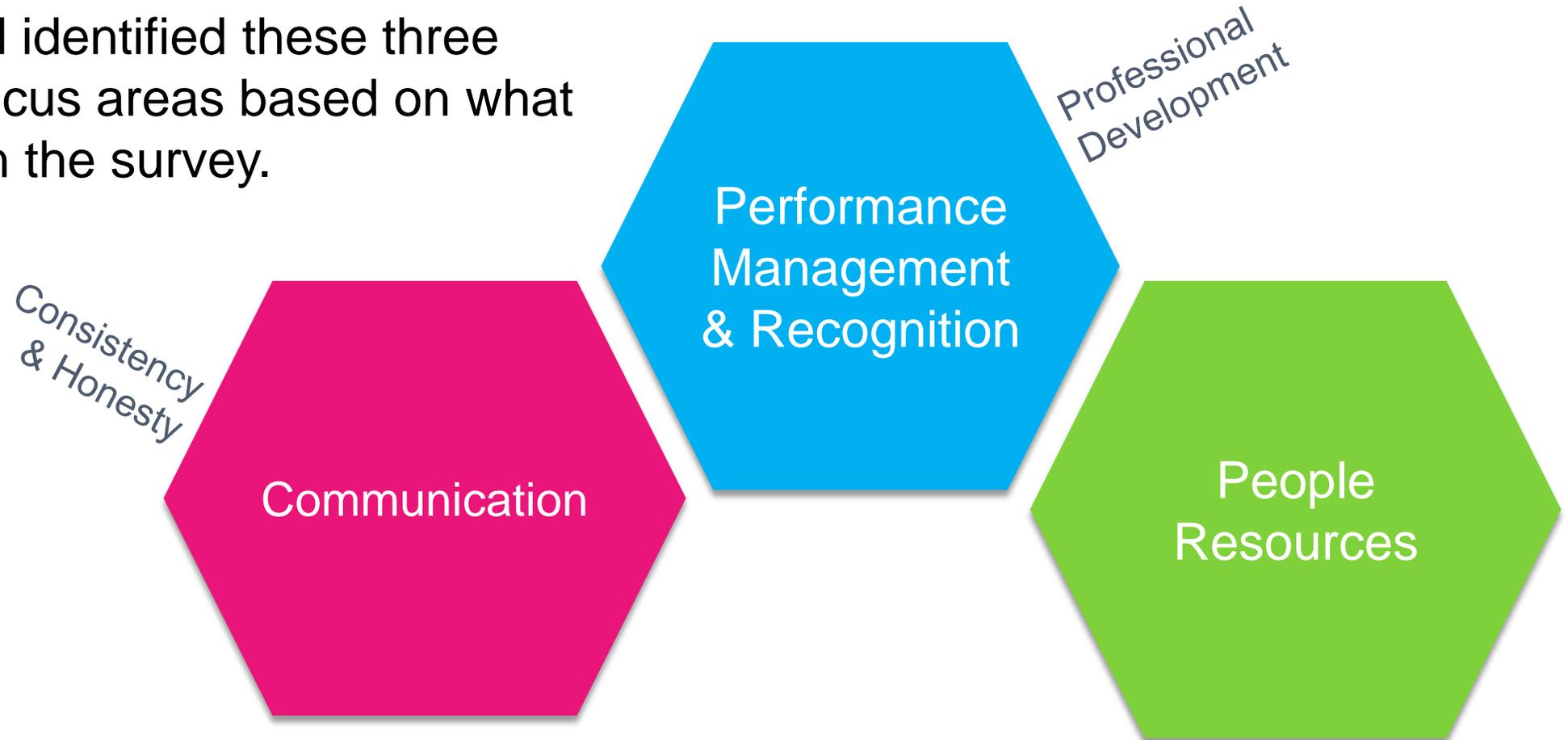
My workload is too heavy – in my office, we don't have enough staff and the work is unfairly distributed. I need better work-life balance. Flex schedules and telecommuting might help.

I am very proud of how well my team and we as a city serve, communicate, and connect with our residents.

I don't know who I should talk to about my ideas for the organization. Even if I did, my suggestions probably wouldn't go anywhere.

KEY PRIORITY AREAS

The Executive Team reviewed the results and identified these three possible focus areas based on what was said in the survey.



SHARING THE RESULTS

- **Management Update**

The City Manager and Assistant City Manager presented survey results to all managers at the March 17, 2016 Management Update meeting.

- **Department-specific Conversations**

Department directors have been discussing department-specific results with their employees and following up on issues.

- **Conversations with the City Manager**

The City Manager held a total of 24 meetings at various worksites throughout the City to discuss survey results. The City Manager is working with department directors to follow up on any issues that warrant immediate response.



USING LEAN INNOVATION TO TAP INTO THE EXPERTISE OF OUR EMPLOYEES

3 PRINCIPLES OF LEAN INNOVATION



EMPATHY



EXPERIMENTATION



EVIDENCE



empathy

Walk a mile in their shoes to understand your customers deeply.

- Personally experience your customers' perspective
- Seeing what people really do, not just what they say
- Connecting with their pains, passions and desires



rapid experimentation

Reducing the risk associated with resource investment, move faster with more certainty.

- Identify riskiest assumptions in your ideas
- Quickly change opinions into facts
- Separate “say” vs “do”

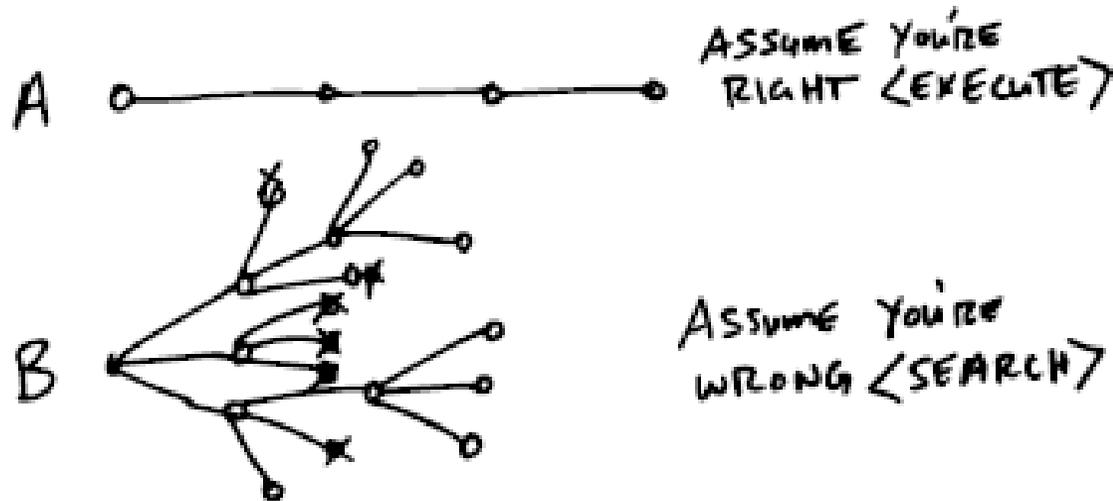


evidence-based decisions

Making decisions quickly based on insights and actual customer behavior.

- Build a case over time, using multiple experiments.
- Follow the evidence, not the strategic plan
- Start small, think big

ASSUME YOU'RE WRONG



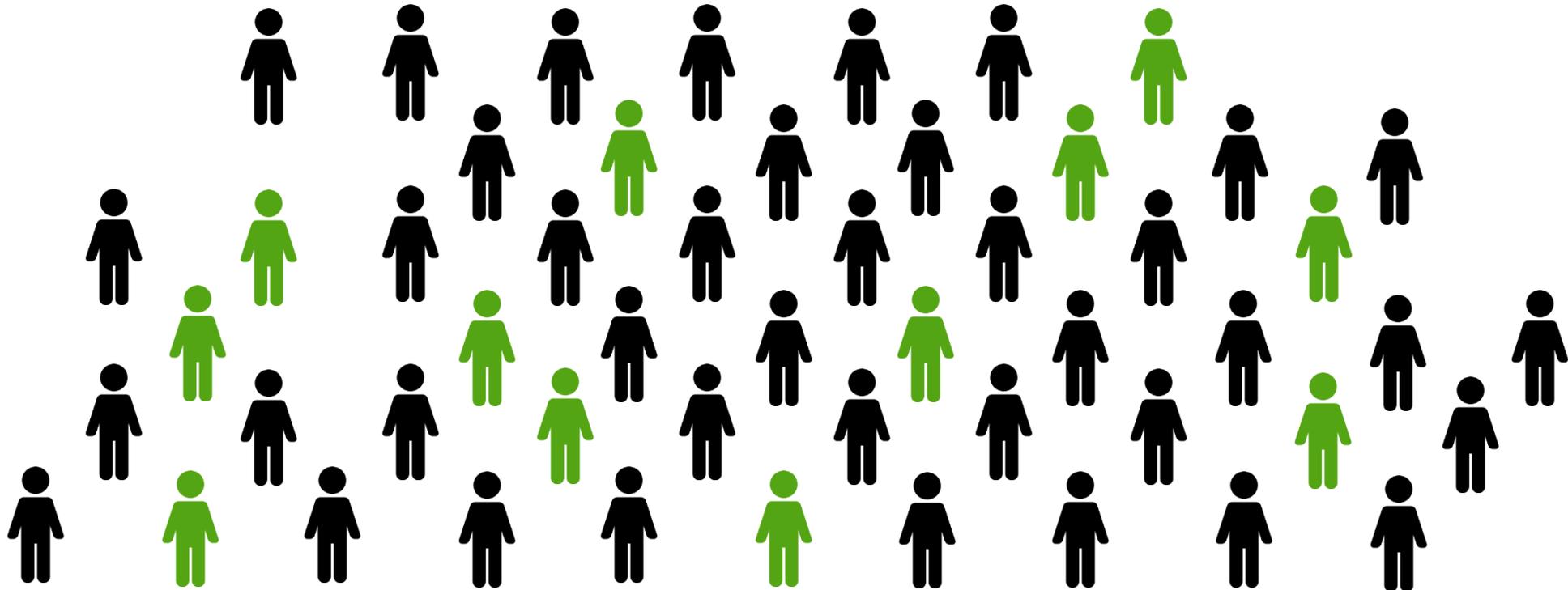
can we vs should we?

Follow the evidence not the roadmap, strategic plan, or business need. Multiple experiments, over time, will lead to success.

LEAN ACCELERATOR PROGRAM

- Our employees are our best resource for understanding what is actually going on in the organization and out in the community.
- How can we use their expertise to improve the ways in which we do business and improve our working environment?
- How can we use lean innovation principles and well-thought out experiments to learn from our employees?
- Used Lean Accelerator program to test our assumptions around the results of the employee engagement survey.

As part of the Lean Accelerator program, the working group started by talking to **50** City employees and asked them questions about their experiences – what they **enjoy** about their jobs, their workday **challenges**, and **projects** they got **passionate** about at work.



What we heard from employees:

I want to feel more connected to department and City leadership

I have ideas to improve City operations and I want to share them.

I don't want to feel ignored or dismissed when I ask for what I need to do my job.





Game On!



CY

events

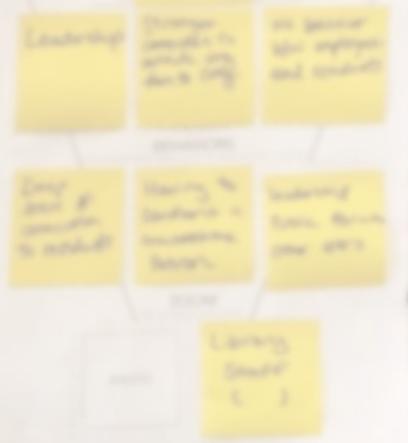
CUSTOMER ZOOM TOOL BIZ



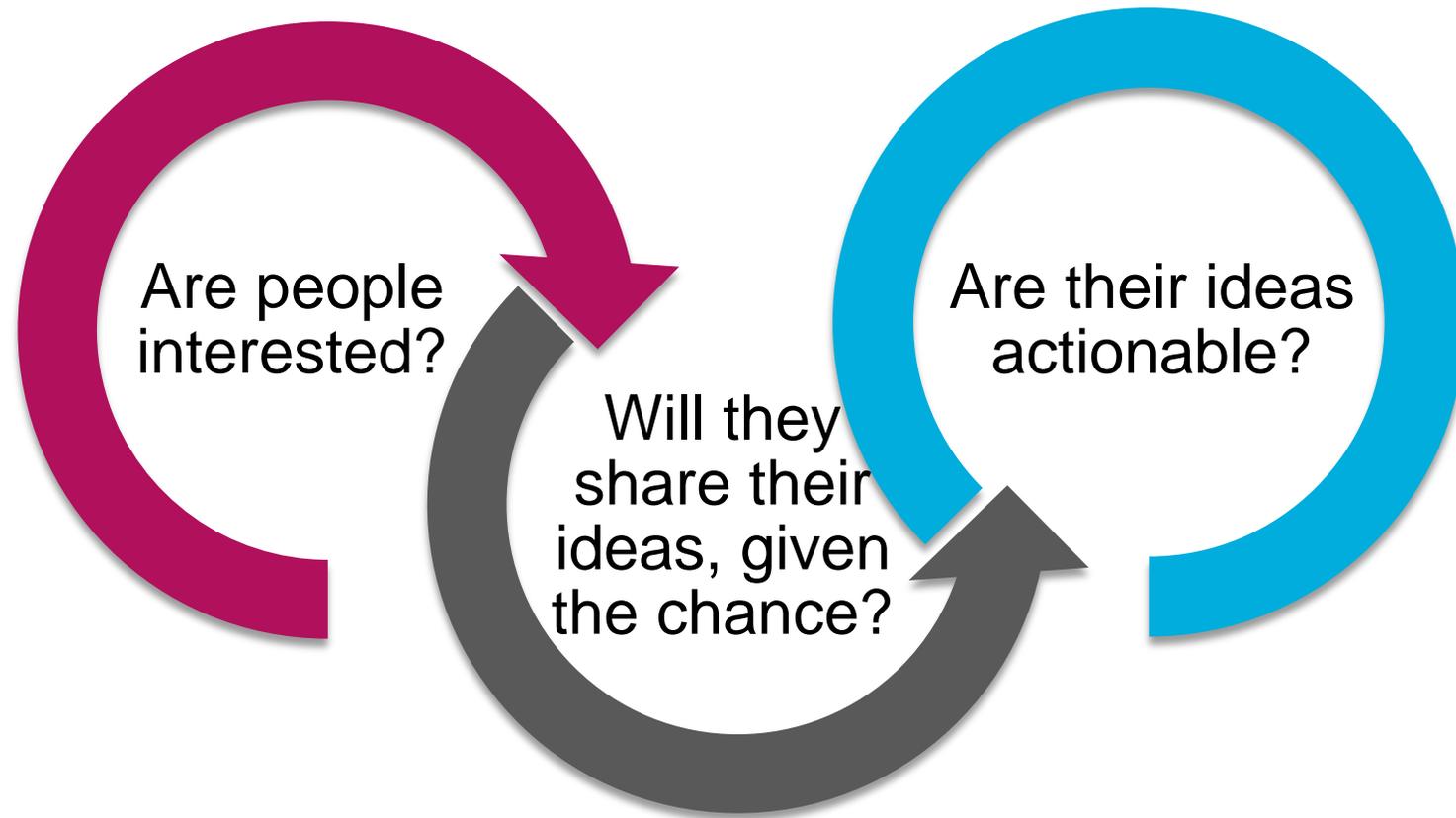
PROBLEM ZOOM TOOL BIZ



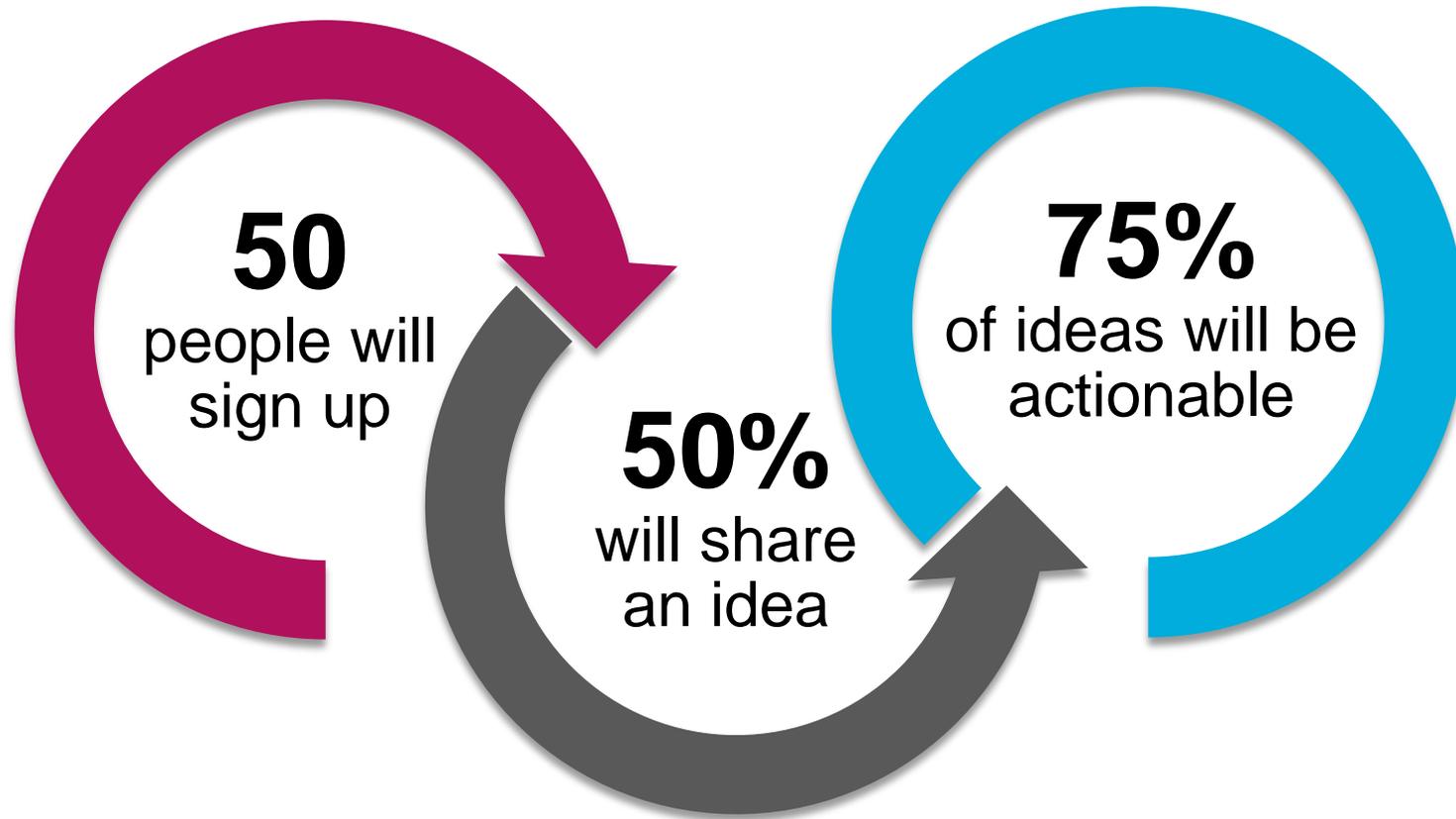
CUSTOMER ZOOM TOOL BIZ



GameOn isn't just an activity. It's 3 experiments in 1.



GameOn isn't just an activity. It's 3 experiments in 1.



WHAT DO WE DO NEXT?



GAME ON

Interview
participants, review
results, make
decisions about
next steps

WHAT DO WE DO NEXT?

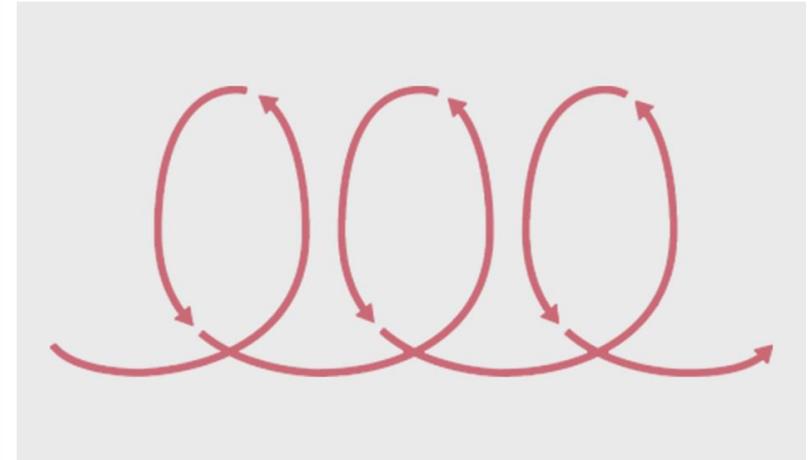
An overhead view of a collaborative workspace. Several people are seated around a long white table, working on laptops. The table is cluttered with various electronic devices, including a power strip, a printer, and a blue folder labeled '1 TB Linux-Files auf fpi.tu-chemnitz.de'. The background is a dark, textured floor.

Bring more people from different places in the City onto this lean innovation team

WHAT DO WE DO NEXT?



Keep working together, experimenting, iterating, and trying new things to hone in on ways to address concerns heard in survey and during interviews!



WHAT DO WE DO NEXT?

Continue lean innovation work around employee engagement

Continue department level conversations and respond to key issues

Administer the survey again every 2-3 years to gauge progress



QUESTIONS AND DISCUSSION



Item #7 PH 16-061

Proposed Project at 25906 Gading Road

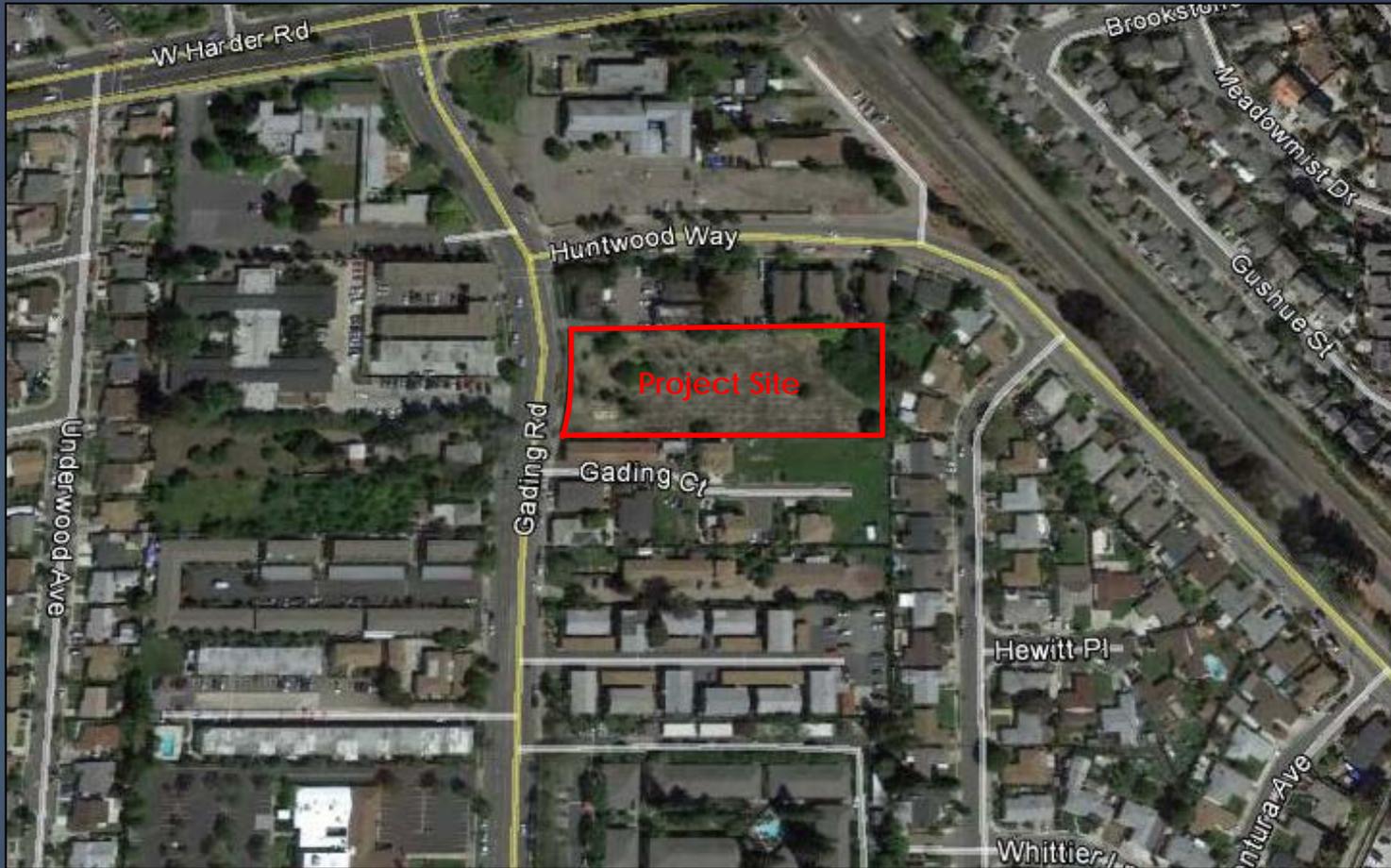


DEVELOPMENT SERVICES

Gading One - 25906 Gading Rd.



Location



Gading One - 25906 Gading Rd.

Surrounding Uses



North - Multi-family residential complex



Project Site 25906 Gading Rd



South - Multi-family/duplex units



South - small lot detached single-family development

Gading One - 25906 Gading Rd.

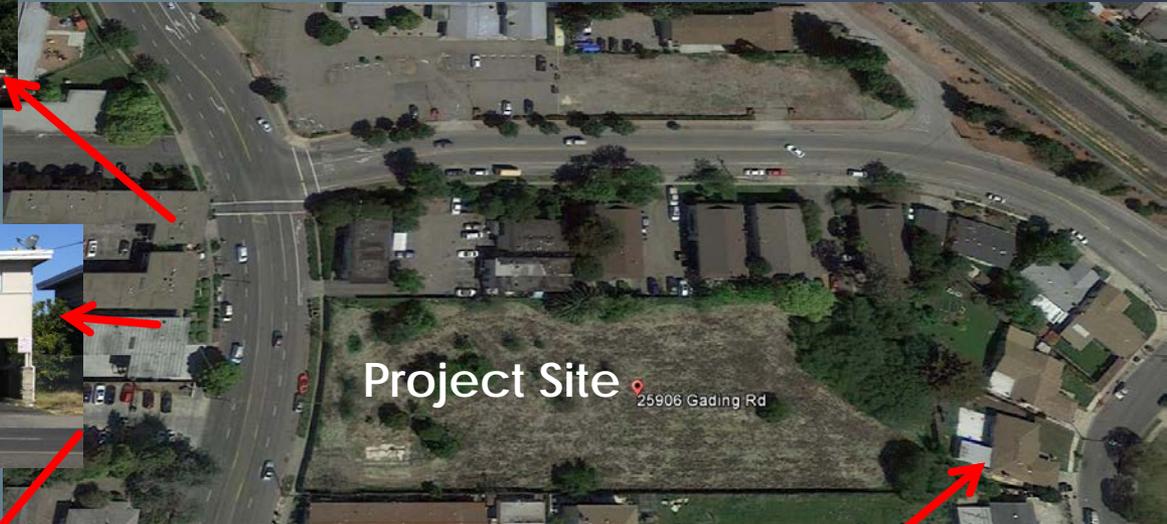
Surrounding Uses



North-northwest – Multi-family Residential

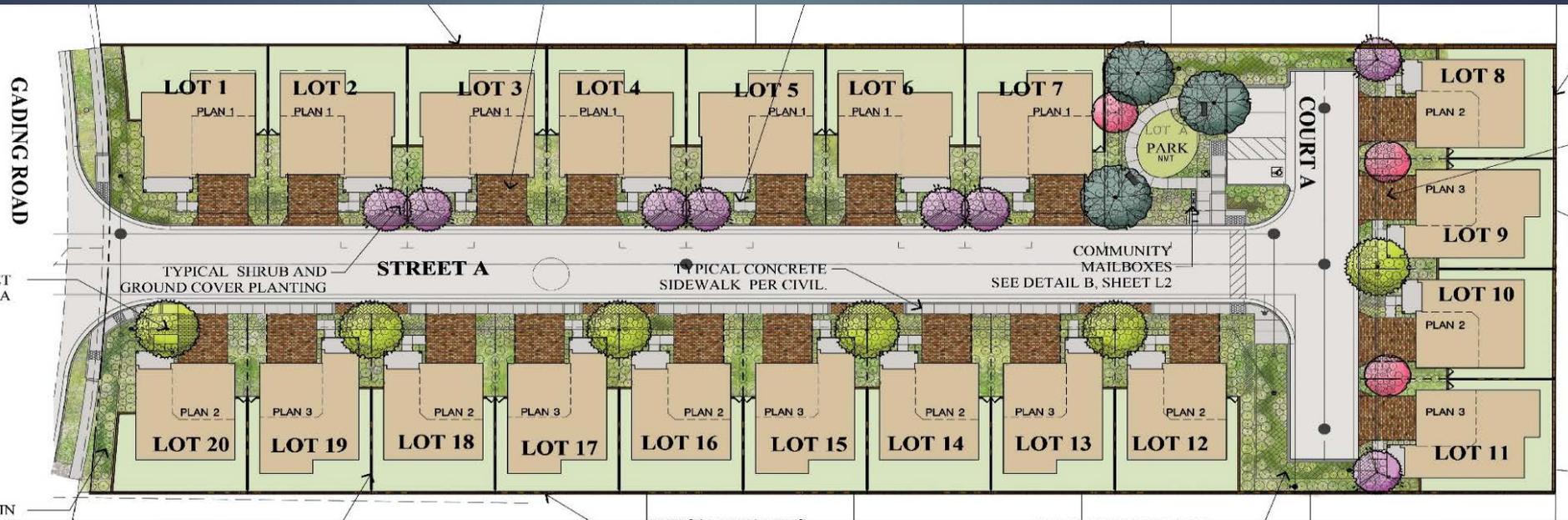


West - Residential Care Facility



East – Single-family Residential Subdivision

Site Plan



Plan 1 Elevations



1A Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves, 2" Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Corbels

ELEVATION 1A MISSION



1B Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Brackets

ELEVATION 1B SPANISH RESORT



1C Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Stone Veneer

ELEVATION 1C HACIENDA

Plan 2 Elevations



1A Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves, 2" Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim

ELEVATION 2A MISSION



1B Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Brackets

ELEVATION 2B SPANISH RESORT



1C Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Stone Veneer

ELEVATION 2C HACIENDA

Plan 3 Elevations



3A Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves, 2" Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim

ELEVATION 3A MISSION



3B Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Brackets

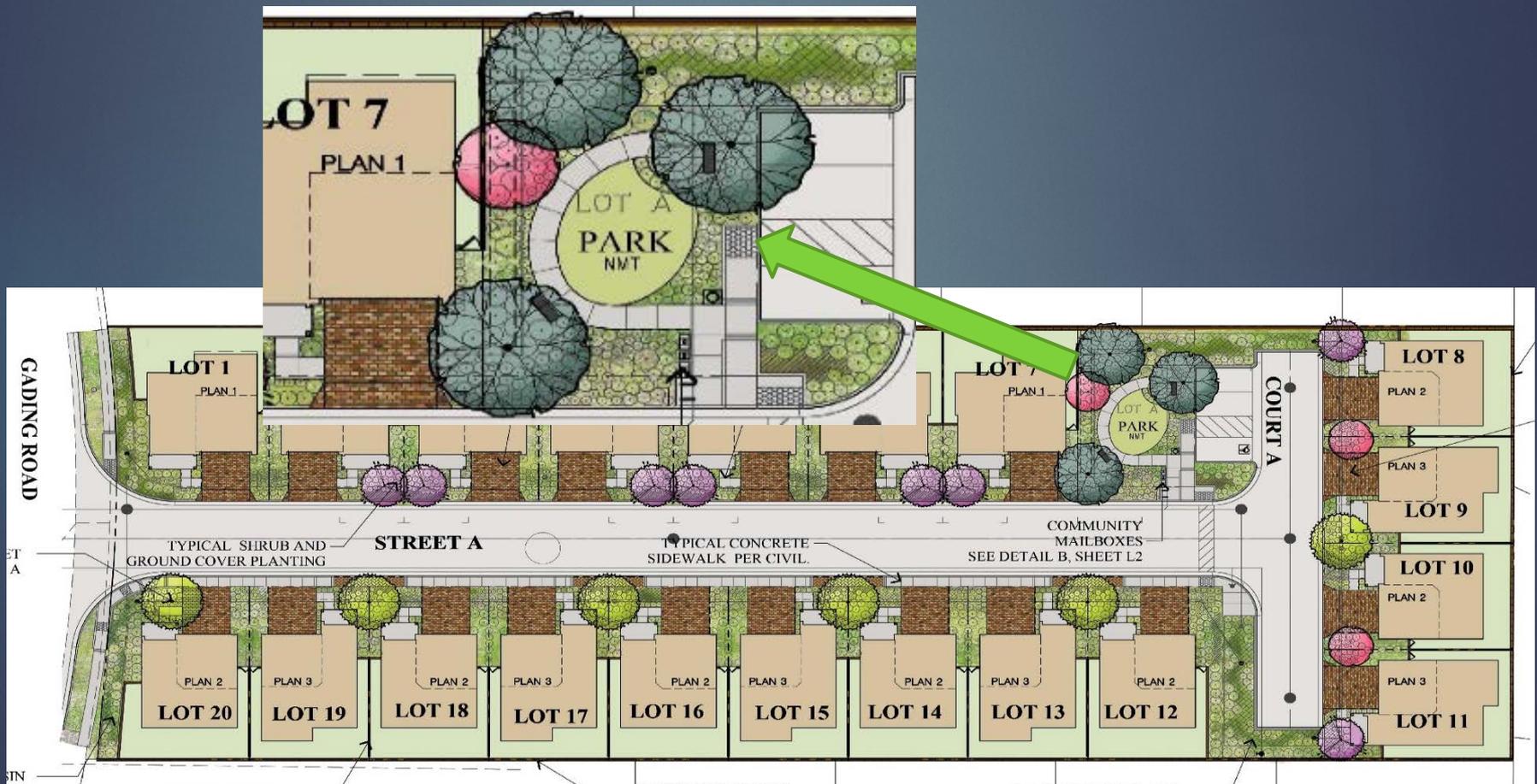
ELEVATION 3B SPANISH RESORT



3C Materials-
Concrete Roof Tile
"Low Profile S Tile"
12" Eaves & Rakes
Decorative Details
Coach Light
1x Stucco Finish Trim
Stone Veneer

ELEVATION 3C HACIENDA

Landscape and Open Space



Recommendation



Planning Commission and Staff
Recommend that the City Council:

1. Adopt the Initial Study, Mitigated Negative Declaration, and Mitigation Monitoring and Reporting Program; and
2. Approve the proposed Zone Change and Vesting Tentative Tract Map.

Item #8 PH 16-067

Proposed Zone Change at Shepherd Avenue



DEVELOPMENT SERVICES

Jeannie Hamilton, AICP
Associate Planner

July 5, 2016

Zone Change



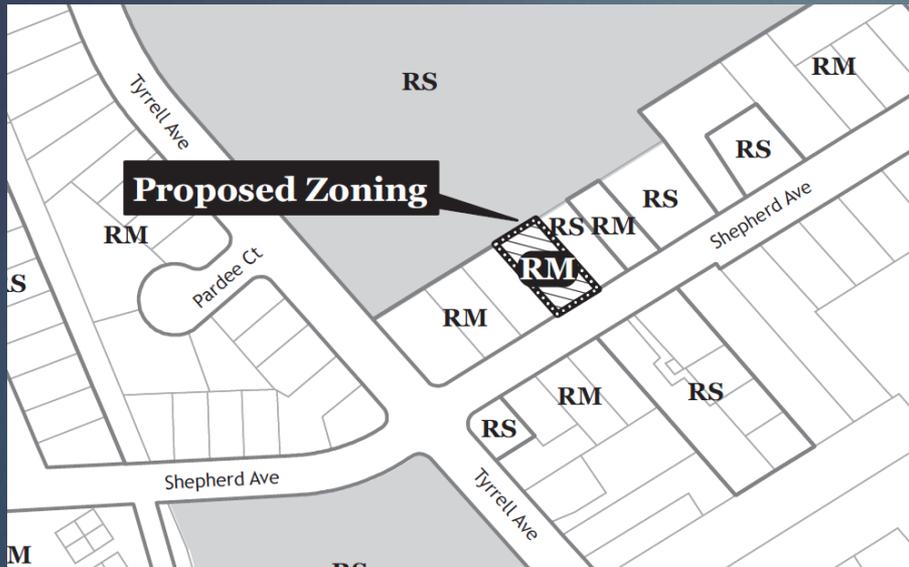
619 Shepherd Avenue

- ▶ The subject project is a request to rezone the subject site from RS Single-Family Residential to RM Medium Density Residential.
- ▶ The subject site has a General Plan Land Use designation of Medium Density Residential.
- ▶ The subject site is an existing lot approximately 9,240 square feet in size.

619 Shepherd Avenue Aerial



619 Shepherd Ave. Zoning



Proposed Zoning

General Plan Land Use

- Medium Density Residential
- Low Density Residential
- Public/Quasi-Public
- Parks and Recreation

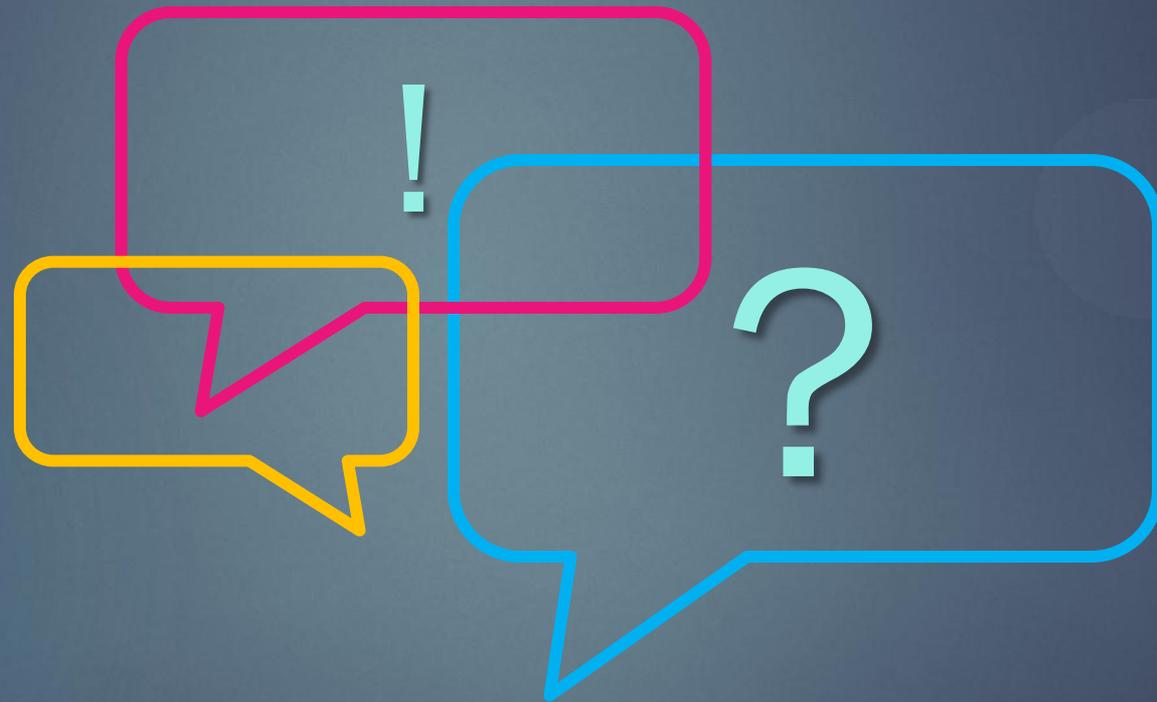


Staff Recommendation 619 Shepherd Avenue



- ▶ Staff recommends that the City Council adopt the resolution relying upon the Hayward 2040 General Plan EIR; and,
- ▶ Introduce the ordinance approving the zone change to RM Medium Density Residential which is consistent with the General Plan.

Questions & Discussion



Item #9 LB 16-079

Residential Rent Stabilization Ordinance



CITY ATTORNEY'S OFFICE

Amendment to Section 2(l)(2) of the Residential Rent Stabilization Ordinance

Michael S. Lawson, City Attorney
Rafael E. Alvarado Jr., Assistant City Attorney

July 5, 2016

Recommendation



- ▶ That the City Council introduces an ordinance amending Section 2(l)(2) of the Hayward Residential Rent Stabilization Ordinance clarifying that the exemption is applicable only to units currently financed or insured by a federal, state or local agency.

Function of the Rent Ordinance



The Residential Rent Stabilization Ordinance (Rent Ordinance) performs three essential functions:

- ▶ First, it provides relief to residential tenants by stabilizing rent increases;
- ▶ Second, it protects tenants from evictions without cause; and
- ▶ Third, it assures efficient landlords a fair rate of return on their property.

Definition of Rental Unit



- ▶ Rental Unit” is generally defined as a residential dwelling unit used in exchange for the payment of rent, provided that the unit is one of at least five (5) residential units in Hayward under common ownership.
- ▶ Not all “rental units” are subject to rent control. The Rent Ordinance exempts the following five categories of housing from local rent control:

Exempt from Rent Ordinance



- (1) Hospitals, nonprofit senior housing and school dormitories;
- (2) Dwellings units constructed after July 1, 1979;
- (3) Motels, hotels and inns;
- (4) Nonprofit cooperatives owned by majority of residents; and
- (5) Multi-family housing projects financed or insured by a government agency or receiving rent subsidy therefrom.

Existing Exemption



“Dwelling units in multi-family housing projects financed or insured by a federal, state, or local agency or receiving rent subsidy assistance therefrom if the units are subject to rent controls as a result of such financing, insurance, or subsidy;”

Proposed Clarification



“Dwelling units in multi-family housing projects **currently** financed or insured by a federal, state, or local agency or receiving rent subsidy assistance therefrom if the units are subject to rent controls as a result of such financing, insurance, or subsidy;”

Impact of Clarification



- ▶ **Preservation of Affordable Housing:** The proposed amendment will result in the preservation of affordable housing. Staff has identified approximately 277 units that are no longer financed or insured by HUD.* The amendment will clarify that such units are subject to local rent control.
- ▶ *Source: Department of Housing and Urban Development, Terminated Multifamily Mortgages Database.

Impact of Clarification



- ▶ **Local Authority:** Retains the City Council's authority to regulate rents at multi-family apartment projects that are no longer financed or insured by a government agency.

Questions & Discussion

