

City of Hayward  
**City Council**  
**Strategic Planning Retreat**  
FY 2024 - FY 2026 Strategic Roadmap



Prepared by CivicMakers  
May 2023

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# Context & Methods

The [Hayward Strategic Roadmap](#) defines the City of Hayward’s shared vision , outlines its top strategic priorities, and presents a list of projects to be implemented in the coming three years.

Every three years, the roadmap is updated to recalibrate the City’s most recent vision, priorities, and projects. The fiscal year (FY) 2021 - FY 2023 roadmap was first adopted in January 2020, and updated annually thereafter, with the most recent update on April 22, 2022. The City is now working on creating a new roadmap with a timeframe of FY 2024 - FY 2026. The City of Hayward is working with CivicMakers as their consultant in this process.

The process from January 2023 to May 2023 included:

- Executive team & staff conversations
- City Council Interviews
- A survey to City Council Members
- A survey to city staff
- A City Council Retreat (hosted on May 9, 2023)

This report details the outcome of this process to gather information from city staff and City Council to create the FY 2024 to FY 2026 new roadmap. It is a snapshot of where the roadmap work was in mid-May 2023 after the City Council retreat, and this information is being refined and finalized into the new roadmap.

## City Council Strategic Retreat

On May 9, 2023 the Hayward City Council and City staff convened to discuss the Strategic Roadmap ([meeting recording on YouTube](#)). Ahead of the meeting, based on the conversations and surveys with council members and staff, City staff compiled a revised vision statement for discussion and revised project lists to be prioritized by the Council. In addition, City staff put together a framework to help the City Council and mayor identify projects across the roadmap that support the new focus ‘lens’ of education. The retreat was an opportunity for City Council members to discuss and decide together, with the advice of City staff, the revised Strategic Roadmap and top strategic priorities.

Attendees included:

<p>City Council:</p> <ul style="list-style-type: none"> <li>● Mayor Salinas</li> <li>● CM Andrews</li> </ul>	<p>City Staff:</p> <ul style="list-style-type: none"> <li>● Miriam Lens, City Clerk</li> <li>● City Manager, Kelly McAdoo</li> </ul>
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<ul style="list-style-type: none"> <li>● CM Bonilla</li> <li>● CM Goldstein</li> <li>● CM Roche</li> <li>● CM Syrop</li> <li>● CM Zermeño</li> </ul> <p>Consultants:</p> <ul style="list-style-type: none"> <li>● Cristelle Blackford, CivicMakers</li> <li>● Adam Menter, CivicMakers</li> </ul>	<ul style="list-style-type: none"> <li>● Regina Youngblood, Assistant City Manager</li> <li>● Dustin Claussen, Assistant City Manager</li> <li>● Mary Thomas, Assistant to the City Manager</li> <li>● Irene Perez, Management Analyst</li> <li>● Emily Hwang, Management Fellow</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>● Brittney Frye, Director of Human Resources</li> <li>● Jessica Lobedan, Community Services Manager</li> </ul>
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# Executive Summary

## Revising the Vision

The City Council made some changes to the vision statement, notably to add more about education and public safety. These changes made the full vision statement longer, from about 350 to 450 words. The City Council decided that this longer vision is useful for providing a tangible north star, but that a shorter vision statement would also be useful as a complement to it. [Read more about the Vision Statements.](#)

## Adding an Education Focus

The City Council, with strong encouragement from Mayor Salinas, generally agreed that Hayward's educational offerings and institutions are an important and unique enough aspect of Hayward life and Hayward's future that they deserve more attention in the Strategic Roadmap. There were, however, some concerns and reservations that education is not part of the City's purview.

The City Council agreed that adding education as a "lens" on top of the existing priority areas and projects, similar to how Racial Equity is considered in the Roadmap, is a good approach. To ensure efforts are coherent, connected, and strategically aligned, the City Council and staff resolved to craft a set of questions to consider for education-related projects across the roadmap.

In the section on [Prioritization of Project Lists](#), the symbol (E) designates projects that the City Council initially flagged during the retreat for consideration within this education lens. Building on City Council's recommendations, City staff will run a more detailed process to do this work of considering, categorizing, and shaping education related projects within the coming year. [Read more about the Education Lens](#).

## Council Top Priorities & Top Council Added Projects

All six of the priority areas from the FY 2021 to FY 2023 roadmap were retained.

For each strategic priority area, the City Council used a dot-voting method to indicate their top priority projects. A summary of the results of this prioritization process is below. Read more about all of the projects, and the dot voting methodology, in the section on [Prioritization of Project Lists](#).

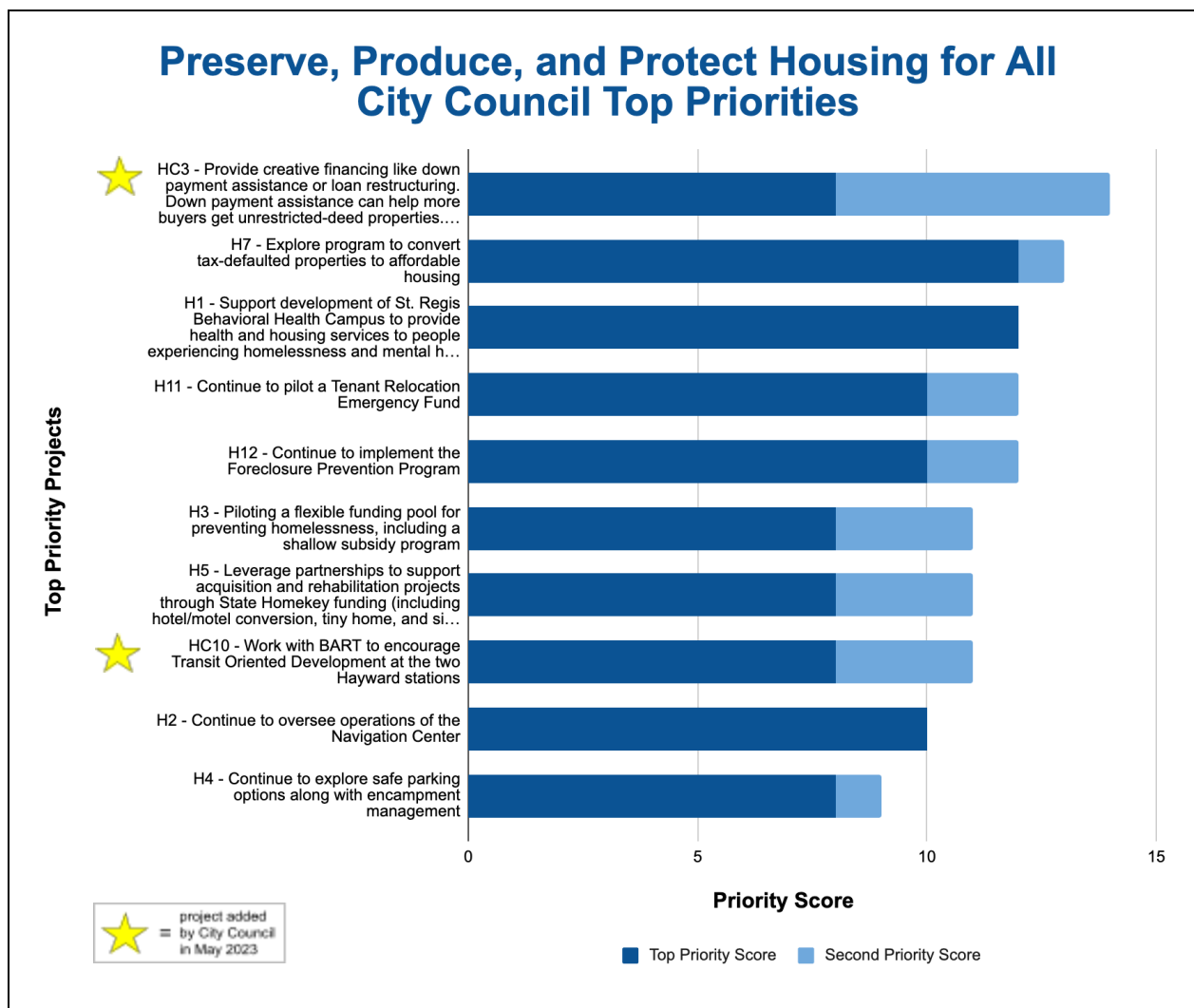
## Enhance Community Safety & Quality of Life

- Three new City Council-added projects were top priorities: increasing the number of meeting rooms available in Hayward, expanding litter collection services, and increasing coordination around human trafficking and child abuse.
- A top priority is to continue to implement and improve the HEART program (Hayward Evaluation and Response Team) as an alternative and complement to traditional policing, but it was decided *not* to try to expand that program to 24-hours.
- Several top priority projects relate to racial equity: using a Racial Equity Toolkit across departments including it for recruiting, and internal racial equity training.
- Several priority projects are focused on investing in the Hayward Police Department and improving its relationship with residents: complying with voluntary professional standards (CALEA), assessing police and community service officer functions, and creating public meetings between the public and police.



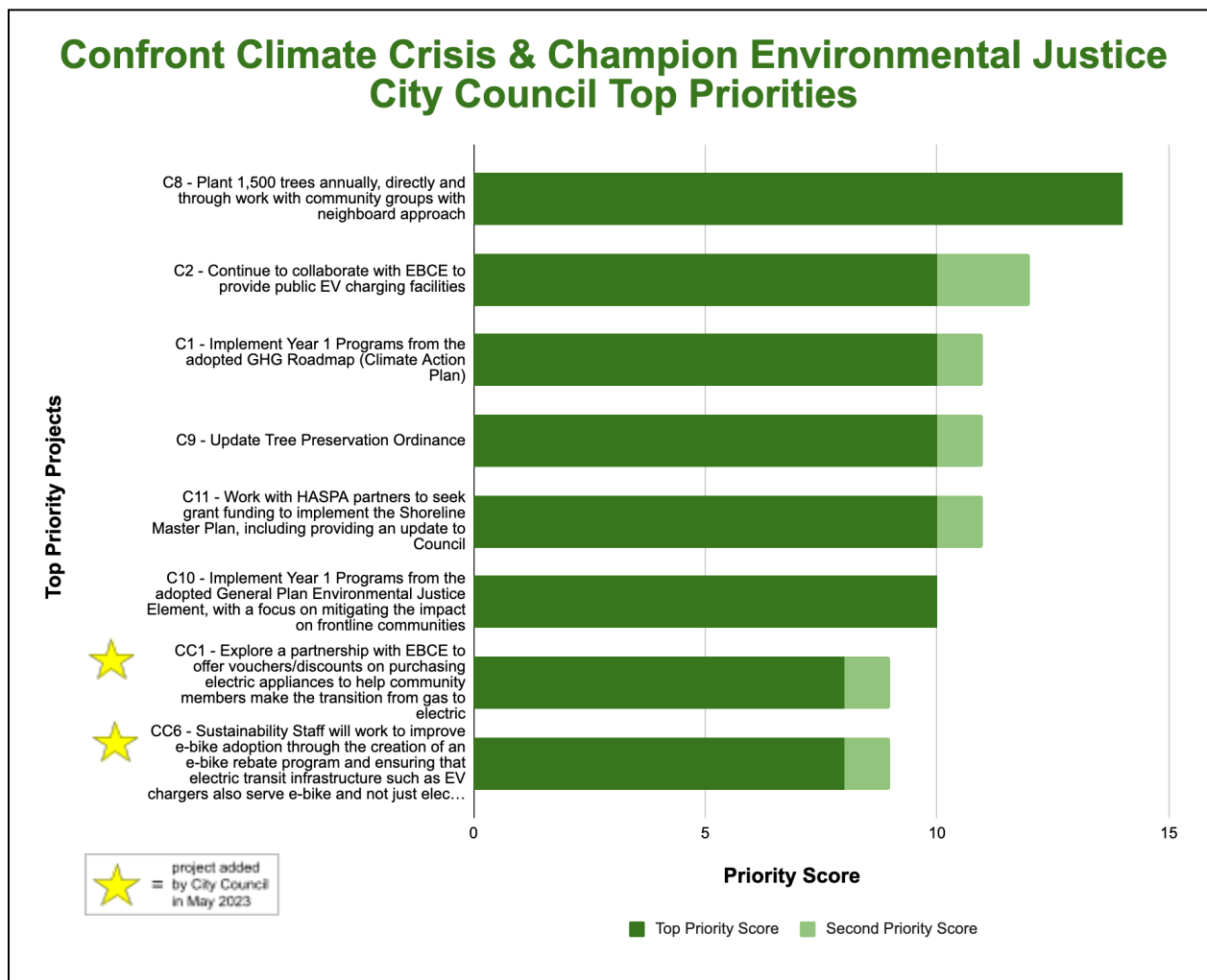
## Preserve, Produce, and Protect Housing for All

- Two new projects added by the City Council made it to the list of top priorities: 1) financing support for home buyers (e.g. down-payment assistance, loan restructuring to prevent foreclosures); and 2) transit oriented development at Hayward BART stations.
- It is a priority to help people access and retain affordable housing through programs such as foreclosure prevention, tenant relocation, a flexible funding pool, and building new developments on tax-defaulted properties.
- Programs to support Hayward’s unhoused population were also top priorities, including health services, the Navigation Center, and encampment management.



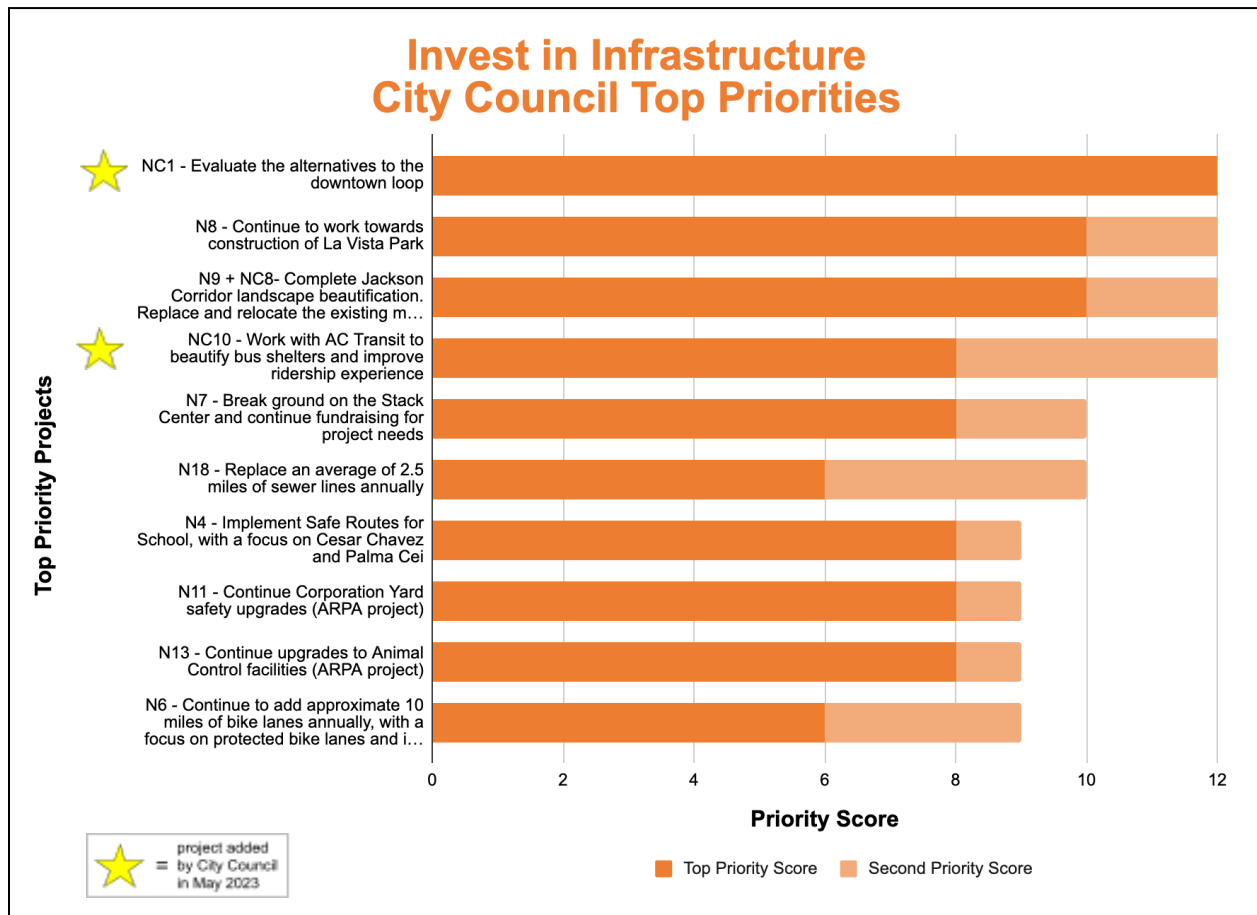
## Confront Climate Crisis and Champion Environmental Justice

- Planting trees is the City Council’s top priority project in this area, and they agreed to increase the tree planting goal from 1,000 to 1,500 trees annually. The city will work to proactively select sites based on neighborhoods, specifically to plant trees in areas that don’t have as many trees and are suffering from the heat island effect.
- Programs to help Hayward residents electrify their energy usage and move away from fossil fuels are top priorities: EV charging facilities, vouchers for electric appliances, and e-bike programs.
- It is also important to continue progress to implement existing plans and proposals, including the GHG roadmap from the Climate Action Plan, the Shoreline Master Plan, and the General Plan Environmental Justice Element.



## Invest in Infrastructure

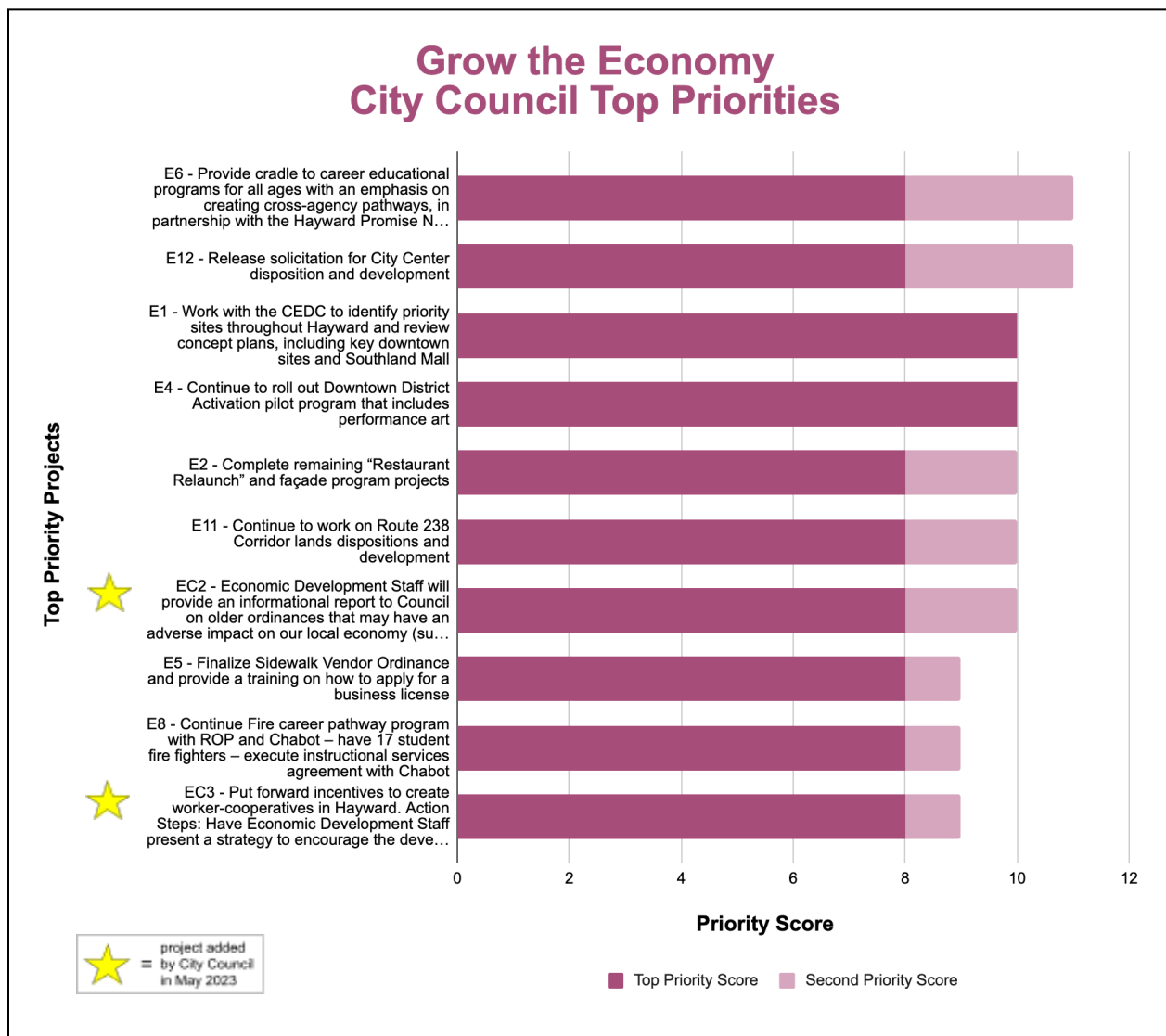
- A new project added by the City Council to evaluate alternatives to the downtown loop was voted as the top priority for infrastructure investments. Staff stressed this is a very large and serious undertaking, and the City Council wanted more information about alternatives and barriers.
- Continuing work, and securing funding, for existing major infrastructure investments was seen as a priority: La Vista Park, Stack Center, Jackson Corridor landscaping.
- Another new project proposed by the City Council to work with AC Transit to improve bus ridership experience was voted as a top priority.
- The City Council proposed increasing the goal for how much water and sewer pipelines to replace each year: from 2 to 2.5 miles per year.
- Other priorities include traffic calming, ARPA facilities upgrades, and adding protected bike lanes.





## Grow the Economy

- Top priority projects include revitalizing and redeveloping downtown, including the City Center disposition & redevelopment project, CEDC priority sites like Southland Mall, restaurant relaunch and facade investment, and district activation events with performance art.
- Several education related projects are also top priorities: 1) Hayward Promise Neighborhood collaboration on cradle to career pathways; and 2) fire career pathway program ROP and Chabot.
- Two new City Council added projects made it to the list of top priorities, but were not at the very top of the list: 1) evaluating older ordinances that might hurt local businesses; and 2) creating incentives for worker-owned coops.



## Strengthen Organizational Health

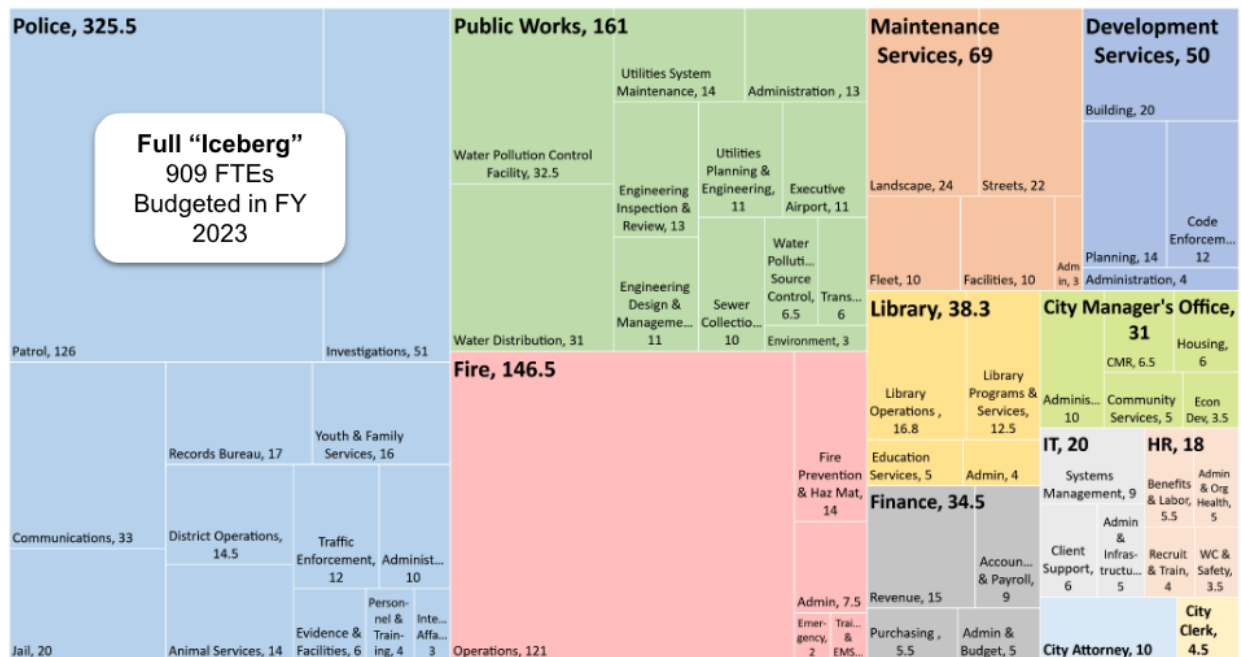
- Two new projects added by the City Council are at the top of the list of priorities in this strategic area: 1) ensuring the city is more actively involved in the effort to create a Public Bank; and 2) improving the processes for tracking and responding to constituent requests to Council.
- Top priority projects include addressing staffing shortfalls by improving talent acquisition plans and creating compensation benchmarks that are competitive.
- Implementing 360 evaluations for city staff management is a third new project proposed by City Council among the top priorities, but not at the top of the list.

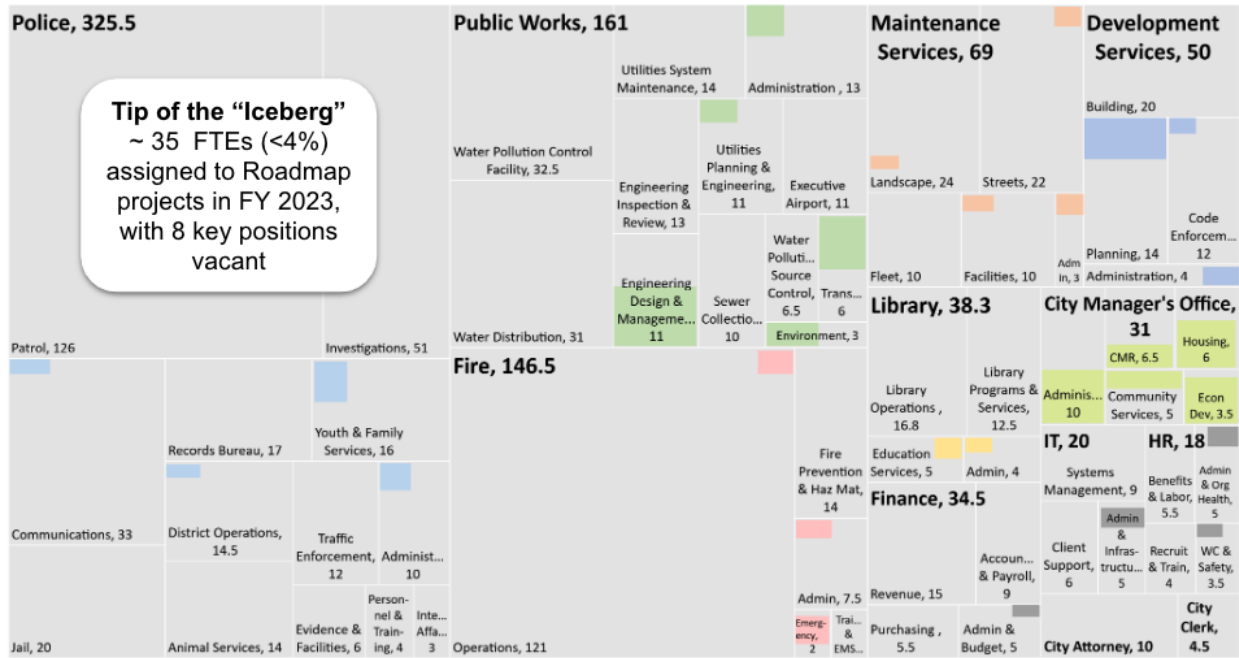


## Staffing and Resources as a Prime Concern

A lack of staff and funding for strategic projects was one concern by City Staff that was loud and clear across all strategic priority areas. Staff morale is low because of the high workload, and some saw a disconnect between proposed projects & the City’s current ability to perform basic services. City staff strongly suggests first addressing existing vacancies, and securing additional funding and staff positions for any new projects.

The graphics below show the City’s full workforce of 909 full time employees, and highlights that only about 4% of those employees (~ 35 FTEs) are assigned to projects on the Strategic Roadmap. Furthermore, at the time of the City Council retreat, there were 8 key vacancies out of those 35 FTEs that work on Strategic Roadmap projects.





# Revising the Vision Statement

## SHORT VISION STATEMENT

The City of Hayward is a place where people want to be. It has a growing economy, good housing options, cradle-to-career educational opportunities, and an inviting downtown. Its diverse and inclusive community is well supported with robust city services, and is kept healthy and safe through innovative programs. City staff have what they need to thrive in their work, and are proud to keep Hayward constantly improving.

## FULL VISION STATEMENT

In the future, Hayward continues to grow in population and stature, becoming a destination city in the East Bay. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, attractive retail, outdoor dining, and inviting public spaces.

Diverse families live in healthy, inclusive 'complete communities' with stable housing, safe streets, excellent schools, cultural attractions, and community services. The city celebrates its diversity openly with cultural events, and protects that diversity with its

commitment to equitable development. Hayward leads by developing important service partnerships between local and regional agencies.

Families are proud to live in an ‘education city,’ where the city actively supports them in taking advantage of the many local educational opportunities available. All residents know they will have a pathway from ‘cradle to career’ in Hayward.

Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on making housing accessible and affordable to all, with new high density developments located near transit. The few who are unhoused are able to access the services necessary to thrive. Because demand is high, blighted properties throughout the city are re-developed and occupied.

Hayward continues to be a leader in climate resilience and environmental justice, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Clean, leafy and landscaped corridors are more walkable and bikeable. Hayward and its neighboring cities have 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.

Through innovative programs, Hayward has also aligned public safety with community expectations for effectiveness, response times, and engagement, leading to an overall reduction in harm, improved mental health, and better relationships within Hayward’s diverse community.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City continues to develop innovative revenue sources and maintains a well-staffed and well-resourced workforce. The City is streamlining processes, using technology more effectively, and improving cross-department collaboration 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.

Notes on the Vision Statement from the May 9 City Council Retreat, which led to the revised vision statements presented above.

- **CM Zermeno** suggests the terminology of “destination city” (not a pass-through city)
- **CM Roche** appreciates that it’s ambitious, and would like to see more wording on environmental justice.
- **CM Roche** stresses that it’s important to acknowledge the city is not trying to take over education. We’re working with partners.

- **Mayor Salinas** likes the “Education City” sentence, and says it is not our intention to take over the school district. We should think about Hayward as a city where families have a pathway for cradle to career: Predictable, Supported by library, Available jobs
  - As someone who’s employed by one of the institutions: it connotes an idea that when families move to Hayward/ come to Hayward that they’ll be supported.
- **CM Goldstein** suggests the education focus is not just great schools. Includes: ROP, practical colleges
- **CM Syrop** is comfortable with Education as a theme, and asks if it’s better to remove the frame of “Education City” because it is hard to define.
  - We are a city that actively plays a role in the development of our citizens
  - Many of our community are guaranteed educational opportunities
- **CM Syrop** prefers the word “harm” to “crime” because it has a more expansive definition (e.g. including bike accidents).
- **CM Syrop** would like to highlight collaborations: with HARD & HUSD, with other local districts
- **CM Andrews** would like to talk also about the innovative work we’re doing on pilot programs for public safety (police & mental health; fire & mental health; paramedic services)
- **CM Andrews asks:** Do other cities like ours (e.g. Berkeley) have education in their vision?
  - City Manager Mcadoo answer- Palo Alto has included it in the past
  - CM Bonilla - Berkeley is known all over the world
- **CM Bonilla:** We’re facilitators and connectors of community resources. We can help people in Hayward plug into rich and high value educational opportunities throughout life & careers. We’re uniquely blessed with a broad spectrum (comm college, trades, PhD, 4 year university, ROP)
  - We “galvanize & coordinate” to ensure residents are taking advantage of these opportunities - positioning themselves to lead better lives
  - It is good marketing: when you move here you can stay here
- **CM Bonilla** proposes broadening the definition of safety beyond response time and effectiveness. In general, a safe community. Perhaps tie this back to being a diverse community?
- **CM Bonilla:** I’ve read corporate mission statements, and I’ve never seen one this long. It’s long but good and descriptive. Can we make a shorter version?

## Education Lens

The City Council, with strong encouragement from Mayor Salinas, generally agreed that Hayward's educational offerings and institutions are an important enough aspect of Hayward life and Hayward's future that they deserve more attention in the Strategic Roadmap.

The City Council did, however, express doubt and reservations about focusing too much on education because:

1. The City does not have control and decision-making power over items overseen by the school district and other educational institutions in Hayward (vis-a-vis HUSD for example);
2. It is unclear what exactly the City will do to bring to life its education priorities, and what kind of budget and staffing that would require; and
3. It is unclear how communication with educational partners would be maintained, and accountabilities clarified, as the City seeks to do more for education.

The City Council agreed that adding education as a "lens" on top of the priority areas and projects was a good approach, rather than adding a new priority area or grouping within an existing priority area. This is similar to how the council decided to treat Racial Equity within its strategic roadmap.

The City Council and the mayor hope that adding this education lens across the Strategic Roadmap will shape and inform *how* existing projects are done.

City Staff proposed a series of questions to apply to any projects that are designated with the education lens, and the city council and staff plan to refine that set of questions in future work and come to consensus on which projects deserve this education focused lens.

In the [Prioritization of Project Lists](#) section of this report, the symbol **(E)** designates projects that the city council flagged during the retreat as potentially an education focus for the city.

**A summary of the conversation about Education at the May 9th strategic retreat follows:**

- **CM Andrews:** Will HLAC be redesigned and repurposed and has this been brought to HLAC and have we talked to the school board?
- **Mayor Salinas:** Yes, this is an opportunity to recast HLAC. In years past their function and role has been questioned, this is an opportunity. In January we created a group between the president of Cal State, Chabot, Chamger, etc... and we have meeting monthly to align all the work we're doing together so anything we're doing together as a multi-agency effort like Hayward Promise Neighborhood like the fire academy and RP (HUSD, City Chabot).
- **CM Andrews:** Who is the lead?
- **Mayor Salinas:** 15 partner agency; lead depends on the project

- **CM Andrew:** Will this also repurpose the joint meetings with the school board?
- **CM Salinas:** Absolutely; that was born 3 years ago through a former council. If we need to revisit that then absolutely.
- **CM Andrews:** How would the School District feel about having a City of Hayward project on their docket?
- **CM Andrews:** That depends on our relationship with the other bodies. One example is a development project to build workforce housing, retail etc.. To get a project like that off the ground it would have to be a collaborative project.
- **CM Andrews:** I'm looking for better coordination. If we are stepping into the education space, are they stepp[ing up with us?
- **Mayor Salinas:** Would be incumbent upon our relationship between council and the school board to address those things.
- **Mayor Salinas:** I hear what you're saying about stepping into the space, but we are already in the space. There are only two cities in the county that have a university, college and school district. This is a space that matters to the economy. \$600M economy just sitting in the city that we're not confronting, and 40% of our city is a student. It is incumbent upon us to tackle this issue head on. If it is talking about issues like closing schools we need to have high alignment on these issues. Don't want to shock the community with a 7th priority for the City Council, but I like it as a lens across our existing projects.
- **CM Zermeno:** I think it is very important. It is a doable project but there are so many moving parts from the chamber to the rotary club to all of us. It will be intensive as far as work, but it is doable. The future of the city depends on this. Very few cities are fortunate enough to have all of these institutions, not to mention the airport and the unions. Also don't like 7th priority. The lens is the way to go.
- **CM Syrop:** The lens makes sense to me. Not taking on more projects, but how we do a project. Let's try adding an E next to those we think are Education City project. And also if we can propose some education projects for a future work plan: Such as bringing on workforce development staff to tie these things together, a community resource specialist, etc.. Would like more time and room to workshop the questions we ask. Makes sense to me that it is all connected.
- **CM Roche:** Not opposed to this. Want us to be known for that. But I do want to clarify what is our role and for staff, what is the deliverable. Part of it is that the schools are not performing the way they should, that is hurting the economy, people don't want to move here, etc.. I am imagining this more as the City playing the role as a facilitator or concierge ... for example, I don't want HLAC to be taken over by this Education City initiative; they still need to focus on parks. There is some fuzziness



here. As far as being called an Education City, let's do that. It could be a good marketing tool

- **CM Goldstein:** I agree with colleagues and that this should be a lens. Recalling dysfunction of 2017 school board election. At some point in history the school board and city stopped talking. We can do better. By applying this lens and asking for cooperation and offering out, we can do great things. Agree that we need to clarify the deliverables.
- **CM Bonilla:** Have we reviewed the school board's goals? I am dedicated to working alongside educational and community partners (e.g., expand to private sector careers as well). The lens is OK, but it could be a little performative especially if we are just tagging existing projects.
  - What are the deliverables? Are we trying to say that 20% of our projects really are going to be working toward this?
  - Let's also get really clear on who is going to be doing what; there are other governing bodies whose boards are responsible.. We may not be able to influence. Need to clearly define roles and responsibilities.
  - Think we should make sure we are using the right questions when we look at projects through the lens of Education City
  - The city does this by actively participating in collaborations ---> Where will the staff come from for this? Will it be staff or council? What staff? Do we need to hire?
  - In purpose this makes a lot of sense in principle, but in practice need to have a lot of discussion.
- **CM Andrews:** Concern about the budget; Also do not understand the purpose of those town halls. Ok with the education lens but we have to make it make sense with other initiatives..
- **CM Zermeno:** One more Idea for education city: have the city of Hayward offer a scholarship

# Prioritization of Project Lists

## Methodology and Scoring

The methodology for prioritizing projects at the City Council retreat was as-follows:

- Project lists for each priority area were prepared by City staff based on the current roadmap and the city’s work plan.
- Proposed additional projects by City Council members were identified via interviews and a pre-retreat survey.
- Large format posters of staff proposed and council proposed projects were posted on the walls and used for “dot-voting” at the retreat.
- After a conversation to clarify and rationalize the project lists, the City Council members were invited to choose their top priority (P1) and second priority (P2) projects using sticky dots on the posters.
  - **Red text** is used in the summaries below to show where projects were edited or combined during the conversation.
  - The number of voting dots given were based on the number of projects on the list in a ratio of about one P1 and one P2 dot for each three projects on the list (e.g.: for a list of 24 projects, councilmembers had 8 P1 and 8 P2 votes)
- The following scoring logic translates this dot-voting exercise to the roadmap:
  - New projects with at least 4 top priority (P1) vote were added to the roadmap.
  - Projects with less than 4 top priority votes were not added to the roadmap, and are separated out from the lists below.
  - To prioritize within each project list, a “priority score” was calculated as:
 
$$\text{priority score} = (2 \times \text{number of P1 votes}) + \text{number of P2 votes}$$
  - This priority score will be used to determine the roadmap and work plans associated with these projects.
- In the project lists below, the green / yellow / red highlight of each row designates the top third, middle third, and lower third of project priorities based on this May 9th dot voting exercise by City Council. Proposed projects not added to the plan are on a separate table without color coding.
- Additionally, Council Members were invited to add an “E” designation to dots or list items for inclusion within the Education focus area that was proposed as a lens across all priority areas.
  - This Education lens is designated with an **(E)** symbol on the lists below
- The purpose of the dot voting exercise is for staff to understand City Council priorities. Staff will do its best to make some progress on all of the green items. Staff has looked at this list and reconciled this list with what it is legally mandated to do.

## Enhance Community Safety & Quality of Life

There were 49 projects in this priority area - Council voted for 16 first priority projects (P1) and 16 second priority projects (P2)

	P1	P2	Score	Comments
<b>SUPPORT SAFE AND CLEAN NEIGHBORHOODS</b>				
<b>Invest in Community-Centered Crime Response and Enforcement Models</b>				
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12	
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8	<ul style="list-style-type: none"> <li>CM Bonilla: Should we keep CSO separate from dispatch?</li> <li>City Manager McAdoo: it's different because dispatch works across agencies (e.g. fire)</li> </ul>
Q3+QC3+QC5 - Conduct an assessment of the Jail and other Community Services Officer functions. <b>QC3-Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications. QC5-Provide an informational report to Council in FY2024 to determine which sworn officer responsibilities can be delegated to Community Service Officers to improve responsiveness and drive down staffing costs.</b>	4	2	10	<ul style="list-style-type: none"> <li>CM Syrop &amp; Roche: Propose combining QC3 and QC5 into Q3. Perhaps also QC8.</li> <li>Council decides to merge QC3 &amp; QC5 into Q3Q</li> <li>Council decides to leave QC8 as separate &amp; distinct (it is different)</li> </ul>
Q4 - Seek and implement CALEA accreditation for the Police Department	5	1	11	
<b>Strengthen Emergency Preparedness, Planning, and Response</b>				
Q5 - Update comprehensive Emergency Management Plan	3	2	8	
Q6 - Reestablish the Hazardous Materials Response Team and research funding options for equipment	3	1	7	
<b>Invest in Cleanliness and Blight Reduction</b>				
Q7 - Roll out a permanent illegal dumping prevention program	2	2	6	
Q8+QC22 - Engage owners of vacant building properties to encourage activation, starting in the downtown. <b>QC22-Add additional</b>	5	0	10	<ul style="list-style-type: none"> <li>Council moves to combine QC22 as a sub-bullet of Q8.</li> </ul>

<b>enforcement against owners of empty storefronts</b>				
Q9 - Finalize community preservation ordinance to combat blight and enhance neighborhood livability	3	2	8	
Q10 - Create an analysis of the staffing and funding needs to create a public art program	2	2	6	<ul style="list-style-type: none"> <li>CM Syrop: There are a lot of public arts projects, I would ask my fellow councilmembers to cast votes funding a public arts program vs. all of the separate projects. There is enough work for a person in this role.</li> </ul>
<b>SUPPORT VIBRANT COMMUNITIES</b>				
<b>Implement Community Enrichment and Social Support Programming</b>				
Q11 - Continue to provide educational, cultural, and social support programs at the Hayward Library (E)	2	2	6	
Q12 - Continue to provide family support programs through the Youth and Family Services Bureau (E)	5	1	11	
Q13 - Continue to implement Hayward People’s Budget projects	1	2	4	<ul style="list-style-type: none"> <li>CM Syrop: Should we remove this people’s budget item?</li> <li>City Manager Mcadoo - we have projects underway that we need to finish.</li> </ul>
Q14 - Continue to work with HARD on understanding recreational programs through the Master Lease	2	2	6	
<b>Activate Public Spaces</b>				
Q15 - Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage	1	4	6	
Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza (E)	3	3	9	
<b>Invest in Community-Wide Internet Infrastructure and Access</b>				
Q17 - Continue to provide internet connected devices and hotspots through the Library (E)	4	2	10	
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9	

<b>Strengthen Justice and Belonging</b>				
Q19 - Continue to implement an internal racial equity training program	4	2	10	<ul style="list-style-type: none"> <li>CM Andrews asks for clarification across Q19, Q20, Q21</li> <li>City Manager McAdoo &amp; Asst City Manager Youngblood: Q19 is training, Q20 is the toolkit, and Q21 is a particular project.</li> <li>Council agrees Q19 should stand on its own, Q20 and Q21 can be combined.</li> </ul>
Q20+Q21 - Use the Racial Equity Toolkit to implement pilots in several departments. <b>Assess and pilot inclusive recruitment, retention and promotion standards and practices</b>	6	0	12	<ul style="list-style-type: none"> <li>See comments for Q19</li> </ul>
<del>Q21 - Assess and pilot inclusive recruitment, retention and promotion standards and practices</del>				
Q22 - Work with the survivors and descendants of Russell City to determine appropriate restitution	2	1	5	
<b>Council Proposed Projects Added to Roadmap</b>				
QC6 - Increase coordination around human trafficking, truancy, and child abuse	4	4	12	
QC9 - Enhance background checks for gun ownership and gun storage rules	4	1	9	
QC18+QC19 - Increase the number of Community Meeting Rooms in Hayward, at Southland Mall or anywhere possible; Provide a report to Council on the process for reserving facilities through the Library, City building, and HARD. <b>Have staff work with HUSD and HARD to activate community centers and pilot opening specific school campuses after instructional hours to provide residents access to their facilities. Success looks like 2-3 campuses open for public use with a funding and staffing structure agreed upon by the partner agencies. (E)</b>	5	5	15	<ul style="list-style-type: none"> <li>CM Syrop: Combine QC18 and QC19</li> <li>Council agrees</li> </ul>
QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	5	5	15	

**Other conversation notes**

- CM Bonilla: What do you mean “can’t function without a jail?”
  - City Manager McAdoo - we have a consultant looking for savings... if we have a jail it increases seismic safety for a new public safety building

**Safety & Quality of Life projects that were proposed by the Council but not added to the plan**

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
QC1 - Expand the HEART Pilot Program to 24-hours	2	2	6	<ul style="list-style-type: none"> <li>● CM Syrop: Combine this Q1? Should we keep this goal of going to 24/7 ? Or remove 24/7?</li> <li>● CM Andrews: I want it to be a goal</li> <li>● CM Bonilla: I’d keep Q1 and QC1 separate</li> <li>● Police Staff: Q3 is about CSOs, let’s keep it focused on that.</li> </ul>
QC2 - Provide a report on how Council can help bolster community policing as a model in collaboration with HPD	2	0	4	
QC4 - Reestablish the Neighborhood Watch program. Increasing conversations and establishing contacts will help foster better communications.	0	6	6	<ul style="list-style-type: none"> <li>● Police staff: Neighborhood watch still exists but it is not an HPD program (we engage with the community).</li> <li>● Neighborhood ALERT is the name.</li> </ul>
QC7 - Work with hospitals to provide street medicine to those in need through the MIHU/HEART program	2	4	8	<ul style="list-style-type: none"> <li>● CM Roche: QC7 seems very specific about street medicine. Please tell me more about this item.</li> <li>● CM Andrews: Street medicine program would ask residents of the hospital to conduct street medicine, even before patient needs to come into the hospital.</li> <li>● City Manager McAdoo: There are county</li> </ul>

				<p>programs that are already funded to do some of that work. Funding and capacity question with local hospitals</p> <ul style="list-style-type: none"> <li>• CM Bonilla: Doesn't need to be hospitals. Could be barbershops?</li> <li>• Staff: Lots of mobile health unit decisions is decided by medical control. County medical controls oversees our paramedics. The real route to get to what you're speaking to is "alternate destination" (outside level 1 facility or emergency room)... state law needs to change, and it's in the work . Advanced practitioners in the streets, which is the reason we have physicians assistants on the beat.</li> <li>• Staff: Leave things as it is and let us decide as we improve our mobile health unit is totally appropriate.</li> </ul>
<p>QC8 - Find ways to reduce armed traffic stops; Review ways to provide unarmed response when feasible, Review ways to provide unarmed response when feasible. Ex:) Can tickets be mailed for minor things and cars do not look suspicious?</p>	2	1	5	
<p>QC10 - Develop an opt-in list of seniors and differently abled folks the City can coordinate check-ups as part of the City's Emergency Management Plan. The action steps would be to develop a Vulnerable Needs Registry through HFD's Emergency Services division and in partnership with our local service providers that allows senior, housing-insecure, and disabled residents to opt-in to a secure database that will improve emergency responsiveness.</p>	2	3	7	

<p>QC11 - Implementation of an outside complaint system through the City Manager's office (instead of through the police). Action Steps: Staff will present a report to Council in FY24 on the implementation progress of creating a complaint system through the City Manager's Office (instead of through HPD) already approved by Council. Success looks like the process being live for residents within the next two years.</p>	0	2	2	
<p>QC12 - Create a 311 line to supplement Access Hayward. Examples include SJ, LA, NY</p>	0	4	4	
<p>QC13 - Create a Task Force for reparations and guarantee basic income to understand state actions <del>and how Hayward residents can benefit including descendants of Russell City</del></p>	1	3	5	<ul style="list-style-type: none"> <li>● Should we combine QC13 and Q22 - Russell City &amp; reparations                             <ul style="list-style-type: none"> <li>○ Andrews: Reparations is important &amp; different</li> <li>○ Asst City Manager Youngblood: the language is meaningfully different between these two items.</li> <li>○ City Manager Mcadoo: Take out word "reparations" if we want to combine them</li> <li>○ Council agreed to keep them separate, and remove the Russell City mention in this reparations task force item.</li> </ul> </li> </ul>
<p>QC14 - Launch an Education City conference to focus on growing Hayward families</p>	3	0	6	
<p>QC15 - Implement a yearly recognition with signs and social media graphics that celebrates Hayward graduates. Tie it with local restaurants and other retailers to promote products related to graduate</p>	1	2	4	
<p>QC16 - Develop community events/resources (like markets or concert series) to improve neighborhood cohesiveness and identity</p>	1	5	7	



QC17 - More engagement with the Chamber of Commerce and HARD on public facing events. Hoping to improve the flow of communication for desired outcomes and for event scheduling.	3	3	9	
QC20 - Provide a report on the fireworks response program that was adopted in 2022 and the cost to expand the program	1	3	5	
QC23 - Create more permanent art downtown, Hesperian, mission, Tennyson	0	5	5	
QC24 - Explore an Art & Culture Commission. These projects (including the two below) deal with the diverse culture of our City, for better quality of life, celebration of who we are, and create pride in our city. Once finished, these projects will lead our Residents to Downtown, crating traffic for our businesses, and more City pride.	1	3	5	
QC25 - Create a Mini Fault Park by old City Hall, with poems and photos, and poetry stands throughout the city.	0	3	3	
QC26 - Create a disc golf course, for example at Skywest or as part of La Vista	1	2	4	
QC27 - Create a Task Force to plan for Hayward’s 150th year	1	3	5	

## Preserve, Produce, and Protect Housing for All

There were 24 projects in this priority area - Council voted for 8 first priority projects (P1) and 8 second priority projects (P2)

	P1	P2	Score	Comments
<b>Invest in Programs to House and Support People Experiencing Homelessness</b>				
H1 - Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	6	0	12	
H2 - Continue to oversee operations of the Navigation Center	5	0	10	
H3 - Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program	4	3	11	

H4 - Continue to explore safe parking options along with encampment management	4	1	9	<ul style="list-style-type: none"> <li>● CM Roche: Propose merging HC9 with H4</li> <li>● Council agreed.</li> <li>● HC9 had read: “Provide an informational report to Council in FY2024 outlining potential options for Safe Parking Sites to support unhoused individuals living out of their vehicles and reducing trash and illegally parked vehicles in neighborhoods across Hayward”</li> </ul>
H5 - Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding (including hotel/motel conversion, tiny home, and single-family home conversion)	4	3	11	
<b>Incentivize Housing Production for All</b>				
H6 - Create objective residential development standards & update zoning regulations to ensure conformance with the General Plan	0	5	5	
H7 - Explore program to convert tax-defaulted properties to affordable housing	6	1	13	
H8 - Continue to create marketing materials to incentive housing production	1	1	3	
H9 - Continue work on updating the Affordable Housing Ordinance	0	2	2	
H10 - Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	0	2	2	
<b>Protect the Affordability of Existing Housing</b>				
H11 - Continue to pilot a Tenant Relocation Emergency Fund	5	2	12	
H12 - Continue to implement the Foreclosure Prevention Program	5	2	12	
H13 - Evaluate available funding to issue a Notice of Funding Availability (NOFA)			0	
H14 - Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)	1	1	3	
<b>Council Proposed Projects Added to Roadmap</b>				

HC3 - Provide creative financing like down payment assistance or loan restructuring. Down payment assistance can help more buyers get unrestricted-deed properties. Loan restructuring, such as by offering a payment assistance loan or a balloon loan (due on sale), keeps people in their homes if they are otherwise subject to foreclosure.	4	6	14	
HC10 - Work with BART to encourage Transit Oriented Development at the two Hayward stations	4	3	11	

**Other conversation notes:**

- CM Zermeno: This may be the palace to add smoke free multi-family units
  - Mayor Salinas: let’s leave it where it was (in Climate & Env. Justice) and iron it out later

**Housing projects that were proposed by the Council but not added to the plan**

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
HC1 - Help people stay in their homes with additional subsidized rent/mortgage payments	2	2	6	
HC4 - Strengthen the rent protection ordinance	2	4	8	
HC5 - Explore the creation of a residential and commercial vacancy tax. Action steps: Staff will provide an informational report to the Budget and Finance Committee in FY24 on the creation of a residential and commercial vacancy tax to disincentivize real estate speculation, activate our business corridors, and introduce more housing stock into the market to relieve housing costs.	1	6	8	
HC6 - Develop a light-weight tenant "right to counsel" program. Action Steps: Housing Staff to present a proposal for a Right to Council-Lite that connects legal resources to our pre-existing tenant mediation services through ECHO Housing to help facilitate the	0	6	6	<ul style="list-style-type: none"> <li>• CM Roche: We did recently approve legal assistance. What is tenant right to council vs. this?</li> <li>• City Manager McAdoo: This would be more</li> </ul>

<p>program.</p>				<p>prescriptive: Tenant right to council programs build into city rules that under certain circumstances tenants must be provided certain council. Development of that kind of program would be a pretty big undertaking and would require a lot of outreach to landlords. One way to do it would be to carve it into smaller bites. For example, if it was related to Just Cause Eviction, then maybe they get council. Or there could be a mediator who makes the determination on right to council. We would want to do an extensive community engagement effort with tenants, landlords, etc... There are big open questions on how do we fund it? Do we raise fee on landlords...? The lightweight version still has no funding.</p>
<p>HC7 - Develop an enforceable rental registry. Action steps: Have Housing Staff develop a proposal for an enforceable Rental Registry that allows the city to track rent and rent increases across the city (we currently rely on an honor system), streamlining tenant/landlord mediation and allowing staff to track the impact of housing policy more effectively. More information: <a href="https://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries">HTTps://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries</a></p>	1	1	3	
<p>HC8 - Explore housing for teachers (E)</p>	1	4	6	

## Confront Climate Crisis and Champion Environmental Justice

There were 20 projects in this priority - Council voted for 7 first priority projects (P1) and 7 second priority projects (P2)

	P1	P2	Score	Comments
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<b>Reduce Greenhouse Gases and Dependency on Fossil Fuels</b>				
C1 - Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)	5	1	11	
C2 - Continue to collaborate with EBCE to provide public EV charging facilities	5	2	12	
C3 - Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)	0	6	6	
C4 - Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	0	6	6	
<b>Reduce Waste by Promoting a Circular Economy</b>				
C5 - Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	1	5	7	
C6 - Continue to partner with Alameda County All In Eats to encourage food recovery	1	6	8	
<b>Mitigate Environmental Impacts through Resilient Design and Environmental Health Programs</b>				
C7 - Prepare an ordinance to create smoke-free multifamily housing	3	1	7	<ul style="list-style-type: none"> <li>Mayor Salinas: We've been getting a lot of calls about smoke free multi-unit housing</li> </ul>
C8 - Plant <del>1,000</del> 1,500 trees annually, directly and through work with community groups with neighborhood approach	7	0	14	<ul style="list-style-type: none"> <li>CM Roche: Will tree ordinance cover how to maintain them?</li> <li>City Manager Mcadoo: Yes, we will talk about creating an infrastructure. (signs, water me, etc). We'll create an inventory and map them.</li> </ul>
C9 - Update Tree Preservation Ordinance	5	1	11	
C10 - Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities	5	0	10	
C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council	5	1	11	
C12 – Continue to pursue water conservation measures like increasing recycled water supplies	0	6	6	

<b>Council Proposed Added Projects</b>				
CC1 - Explore a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances to help community members make the transition from gas to electric	4	1	9	<ul style="list-style-type: none"> <li>• CM Roche asks if vouchers and bike infrastructure are related.</li> <li>• Staff clarifies that, no, they are different thngs</li> </ul>
CC6 - Sustainability Staff will work to improve e-bike adoption through the creation of an e-bike rebate program and ensuring that electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars	4	1	9	<ul style="list-style-type: none"> <li>• Council asks if eBike chargers and EV chargers can be combined.</li> <li>• Staff clarifies that, no, they are different.</li> </ul>

### Climate projects that were proposed by the Council but not added to the plan

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
CC2 - Pursue grant dollars through the Green House Gas Reduction Fund (for building electrification, supporting a shuttle service, partnering with trades on a Just Transition)	0	6	6	
CC3 - Work with banks to finance electrification with no change in payment or LTV (no penalty to new buyers, just tack it onto an existing mortgage); or have PG&E finance it, or finance it through public grants. Electrification of a pre-existing structure will cost about \$40,000 (panel and wiring upgrades, replacing gas lines with electrical wiring, etc.). If required as part of a property sale, the added cost will impact lower income buyers disproportionately unless we establish mechanisms to protect them.	0	1	1	
CC4 - Ban new gasoline stations and limit expansion of existing gasoline stations	2	2	6	
<del>CC5—Ensure that work done to produce EV chargers also benefit e-bike and not just electric cars</del>				<ul style="list-style-type: none"> <li>• CM Syrop: This is a duplicate, suggest to remove.</li> </ul>
<del>CC7—Offer free trees by neighborhoods (max amount of trees by areas)</del>				<ul style="list-style-type: none"> <li>• CM Andrews: propose combining CC7 with C8... proactive about looking at distribution across</li> </ul>

				neighborhood
				<ul style="list-style-type: none"> <li>● Council agrees</li> </ul>
CC8 - Increase the number of trees planted annually to <del>5,000</del> 2,500	2	3	7	<ul style="list-style-type: none"> <li>● CM Roche: Where did the extra trees come from?</li> <li>● CM Zermeno: If we don't shoot for the moon, we'll never get there. I'll negotiate down to 2,500.</li> <li>● City Manager Mcadoo: Need community support and maintenance to keep the trees alive. We don't have programs for it now. 5,000 trees is not realistic. Could be an aspirational goal.</li> <li>● Staff: currently we plan 500 public trees and 500 private trees. 5000 is unrealistic for space, maintenance.</li> <li>● Should we combine this with C8?</li> <li>● Council decides no: keep CC8 as an aspirational goal.</li> </ul>

## Invest in Infrastructure

There were 31 projects in this priority - Council voted for 10 first priority projects (P1) and 10 second priority projects (P2)

	P1	P2	Score	Comments
<b>Invest in Multi-Modal Transportation</b>				
N1 - Continue to implement major corridor traffic calming initiatives	4	0	8	
N2 - Develop a micro-mobility policy (eBikes, eScooters)	4	0	8	
N3 - Complete construction of Mission Boulevard phase 3	4	0	8	
N4 - Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia (E)	4	1	9	

N5 - Implement six intersections for Safe Route for Seniors in the downtown area	4	0	8	
N6 - Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents	3	3	9	
<b>Invest in City Facilities &amp; Property</b>				
N7 - Break ground on the Stack Center and continue fundraising for project needs (E?)	4	2	10	
N8 - Continue to work towards construction of La Vista Park	5	2	12	
N9 + NC8- Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue	5	2	12	<ul style="list-style-type: none"> <li>• CM Roche: Propose merging NC8 with N9.</li> <li>• Council agrees</li> </ul>
N10 - Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	0	4	4	
N11 - Continue Corporation Yard safety upgrades (ARPA project)	4	1	9	
N12 - Continue upgrades to Fleet facilities (ARPA project)	0	1	1	
N13 - Continue upgrades to Animal Control facilities (ARPA project)	4	1	9	
N14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard	0	2	2	
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building	2	4	8	<ul style="list-style-type: none"> <li>• CM Roche: What is the timeframe for police station improvements and a new police building? Is this already in the budget?</li> <li>• City Manager McAdoo: It would take 3-5 years to get a new police building done. We currently don't even have plans. In the meantime, have facility needs in the existing building, so the prior council approved funding to replace the roof. Working on upgraded locker room facility.</li> </ul>
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants (E)	1	5	7	



Invest in Water Supplies, Sanitation Infrastructure & Storm				
N17 - Replace an average of 2.5 miles of water pipelines annually	2	4	8	<ul style="list-style-type: none"> <li>● CM Andrews: R17/18 - Why 3 miles annually? Is this a lot of pipe to lay?</li> <li>● Staff answer: high cost to replace.</li> <li>● CM Andrews: Should we reduce this?</li> <li>● Staff answer: : Yes. Currently do about 2 per year.</li> <li>● CMs Syrop/Andrews: Aspirationally, let's make it 2.5</li> </ul>
N18 - Replace an average of 2.5 miles of sewer lines annually	3	4	10	
N19 - Design Water Pollution Control Facility Phase II upgrade	3	2	8	
N20 - Develop a Recycled Water Master Plan	2	3	7	
N21 - Implement Sustainable Groundwater Plan	0	4	4	
Council Proposed Added Projects				
NC1 - Evaluate the alternatives to the downtown loop	6	0	12	<ul style="list-style-type: none"> <li>● CM Syrop: NC1 - impassioned plea to look for loop alternatives</li> <li>● Staff answer: This is very prescriptive (<i>as previously written</i>). Need more flexibility. Want to start by looking into what this would entail and how much money it would take.</li> <li>● CM Agreement to change to "Evaluate the alternatives to the downtown loop" and remove the rest.</li> <li>● Mayor Salinas: Regarding the loop, in years past we have seen staff reports and renderings of various options.</li> <li>● City Manager McAdoo: We need to be open to all options</li> <li>● Mayor Salinas: Understood. This is a major project! Also, it will be incredibly expensive. ACTC won't touch this, so we have to be mindful</li> </ul>

				<p>of that.</p> <ul style="list-style-type: none"> <li>● CM Andrews: New council members likely need a briefing on how complicated the loop is. Even a one pager.</li> <li>● City Manager McAdoo: yes we can do a work session on this. Staff can give an overview of the original project, etc..</li> </ul>
NC10 - Work with AC Transit to beautify bus shelters <b>and improve ridership experience</b>	4	4	<b>12</b>	<ul style="list-style-type: none"> <li>● CM Syrop: This item is not just about bus shelters, it is about making the experience of riding the bus better.</li> </ul>

### Infrastructure projects that were proposed by the council but not added to the plan

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
NC2 - Plant greenery/drought resistant/native plants/flowers in areas that are barren and ugly looking, especially carnations, our City flower. Beautification is important as we strive with Cleaning & Greening our City. When folk see Clean they being, hopefully, to litter less. A cleaner city is the result.	2	1	5	
NC3 - Implement beautification <b>and traffic calming</b> at the intersection of Tennyson and Calaroga	3	2	8	<ul style="list-style-type: none"> <li>● CM Andrews: This item is also about traffic calming, propose adding that language.</li> <li>● Council agrees</li> </ul>
NC4 - Create a pilot project for either a city shuttle service, or a last mile car service, focusing on getting people to BART or to downtown ; Explore shuttle alternatives with BARN	0	4	4	
NC5 - Develop a Bike and Pedestrian Advisory Committee	0	2	2	
NC7 - Build a parking garage behind Buffalo Bills	1	1	3	
NC9 - Expand the Hayward Beautiful Yard contest to commercial properties	0	3	3	

## Grow the Economy

There were 23 projects in this priority - Council voted for 8 first priority projects (P1) and 8 second priority projects (P2)

	P1	P2	Score	Comments
<b>Invest in Programs that Support Hayward Business and Workers</b>				
E1 - Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall	5	0	10	
E2 - Complete remaining “Restaurant Relaunch” and façade program projects	4	2	10	
E3 - Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses	1	4	6	
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>				
E4 - Continue to roll out Downtown District Activation pilot program that includes performance art	5	0	10	
E5 - Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license	4	1	9	
<b>Grow Educational Pathways and Workforce Development Pipelines</b>				
E6 - Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods (E)	4	3	11	
E7 - Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program (E)	2	4	8	
E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services	4	1	9	

agreement with Chabot (E)				
E9 - Continue the IT Department’s internship program (E)	1	4	6	
E10 - Work cooperatively with Hayward’s educational institutions to streamline and amplify partner communications and achievements (E)	2	2	6	
<b>Strategically Dispose of City Property</b>				
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10	<ul style="list-style-type: none"> <li>• City Manager McAdoo - This land on Route 238 was formerly owned by CalTrans, and is now owned by city. We are trying to dispose. We get the funds as a city.</li> <li>• City Manager McAdoo - We need to dispose of these assets, it would be good to have a master plan</li> <li>• CM Syrop: Do we have to sell this land? Could we lease it?</li> <li>• City Manager McAdoo: we have to do something. There’s a county oversight board and they have to approve of the disposition plan for certain properties. They might be comfortable with us retaining and leasing it. They will want to maximize money coming to us ASAP. The CalTrain parcel is totally in our hands.</li> </ul>
E12 - Release solicitation for City Center disposition and development	4	3	11	
E13 - Study the options for disposing of Successor Agency parcels on Mission Blvd	0	1	1	<ul style="list-style-type: none"> <li>• City Manager McAdoo - the 3 parcels on west side of Mission Blvd. Near 7-11. Flower tarp on fence. They were owned by the redevelopment agency, and then became property of the successor redevelopment entity. When disposed of, the funds go back to taxing entities (not directly to the city)</li> </ul>

<b>Council Proposed Added Projects</b>				
EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them.	4	2	10	
EC3 - Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement). (E)	4	1	9	

### Economic projects that were proposed by the council but not added to the plan

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
EC1 - Provide a Council report analyzing the impact of graffiti on businesses and service options/costs for the City to assist in keeping store alcoves, sidewalks, and walls clean when businesses are dealing with graffiti/blight/homelessness	0	4	4	
EC4 - Launch a Haywardjobs.com website with local jobs across sectors, in partnership with HARD, HUSD, and the Chamber, including a job clearing house for teens (E)	0	1	1	
EC5 - Explore closing B St. (Foothill to Mission) and/or Main St. (A to C Sts.) to cars on weekends. This will begin to do away with our City being a pass through city, which in turn will make us being a Destination City, and that should reduce our Carbon Footprint.	2	3	7	

More folk in our Downtown will be the result, as well as a reduced foot print.				
EC6 - Build a parking garage behind Buffalo Bills Economy recovery and renovation are key to a healthy local economy for us. The parking that we have will not be enough when every empty storefront is rented, thus another parking garage. We will see Residents in our Downtown, especially on B and Main St.	1	0	2	
EC7 - Facilitate Valet Parking for downtown business	0	1	1	
EC8 - Partner with HARD to use underutilized buildings as commercial and food spaces	3	4	10	
EC9 - Create a density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities	0	4	4	
EC10 - Identify central locations with facilities to support street vendors	0	6	6	
EC11 - Study the restaurants and food offerings in the industrial area to see if there are service gaps for workers and residents	2	1	5	

## Strengthen Organizational Health

There were 20 projects in this priority - Council voted for 7 first priority projects (P1) and 7 second priority projects (P2)

	P1	P2	Score	Comments
<b>Strengthen Fiscal Stability and Transparency</b>				
R1 - Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	5	1	11	
R2- Expand financial transparency and data sharing through platforms like OpenGov	3	3	9	
<b>Strengthen and Streamline Customer Service and Access</b>				
R3 - Conduct a language access assessment	2	4	8	

R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5	
R5 - Continue to implement and assess hybrid meetings options for Board and Commissions	2	1	5	
<b>Strengthen Employee Engagement, Professional Development, and Retention</b>				
R6 - Develop talent acquisition plan for citywide and critical positions	5	1	11	
R7 - Audit existing policies and HR processes for compliance including areas for revision and general enhancement	1	4	6	
R8 - Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	4	3	11	
<b>Invest in a Safe Work Environment</b>				
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4	
R10 - Develop the Police Department’s Wellness program	3	2	8	
<b>Optimize Access to Workforce Technology</b>				
R11+RC2 - Optimize ERP solution by supporting use of different modules, including the City's procurement system and ensure we have up to date technology in place. RC2-Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place	3	3	9	<ul style="list-style-type: none"> <li>• Council agrees to a proposal to merge R11 and RC2</li> </ul>
R12 - Implement an IT Governance workgroup to ensure business alignment with technology solutions	0	3	3	
<b>Council Proposed Added Projects</b>				
RC5 - Prioritize Hayward's involvement in the creation of a Public Bank, creating the potential for our city to divest in fossil fuels, unlock capital for development and small business investments, and securing decision-making power through the Bank's governance structure	5	3	13	<ul style="list-style-type: none"> <li>• CM Syrop: Does city staff have an issue with Hayward working to divest from fossil fuels?</li> <li>• City Manager Mcadoo: that was just one or two people’s comments on the survey, and may not be representative.</li> </ul>

				<ul style="list-style-type: none"> <li>CM Syrop: Clarification of scope. Currently other agencies are part of a working group to develop business plan for a public bank. Would like the City to participate. No dollar amount to contribute.</li> </ul>
RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area	5	2	12	
RC7 - As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads that includes feedback from subordinates, enabling the City Manager to provide better support to personnel and make more informed decisions regarding staffing. <del>Management evaluations should be summarized and presented to Council on a regular basis.</del>	4	3	11	<ul style="list-style-type: none"> <li>City Manager McAdoo: No problems with 360s, but have concerns about summarizing the evals of dept heads and sharing that with Council just in terms of separation of duties and responsibilities. Happy to share themes from this, similar to employee engagement results. Propose to strike the last sentence.</li> <li>Council agrees to strike the last sentence.</li> </ul>

### Organizational Health projects that were proposed by the council but not added to the plan

Projects with fewer than 4 top priority P1 votes.

	P1	P2	Score	Comments
RC3 - Launch a "Mock Government" program with local schools (Urban Land Institute Urban Plan for High School Students) (E?)	2	0	4	<ul style="list-style-type: none"> <li>CM Andrews: Let's still consider a mock government program. Part of goals of diversifying staff and working with schools locally: some people don't understand the difference between the school board and city council.</li> </ul>
RC4 - Implement an annual participatory budgeting process. Action Steps: Have Community Services Staff develop a proposal for a sustainable People's Budget model to ensure the long-term implementation and success of the program.	3	2	8	



RC8 - Partner with our downtown businesses to provide more fitness classes for employee (yoga, boxing, etc.) (E?)	0	5	5	
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# Appendix A: City Council Interviews

January 2023 City Council Discovery Interviews

## Key Takeaways

### Vision

1. **Vision.** Most agree that the currently articulated vision statement aligns with their vision for the City of Hayward in the coming 3 - 5 years. All council members mentioned economic development, cleanliness, and safety. A majority spoke of housing and homelessness.
  - Mayor Salinas: “In three generations, kids stay in school, work from home, and are living in a neighborhood that is **clean and safe**. They will think “I can raise my family here.” [...] “Only two cities in Alameda that have a school system, community college system and a university (Hayward and Berkeley). My vision is to make Hayward rival Berkeley as an **education city**.”
  - Roche: “Hayward thrives **economically**; comes back from the pandemic. **Safe, livable community**. Police services back to capacity. Safe environmentally, addressing **environmental justice** issues. Doing a good job of cleaning up our environment, moving forward on climate policy is important to me. **Housing** our residents. We are successfully creating opportunities to buy and rent space in Hayward.”
  - Zermeno: “The vision statement is still our vision. Keep doing what we’re doing. I supported two of the candidates because they said they wanted to support the continued work of Council.”
  - Goldstein: “ I would like to see the city be **financially self-sustaining** by inviting more businesses here.” (**economic development**) [...] have always had a strong commitment to **education** and support making Hayward and education city. Want to expand business incubators to add venture studios. [...] Turn education system into pipeline to prosperity. “Need to bridge the communication gap between community and law enforcement and have police be more responsive to all communities in Hayward.” (**public safety**)
  - Andrews: “My vision is to have a sustainable way to address **homelessness** that incorporates a regional effort. I also care about **economic development** (a nice shopping area), **public art**, and **public safety** (mental health element for PD; gun control; and police accountability), and Russel City reparations. [...] Have been a

champion of having a 311 number - could help with quality of life issues; not everyone has a smartphone to use Access Hayward.”

- Syrop: Stronger tenant protections and more tenants to prevent **homelessness** and prevent displacement; **public safety** (including a a police oversight committee), **climate change** mitigation (in-fill TOD), community land trusts, worker cooperatives, and a public bank.
- Marquez: “Want to see more **retail and amenities**, more **parks and open space**. A **destination** for people to come to. **Housing affordability** and a **strong economy** so people can live and work here. Bring in revenues and employers.”
  - i. “I am excited, a new sense of energy with the new Mayor and new Council members. Good representation of our community [...] My vision is to work well with everyone.

## Priorities

### 2. Community Priorities. Many existing and some new Council members noted that they hear recurring themes from community members that echo the themes of the community survey and the top six priority areas of the current Strategic Roadmap.

- Mayor Salinas: Top priorities from the community are public safety, illegal dumping, and a responsibly stewarded budget.
- Roche: Safety (crime, property theft; lack of police presence), traffic congestion (we still need to build housing, so how do we do more to get people to get people out of their cars?); homelessness, and environment (.eg., reduce pollution, carbon emissions, going electric, and protect the hill).
- Zermeno: Cleaner city, homelessness, promote businesses, fill empty storefronts downtown and clean/fill Southland Mall,
- Goldstein: Public safety (ex: rodents; speeding cars; theft), Quality of Life / cleanliness (ex: trash on streets), traffic (local streets and freeway), and housing affordability.
- Andrews: Cleanliness (illegal dumping), traffic (especially downtown), street vending, feral cats, crime, homelessness.
- Syrop: Cost of housing (rents are too high), and crime (theft; lack of responsiveness by police).
- Marquez: Public safety (too few officers); traffic congestion; cleanliness (illegal dumping, graffiti); homelessness.

### 3. Priorities. Most agree that the current six priority areas are still a fit for the City of Hayward in the coming 3 - 5 years.

- i. Zermeno: “The existing high level priority areas are great. Still the city’s priorities.”
- ii. Goldstein: “I think it says it very well. I don’t feel like anything is missing.
- iii. Andrews: “Still the right priorities generally”
- iv. Syrop: “Overall makes sense to me. I think I struggle with how some of these could be interpreted.”
- v. Marquez: “I think they are all still relevant based off of our satisfaction survey and election cycle inputs. The general categories and themes still accurately capture resident needs.”
- **Education is one category that some felt was lacking or should rank higher. Three Council members mentioned that ‘education’ should either be a standalone priority or should be more heavily emphasized in the existing ‘quality of life’ priority area.**
  - i. Major Salinas: “What I’d like to do is start a priority about Education City. I think we can solve generational poverty in the city of Hayward. We need a seamless relationship between the city, schools, colleges, and university. Families are expecting that these institutions work together and build an opportunity structure (recreational during summer, trade school, college, jobs, etc). [...] I would take library and education programs, invest in future, workforce development, and student housing all under Education City.”
  - ii. Goldstein: “I might argue that education should definitely be a higher priority.”
  - iii. Syrop: “School district and the City need to be working more closely together. Could fit under Safety & Quality of Life.”
- **Organizational Health. The Mayor suggested potentially taking this one off, but several others underscored its importance.**
  - i. Major Salinas: “Organizational health is the nuts and bolts. Would take out and put in Education City. [...] Good financial stewardship is always a priority. Do we need to say it here?”
  - ii. Andrews: We need to stay on track of our funded liabilities like personnel salaries.
  - iii. Goldstein: Fiscal sustainability is a top priority
- **Safety & Quality of Life. A few specific ideas to add were put forth:**
  - i. Roche: Add senior advocacy in Quality of Life (incl. affordable senior housing & senior transportation).
  - ii. Syrop: For safety - the idea of wraparound services is missing.
  - iii. Andrews: Human trafficking: “Want to understand why this is particularly happening here and girls being trafficked all over the world.”
- **Housing. There were many suggested ideas to add to or revise this category:**

- i. Goldstein: “Should consider workforce housing [so people working in Hayward can afford to live here].” [...] “Add creative financing (like downpayment assistance; loan restructuring, etc) to support intergenerational wealth building.
  - ii. Roche: “1) housing incentives (find sweet spot of development of new units versus in-lieu fees), 2) help people stay in their homes (e.g., subsidize rent/mortgage payments).”
  - iii. Andrews: “ I think there should be 20% affordable housing for development projects.” “[Homelessness] is a state and federal issue, so we need to advocate more at those levels.”
  - iv. Marquez: “House and support people experiencing homelessness could be a priority unto itself.”
  - v. Syrop: “I am a little skeptical about our housing framework. Feels a little like a framework from nonprofit developers that might encourage nimbyism. What I want to add is: reduce housing speculation or “decommodify housing. End goal: Work to reduce the percentage of people who are rent burdened, housing burdened. “
- **Grow the Economy had many mentions as a top priority, including a few suggestions for how they would change/add to it:**
    - i. Marquez: Focus on the biotech industry. Add: Street vendor ordinance and lost businesses in downtown and Tennyson.
    - ii. Syrop: *Develop* the Local Economy - not just Grow it!
  - **Climate had few mentions, but two council members brought several projects they would like to add here:**
    - i. Syrop: Put in “prioritizing densify-ing the city. [...] Public banking is relevant to the climate crisis, too. [...] Fight climate change by making a more walkable city.
    - ii. Roche: “1) Expand recycled water program, 2) building electrification (esp for lower income renters), 3) Shoreline adaptation plan, 4) improve health/safety of communities impacted by traffic congestion, 5) make industrial electricity as clean as possible to improve air quality, 6) more street trees.”
4. **Number of Priorities. Most agree that this is the right number of priorities, if not too many, especially given resource constraints. A few suggested that the City consider prioritizing the six and/or focusing on 3 of the 6 priorities each year.**
- Mayor Salinas: “I was the one that said the Council needs to “slow its roll”! I am fully aware that this is an ambitious list. I am of the philosophy that we focus on a few things and do them really well.

- Zermeno: “I wouldn’t take anything off. All of these are interrelated. We should try not to add any more priorities. I will argue against decreasing the priorities. I don’t see one we would do away with. [...] The projects are in here for a reason, which was stated last time. In 2023, let’s concentrate on 3. In 2024, let’s concentrate on another 3. [...] If anything, I believe that we may want to add a couple more. But prioritize them as was done in previous iterations. [...] I would be happy with staff deciding which projects are top 3 each year. They know what is possible to get done.”
- Goldstein: “I’m comfortable with the number. I wouldn’t drop any of these.”
- Andrews: “[After discussing the referral process], can we prioritize the six overall goals and what are the top three to focus on?”
  - i. She pointed out how every City department is taking on more beyond their core functions. “The big question is whether we are sufficiently staffed to fill all these needs.”
- Syrop: “Five to seven tops. City is a big organization, covers a lot of ground. If someone wants to know what the city is focused on, this is a good list.”
- Marquez: “Four sub-bullets max under each category. Where have we made enough progress for items to come off the list? We’ll have to come to a consensus on that.”

## Projects

### 5. Projects. When asked to choose their top 3 - 5 projects, here’s what each City Council member shared:

- Mayor Salinas:
  - i. Hayward Promise Neighborhood fully realized so families and their kids are on the path to well paying careers.
  - ii. Economic Development / bringing retail to Downtown, especially to fill empty buildings and create desirable destinations.
  - iii. Housing. Finish projects and get people housed. Wrap retail around those housing sites.
  - iv. Launch first of its kind education city conference. Bring stakeholders with a stake in the growing of Hayward families.
- Roche:
  - i. Environmental initiatives: 1) Expand recycled water program, 2) building electrification (esp for lower income renters), 3) Shoreline adaptation plan, 4) improve health/safety of communities impacted by traffic congestion, 5) make industrial electricity as clean as possible to improve air quality, 6) more street trees.

- ii. Housing: 1) housing incentives (find sweet spot of development of new units versus in-lieu fees), 2) help people stay in their homes (e.g., subsidize rent/mortgage payments).
  - iii. [side project] Make sure we aren't unintentionally "taxing" low-income communities via street sweeping tickets.
- Zermeno:
  - i. Cleanliness especially at intersections, beautification and tree planting, mini homes for homeless, filling empty storefronts.
- Goldstein:
  - i. Top priorities: Safety, QoL, Housing, Fiscal sustainability.
  - ii. For fiscal sustainability we need to grow the economy. [We need to start with] a broad overall view of our economic development as a city, and then set up targets to work toward (e.g., x# of retail storefronts for wholesalers).
  - iii. Housing: Add creative financing (like downpayment assistance; loan restructuring, etc) to support intergenerational wealth building.
  - iv. Safety & Quality of Life: Quarterly meeting with residents to help bridge the gap with the police department."
- Andrews
  - i. Economic development: "More retail that is a pleasant shopping experience for our residents, including improving Southland Mall. We are losing sales tax. Public art could help."
  - ii. Homelessness: "We should address this via federal dollars."
  - iii. Human trafficking: "Want to understand why this is particularly happening here and girls being trafficked all over the world."
  - iv. "Want a shuttle to go to the places where people traditionally drive, [for seniors and others]."
  - v. "Want to see a community center in south Hayward, instead of a new police station."
- Syrop
  - i. "Strengthen rent protection ordinance; rent control more units.
  - ii. "Commercial rent stabilization; vacancy tax in place to reduce speculation."
  - iii. "Mixed-use, dense development for a more bikeable, walkable, accessible city. [...] More protected bike lanes. [...] Quick build bus stops to make riding the bus more desirable."
  - iv. "Annual participatory budgeting process [...] could be funded by a vacancy tax."
  - v. "Incentives for the creation of worker cooperatives.
  - vi. "Founding member of public bank.
- Marquez:

- i. “Street vendor ordinance (do it in a way that doesn’t impact the current small businesses, while providing a path for the vendors)
- ii. “Fill vacancies on B Street (has to do with safety and resources)
- iii. “New police building & fill officer vacancies (more people are going to retire)

**6. Metrics. We did not discuss this with everyone (due to lack of time), but performance metrics came up as a strong desire from a few Council members. They each suggested different approaches to metrics; one more robust than the other.**

- Goldstein: “[Need] measurement of where we are starting from and where we are going - did we reach our goals?. We could use KPIs (key performance indicators) - measure your performance against your key objectives. You can’t change what you can’t measure.”
  - Marquez: “Prioritize performance metrics for the top 4 projects in each category, or the top 2 metrics for every category. Find a balance. For example, homelessness work could be measured by changes in the Point in Time count, which we are already doing every year. Good for communications too, to help get the story out there. Communicate what we are doing in a condensed format.”
- 

## Strategic Planning Process

**1. Roadmap Document. All have found the document itself to be a helpful ongoing reference, especially the visualization of the priority areas.**

- Mayor Salinas: “I know it has come from the data (e.g., community surveys). That’s what I like about it. When we go out into the community, we talk about the priorities and community members resonate. It has also guided expectations from staff, who have sometimes pushed back if it isn’t a strategic priority, and then we’ll pull back. It has created a context for Council to communicate with staff and visa-versa.”
- Roche: “Great vision! Really does cover the kind of projects the community would like to see us take on. Visually it is fine for me. It’s digestible.”
- Andrews: “I like the Roadmap visually. It helps keep our priorities in order”
- Marquez: “I like how in every staff report it notes whether the issue is aligned with the Strategic Roadmap. It helps remind different commissions (always wanting to add new initiatives) of our existing commitments. Gives cover to staff and they are aligned with community needs.

**2. Retreat & Prioritization Process. All who were previously involved are satisfied with the process of developing and updating the roadmap. Several noted that they appreciate the opportunity for respectful dialogue among Council members, as well as staff input, and**



**that the dot voting exercise worked well. One Council member requested time for introductions (“why you ran for Council”) and the establishment of ground rules.**

- Mayor Salinas: Nothing stands out as a red flag (satisfied with past process). The more opportunities we have to contribute, to reflect, that would be good.
  - i. George is young, very idealistic, not a lot of experience in local government. I think the Council will be watching him to try and reign in his more radical ideas. There may be some things where he breaks from us. Make sure he is included.
- Roche: “Ideal outcome: I hope it helps us focus. We know its all we can do with staff and budget. Try to find peace and focus in staying on mission. Barring emergencies, we know what to focus on.
- Zermeno: “The process was good: discussion, openness, transparency. Opportunity to share reasons for suggestions. I like what we did. And if we repeat it, that’s fine in my mind. Everyone will have an opportunity to provide input, including staff.”
- Andrews: “I felt like the actual process of dot voting was fine. [...] We had enough time to discuss the issues before the retreat.”
- Marquez: “Knowing everyone’s “why” (why they wanted to be on council) and hearing their vision is important. [I’d like to] come up with some kind of agreements or ground rules (respect, etc...). How do we address if someone offends someone else?”

**3. Addressing Emergent Issues. A few Council members mentioned that the current referral process is a pain point and they would like to revisit the process for proposing new projects based on emergent issues or community requests.**

- Andrews: “I would love to confirm before we do prioritization - are referrals welcomed or not? What is a reasonable timeline to get responses and what is a reasonable timeline to get a policy change? There are things that come up over the years and referrals are frowned upon. I would love to figure out how to address emerging projects. When something becomes pressing, how do we address it in a way that is sustainable for staff and for Council. Some referrals I never hear back on. Or research gets done a year later. [...] Staff wants to present policy and have us vote on it, but people elect us because we have ideas. We don't get to exercise any judgment by just voting for things. [Staff] like to do the ‘wait and see what other cities are doing first.’ Let’s do it ourselves! Should see how we can help now. ”
- Marquez: “I don’t really care for the referral process. I wish we could quantify: 90% of projects from strategic roadmap, and the remainder for referrals. If you are making a referral, what are you willing to take off? Staff needs to hold that line and push back. I think the existing roadmap structure can help us make those tradeoff decisions.”

**4. Staff & Community Engagement. We did not ask explicitly for input in this area, but a few Council members volunteered their suggestions to include some community engagement beyond what we already have planned.**

- Zermeno: “See if you could also survey employees that also live in Hayward. By occupation. [...] Consider surveying some of the employees who live in Hayward. What do they see as the priorities? It would interested to see/hear. I don’t think we have ever surveyed our employees. Key into employees who live here. Employees should be shopping in Hayward, not Livermore or somewhere else. Ask a question on the survey, “Do you live in Hayward?” “Do you shop in Hayward?”
- Marquez: “I don’t know if there is a way to do community engagement. I’ve been in meetings where you vote on your phone and get the results instantly. Put the priorities in our staff newsletter and have the public vote on it. See what people really want. That would be very engaging. Doing it in Council session, as well as outside of it. Make sure to distribute the survey via the Stack newsletter! Distribution list has grown to 75k+.”

# Appendix B: City Staff Survey

## Survey Summary

The following table provides a high-level summary of the results of preference/sentiment questions from the City staff survey. In total, 70 City staff members completed the online survey between April 11 and April 20, 2023.

### Areas of General Alignment

- The current vision statement reflects the needs of the Hayward community.
- The current vision statement represents City staff work and values.
- The current six priority areas are aligned with City staff's individual work and values.
- The current six priority areas are aligned with City departments' work and values.
- The proposed projects would appropriately move each department's goals and priorities forward over the next 3 years.

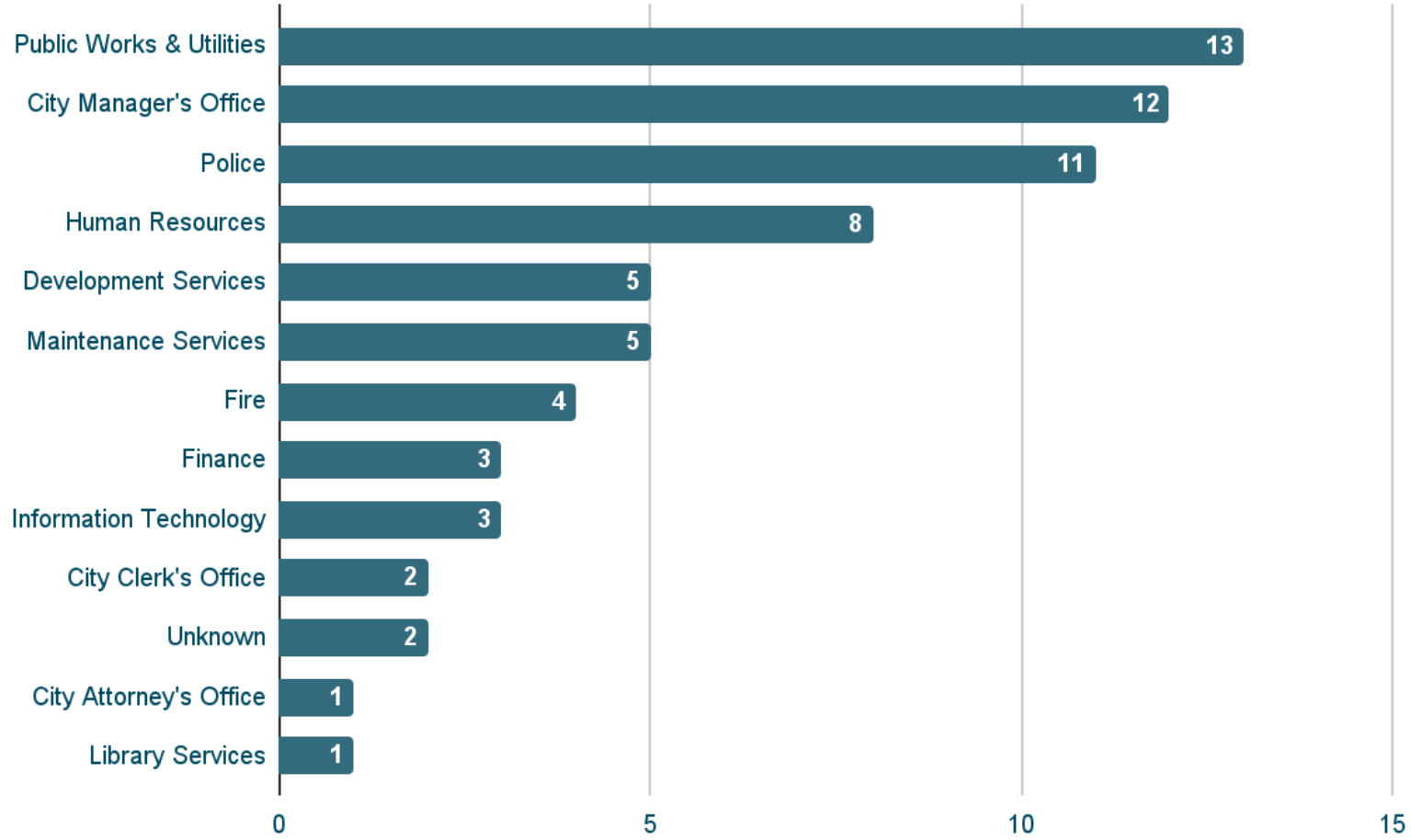
### Areas of Concern or Disagreement

- Some City departments do not have the appropriate staff capacity to complete their projects over the next 3 years.
- Some City departments do not have the appropriate budget to complete their projects over the next 3 years.

## Survey Responses, by Department (n = 70)

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The following bar chart shows the breakdown of survey responses by each City department. Responses from three departments - Public Works & Utilities, the City Manager's Office, and Police - comprise more than half of the total. All City departments were represented by at least one staff member who completed the survey.



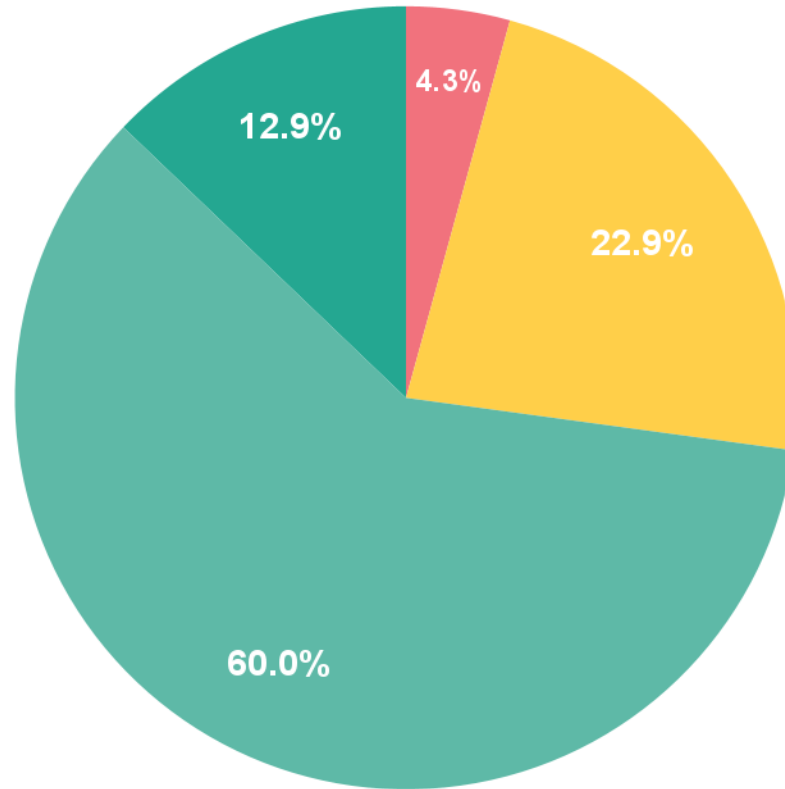
## **Overall, to what extent do you agree or disagree that the current vision statement reflects the needs of the Hayward community?**

(n = 70)

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The following pie chart shows the breakdown of survey responses to the question, “Overall, to what extent do you agree or disagree that the current vision statement reflects the needs of the Hayward community?” Nearly three-fourths of all respondents either agree or strongly agree, and over 95% feel at least neutral.

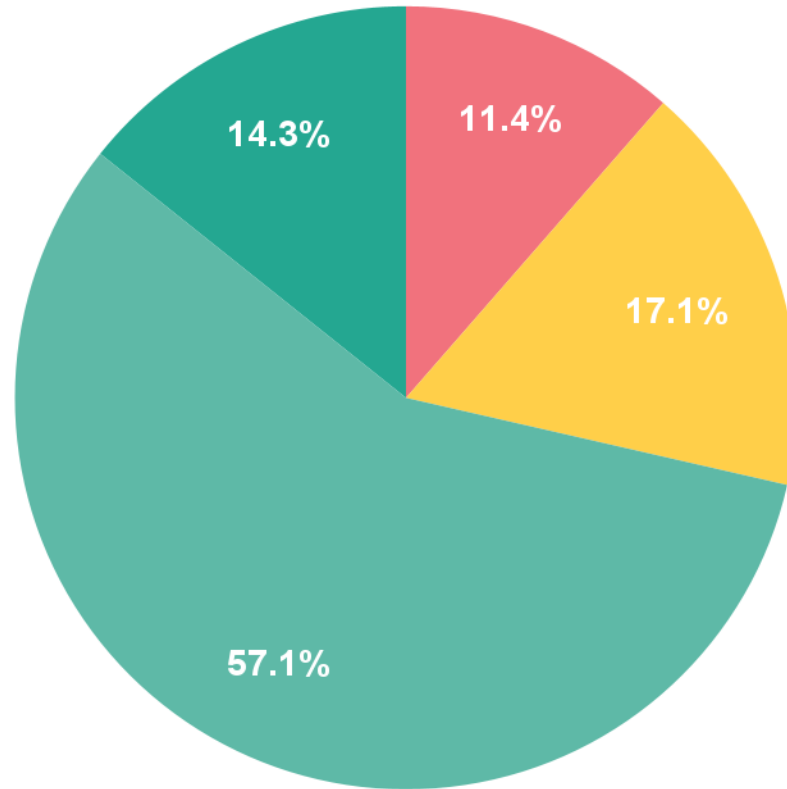
● Disagree ● Neutral ● Agree ● Strongly Agree



## Overall, to what extent do you agree or disagree that the current vision statement represents your work and values? (n = 70)

The following pie chart shows the breakdown of survey responses to the question, “Overall, to what extent do you agree or disagree that the current vision statement represents your work and values?” Nearly three-fourths of all respondents either agree or strongly agree, and nearly 90% feel at least neutral.

● Disagree ● Neutral ● Agree ● Strongly Agree



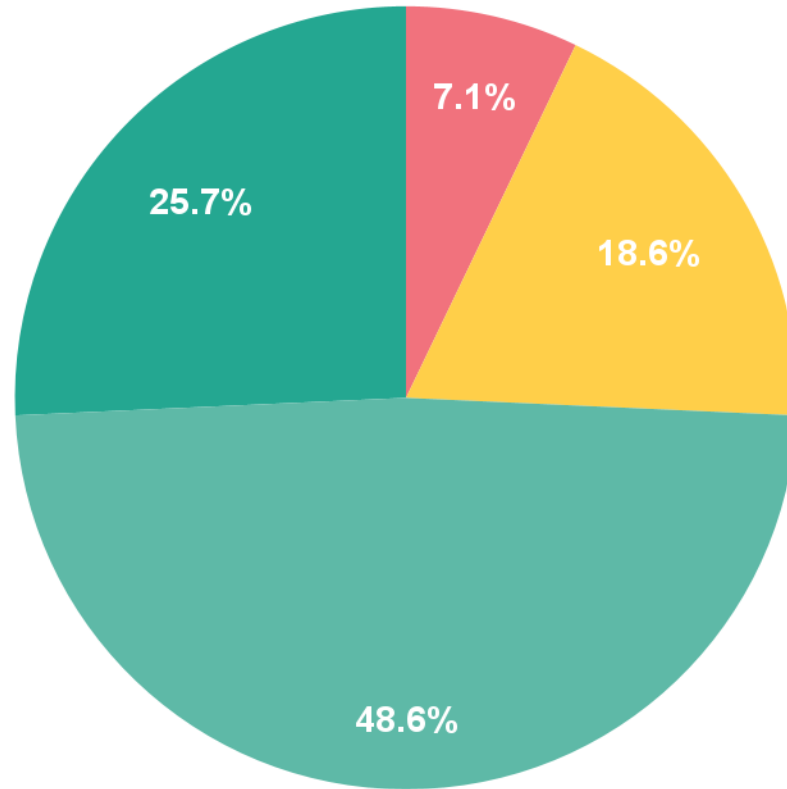


## **Overall, to what extent do you agree or disagree that the current six priority areas are aligned with your individual work and values? (n = 70)**

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The following pie chart shows the breakdown of survey responses to the question, “Overall, to what extent do you agree or disagree that the current six priority areas are aligned with your individual work and values?” Nearly three-fourths of all respondents either agree or strongly agree, and over 90% feel at least neutral.

● Disagree ● Neutral ● Agree ● Strongly Agree

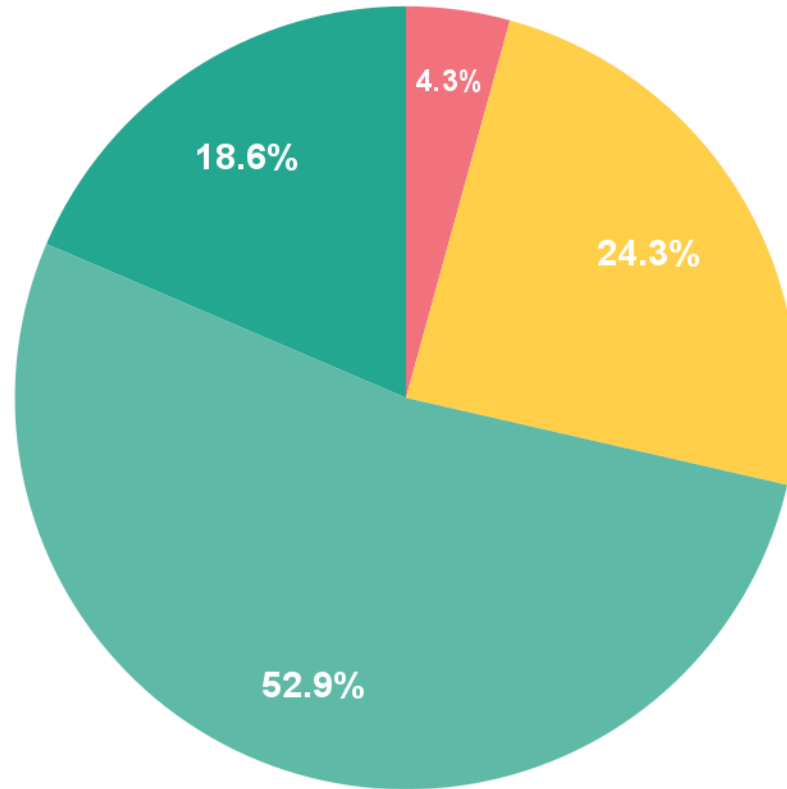


## **Overall, to what extent do you agree or disagree that the current six priority areas are aligned with your department’s work and values? (n = 70)**

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The following pie chart shows the breakdown of survey responses to the question, “Overall, to what extent do you agree or disagree that the current six priority areas are aligned with your department’s work and values?” Nearly a quarter of all respondents feel neutral, and over 95% agree, strongly agree, or feel neutral.

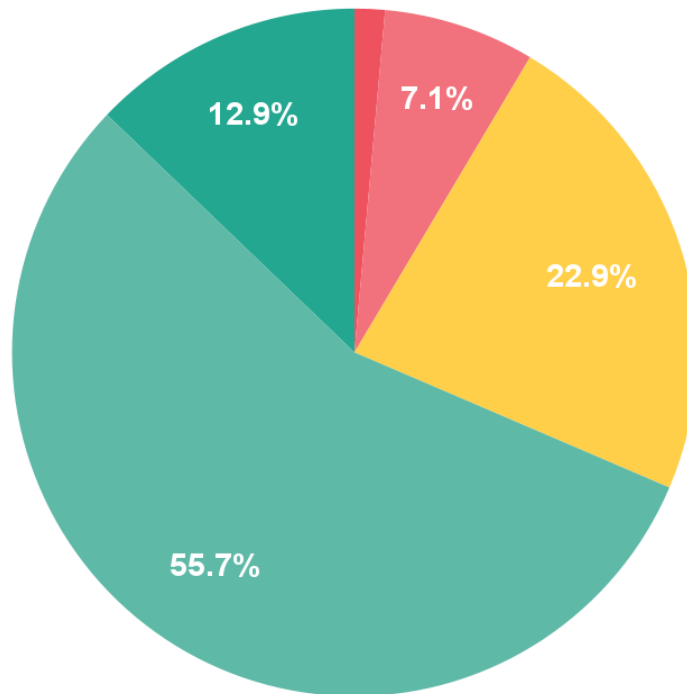
● Disagree ● Neutral ● Agree ● Strongly Agree



## To what extent do you agree or disagree that the proposed projects for your department would appropriately move your goals and priorities forward over the next 3 years? (n = 70)

The following pie chart shows the breakdown of survey responses to the question, “To what extent do you agree or disagree that the proposed projects for your department would appropriately move your goals and priorities forward over the next 3 years?” Nearly a quarter of all respondents feel neutral, and over 90% agree, strongly agree, or feel neutral.

● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree

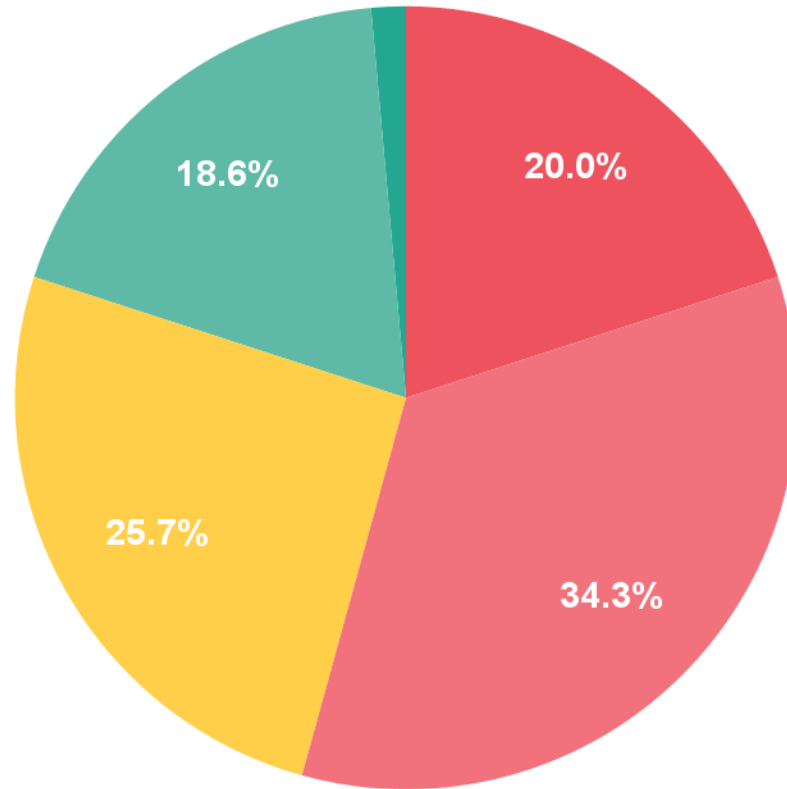


## To what extent do you agree or disagree that your department has the appropriate staff capacity to complete its projects over the next 3 years? (n = 70)

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The following pie chart shows the breakdown of survey responses to the question, “To what extent do you agree or disagree that your department has the appropriate staff capacity to complete its projects over the next 3 years?” Over half of all respondents either disagree or strongly disagree, and 80% feel at least neutral.

● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree

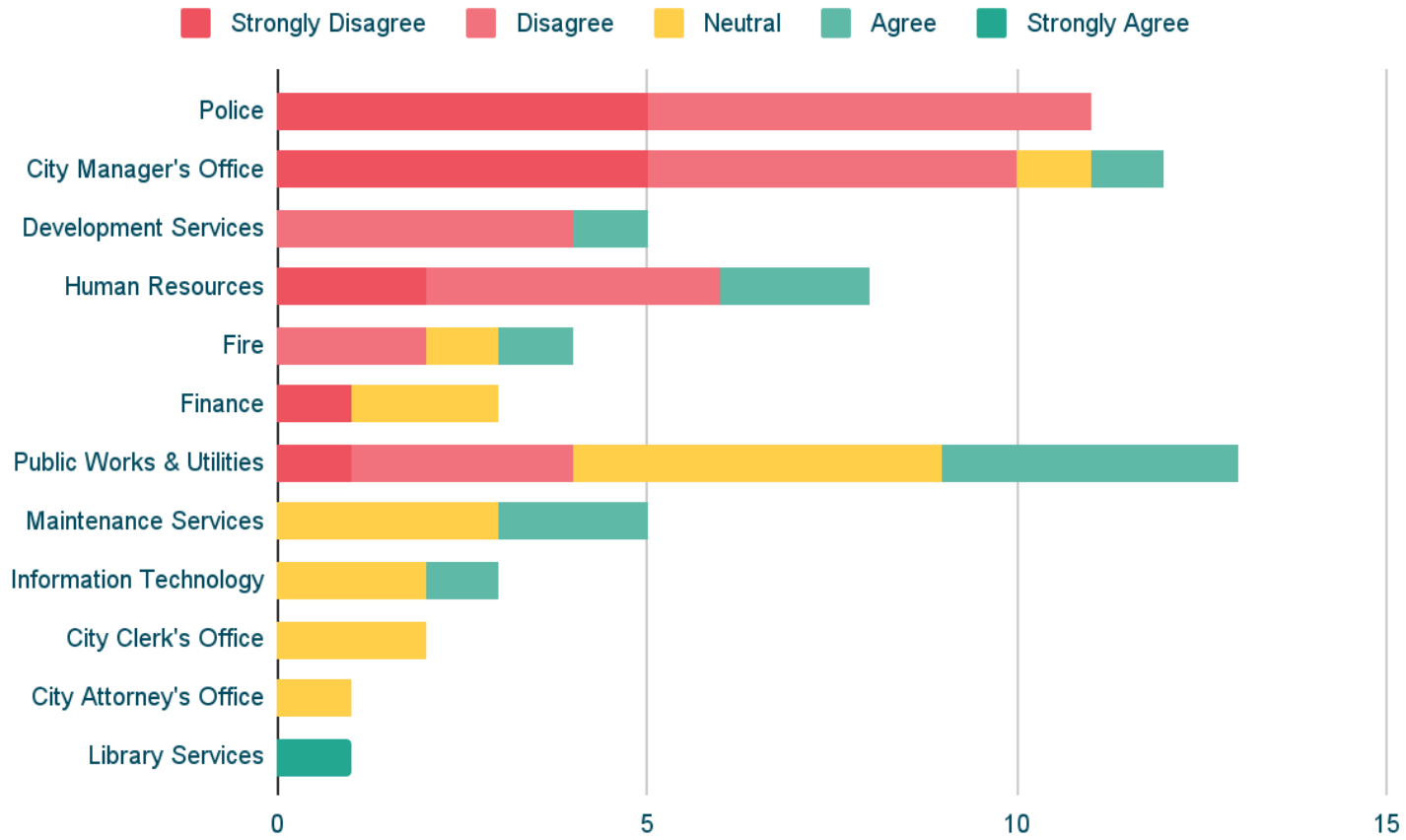


## **To what extent do you agree or disagree that your department has the appropriate staff capacity to complete its projects over the next 3 years? (n = 70)**

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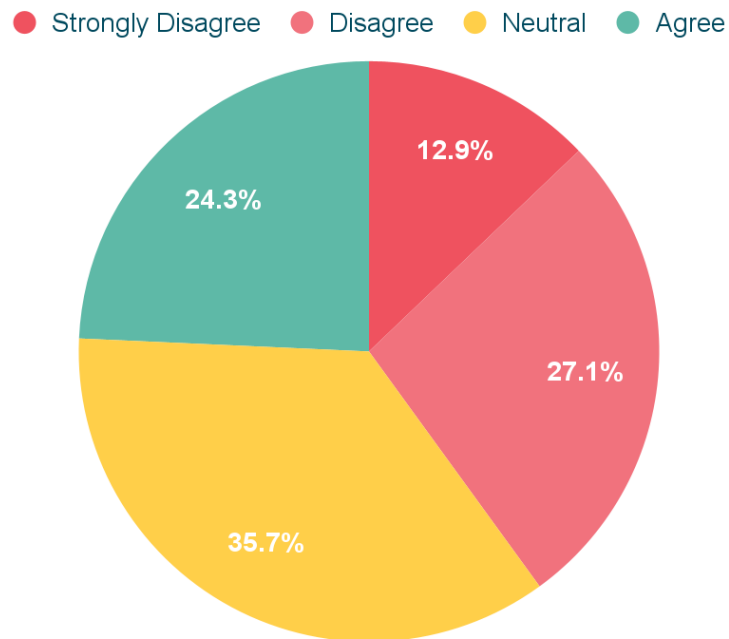
Police (100%), the City Manager's Office (83%), Development Services (80%), and Human Resources (75%) have the highest percentage of respondents who either disagree or strongly disagree that their department has the appropriate staff capacity to complete its projects over the next 3 years.





## To what extent do you agree or disagree that your department has the appropriate budget to complete its projects over the next 3 years? (n = 70)

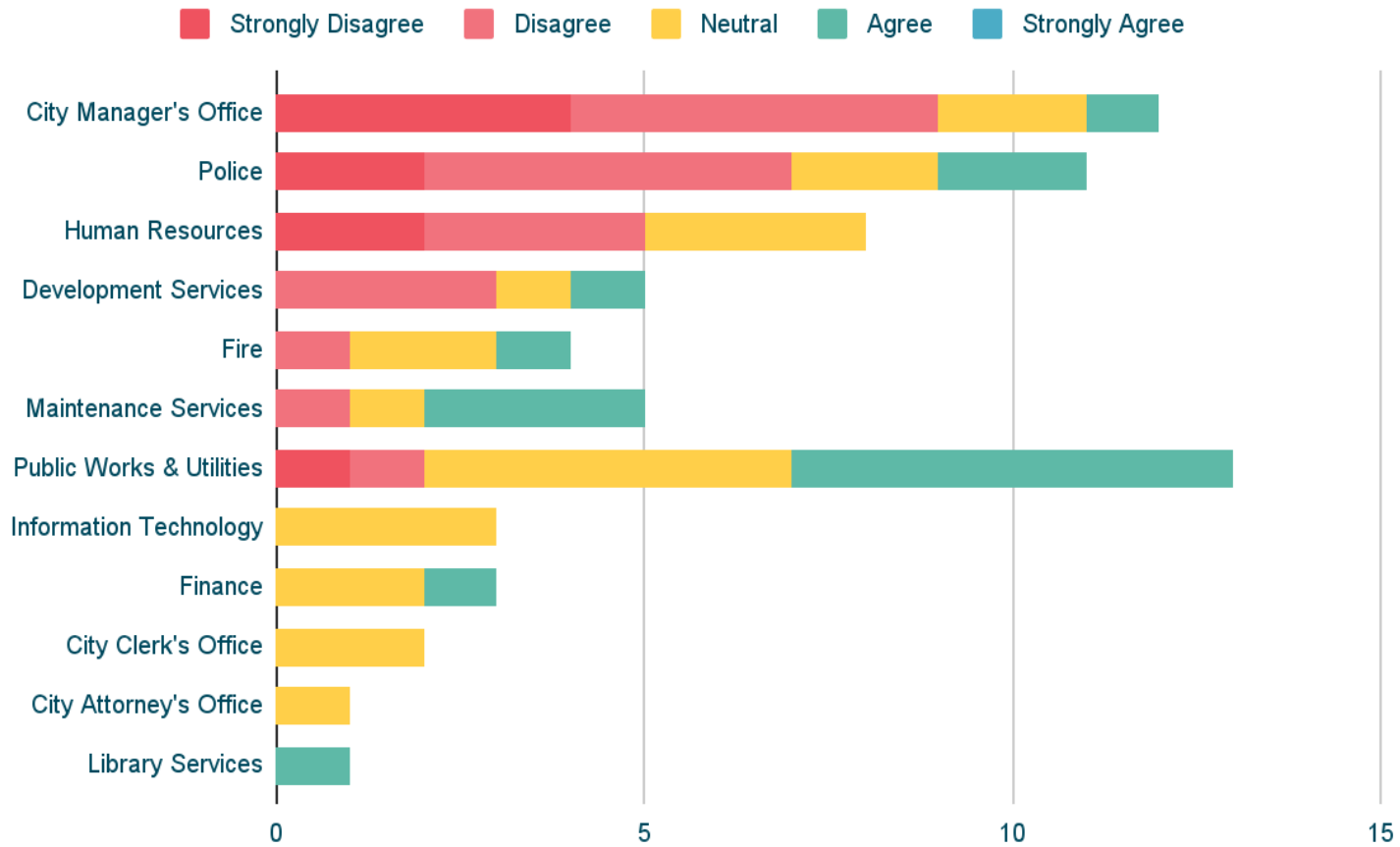
The following pie chart shows the breakdown of survey responses to the question, “To what extent do you agree or disagree that your department has the appropriate budget to complete its projects over the next 3 years?” Over one-third of all respondents feel neutral, and over three-fourths disagree, strongly disagree, or feel neutral.



## **To what extent do you agree or disagree that your department has the appropriate budget to complete its projects over the next 3 years? (n = 70)**

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The City Manager's Office (75%), Police (64%), Human Resources (63%), and Development Services (60%) have the highest percentage of respondents who either disagree or strongly disagree that their department has the appropriate budget to complete its projects over the next 3 years.



## Survey Comments

The following section lists comments made by City staff to support, supplement or provide additional context to their preference/sentiment selections above.

## Summary of Vision Statement Feedback

Despite most staff saying they agree that the vision reflects the needs of the Hayward community and represents their work and values, most of the comments were critical or questioning of it.

### Disconnect due to real challenges working at the city

- Pushback on the city employee section because it is very far away from current reality
- City wide priorities not well aligned with work
- Collaboration across departments is important for success
- Staff morale is low because of the high workload, need more staffing
- Operational and maintenance programs under-represented in the vision

### Missing or underrepresented topics

- Need to include community safety and security
- Could add a sentence about community resiliency and disaster preparedness

### Areas that aren't resonating

- Diversity initiatives and messaging are potentially creating a backlash within those same ethnic minority groups
- Concerns about displacement of current residents, especially given the vision's focus on attracting new residents
- Feasibility and affordability of sustainable energy questioned
- The real problems of transportation, downtown, safety, and cleanliness in Hayward seems far removed from the vision

### Feedback on form

- Lengthy and prescriptive
- Too "cookie cutter," ambitious, and forced: It could apply to any city and doesn't address Hayward's real issues like mental health, poverty, crime, and cost of living

## Vision Statement: Full survey responses

SURVEY QUESTION: Do you have any comments or questions about the current vision statement (shown above)? Do any portions of the statement need more clarity or explanation?

- Although providing affordable housing addresses one issue, it creates another when trying to revitalize the downtown. Clientele in the affordable housing complexes are not necessarily the folks that would be spending money in the downtown restaurants. Then the market rate housing is so expensive, those folks may not have enough left over to spend. Requiring all new development to be 100% electric on an already stressed power grid seems counterproductive. Mandates for an increased number of electrical vehicle charging stations for low-income folks who, for the most part, can't afford electric vehicles, seems like just an added cost to the developer to install, and increase the demand of the power grid. More thought and consideration into all potentially affected shareholders when making decisions that go beyond what the state requires.
- As infrastructure increases and additional projects are created and implemented, the workload for maintenance and project related work is at an all time high. The need for additional staffing is imperative to the overall morale of staff and to serve the public in a timely manner.
- Being a long time Hayward resident, even before I worked for the City of Hayward, it's always been a diverse city compared to surrounding jurisdictions. Firstly, I believe the recurring theme of diversity is creating more of a backlash within the ethnic groups at this point. We are moving away from working with each other. Secondly, we are encouraging and pushing for sustainable energy when the market and science clearly point out that we are not going to be carbon net negative within the next 10 to 20 years. The additional cost to the residents to go full electric is money that is taken from cheaper energy options to electrification which costs more and our electrical grid cannot sustain it. We clearly saw this over the past summer when we couldn't charge EV due to PGE grid failures, yet we are still having the residents move in that direction. Fuel density is efficient and unfortunately solar and EV are not dense, not yet. Third, as a long time resident of Hayward, my family and I have never felt less safe in the city as we do now. Downtown is obviously failing, new economic growth is sparse and the sidewalks and buildings are filthy. There are far too few options to eat for a family and even less to do after a meal. Focus should be on safety and security for the City staff and residents. Finally, the City staff is in fact very diverse and we work well together; however, we worked well together even before the diversity training push and that's coming from a minority immigrant employee.
- Community safety, including feelings of safety, must be present before the above vision can be achieved. City-wide priorities must be aligned with this and haven't been in recent years.
- Everyone needs to work together more as a team. Trying to get another internal department to assist when needed proves to be difficult.
- I am 95% in agreement with the vision, and it is very well written. As a public safety employee, I have a bias for community resiliency and resident safety. I would agree strongly if the vision included community resiliency to natural and man-made disasters. Earthquakes, wildfires, active shooter, and other unpredictable events will occur, and our residents will expect exceptional service, preparation, planning, and resiliency.
- I am not confident the statements about internal employees are accurate. I would be interested to see the results of an upcoming employee survey to see if this is still how employees feel.

- I feel that including more numerical hard facts would drive home the points regarding the success of the schools, and percentage of homelessness reduction.
- I see a lot of effort happening from a small number of employees on the vision above (housing, economic development). My sense is that many employees don't "feel city-wide priorities are aligned to their work" and that "they are able to grow and thrive in their roles." Also, we are not doing well in the transportation vision.
- I think that there needs to be a bit more thought about strategies to address displacement of current residents to ensure that people who do not necessarily qualify for or win placement in limited low income housing units can remain in this community. Concepts such as preserving naturally occurring affordable housing, incrementally increasing density in single family neighborhoods through construction of Accessory Dwelling Units or duplexes per updated State Law and other measures being undertaken by the Housing Division.
- I think there's an interesting emphasis on attracting new residents. New residents aren't inherently a bad thing, obviously, but I do think we need to be thoughtful about what we mean.
- I would like clarification on how the City is working to support and uplift inclusive communities. There is a major disconnect between certain communities/parts of Hayward. Going into the various communities, especially in South Hayward, to understand their needs and provide education on what the City can and can't do would be a great way to start. I would also like clarification regarding the statement, "Employees from diverse backgrounds are recruited, retained and celebrated..." From what I have seen, there are plenty of growth opportunities available but they appear to be limited to staff who are the favorites of hiring managers. When logic, performance, and position availability support the promotion and retention of employees, the move usually isn't made or is made under duress of the employee leaving. The reasons for not promoting staff in some cases are not logical nor supported by factual evidence of what said employee is doing. Talent retention will continue to be an issue with our current processes.
- I would like to see a better link between operational programs that help facilitate many of the visions listed above. For example, the City's rental inspection program inspects several rental units annually which helps transition substandard housing into healthy and affordable housing opportunities. City Maintenance Services and Vacant Property Monitoring programs help reduce blighted property and conditions and encourage responsible ownership or sales of blighted properties leading to improved development. Providing some examples would potentially help staff visualize their work and its value.
- I would like to see something mentioned regarding the ongoing successful efforts around community and workplace recovery and the resiliency of Hayward in a post-pandemic world.
- I would like to see the word "cleanliness" added as one of the core tenants of safe streets. The old Council goals of safe, clean and green remain in place today, all still mentioned above but the word cleanliness isn't yet equally important.
- In some areas, the actions do not reflect the values of the vision statement. The old saying, "I can't hear you, your actions are too loud" may apply here.

- It'd be nice to see language around collaboration across sectors in Hayward. We should try our best to work across departments within the City and with community partners to better serve the community.
- Not sure how COH is quantifying less traffic thru multi modal corridors.
- Statement is a bit too flowery. I would rate this statement in the “agree” or “strongly agree” if it was real, reflecting individuality and community and not a forced identity. Not everyone is going to be happy or content with this vision. People have issues (physical and mental health, financial, family issues, etc.). There needs to be mention of this sector and how they will fit into the statement. Having additional employees and funding to individual ideas, would create more connection between citizens and the City as well as give inertia to create a grass roots, true, real identity within the various parts of the community. The way it is written seems like a cookie cutter, forced identity that could be for any City. The individual needs a true opportunity to express themselves and their identity, aspirations, art, culture, food, etc. Housing is a big issue. Hayward housing is out of reach to most City employees. Seems like lower income people who are here are being displaced or those most at risk are becoming homeless. Housing is becoming taller, boxier planned structures. Doesn't seem conducive to coming outside and being part of a vibrant community.
- That's very ambitious for a 2024 vision considering our starting point. In the second to last paragraph, "developing important partnerships" makes it sound like we don't have those partnerships already. Maybe "deepening" instead of "developing"?
- The "vision" is great....reality is a long way off.
- The vision is a very long read and more prescriptive than visionary. I feel the point of a vision is to help guide a plan, this reads as if there is already a plan defined for the vision.
- This is a very lengthy vision statement. To resonate more with staff and our community, it might be worthwhile to keep this to one or two sentences that people can more easily relate to.
- To me it seems like the strategic vision is contradictory. How do we draw more people from across the region to dine and shop here but have less traffic and less pollution? Do people really take public transportation, bike or walk to downtown Hayward when there is so much crime on BART and on the streets of Hayward? We are starting construction of thousands of new housing units but how many of those units will really be occupied by currently displaced residents instead of bringing in thousands of new residents? I don't feel city wide priorities are aligned with our work and we are able to grow when staffing levels are at an all-time low and most of us just keep taking on more work. We are having a hard time retaining employees because they are lateraling over to other cities who pay higher salaries and have better benefits. Even if we take a step in the right direction and really focus on getting staffing levels up, it will take years to get us where we need to be.



## Making “Education” More Prominent in the Priorities

SURVEY QUESTION: During interviews and a survey of City Council members, we heard that some Council members would like to make “Education” more prominent in the priorities. The following example language has been presented for consideration: “Hayward is associated with an ‘Education City’ where families know they have cradle-to-career pathways available to them that lead to high quality careers.” Do you have any comments, concerns, or clarifying questions about this draft “Education” priority?

### Summary of Education feedback

#### In Support

- Education is essential for Hayward, and some were excited to work on it more.
- We could strengthen partnerships and coordination between the city and the city’s educational institutions.
- As housing continues to grow, this focus on education is important.
- Include community education and outreach to help people take advantage of opportunities.
- Figuring out a way to keep students from falling behind will be critical.
- We are unique in having both a junior college and a state university, and to be building career-focused programs (e.g. fire training).
- This is aligned with the “Education & Lifelong Learning” element of the General Plan (from 2014)

#### Neutral

- Should emphasize "growing the economy" more, with a focus on bringing in more revenue.
- Will this come with more budget and staff?
- The concept could be part of an existing priority rather than a standalone priority (e.g. under ‘Enhancing quality of life’)

- Concerns about poor performance and lack of progress within Hayward’s education programs
- Wording suggestion: The phrase "associated with" is confusing and not definitive. What does ‘Education City’ mean?

## Concerns

- Hayward is not an education-based public agency.
- It is unclear how the city would work on this, what deliverables would be, and who would be responsible for this new focus.
- Taking ownership in a strategic priority makes some uneasy.
- The meaning of "Education City" and the framework being developed is unclear. What city services support this? What outcomes are expected?
- The City Council should prioritize what the community members want, not what they individually want.
- Education is important, but not a priority for the City.

## Education focus: Full survey responses

### In Support

- I appreciate the sample language and agree that "education" should be included as a priority, if not a top priority for Hayward.
- Education is good and should be partnered with a way to help people at all levels. It should encourage the individual and their aspirations teamed with a mechanism to achieve those aspirations.
- I agree that Hayward is/should be associated as an education city. Not every city in the Bay Area can say they have both a Junior College and a State University. The partnership of Chabot College and the Hayward Fire Training Center is a great way to expand the education and training pathway opportunities for young individuals trying to figure out a career path.
- I agree that there should be a focus on education, especially as housing continues to grow. If more families are able to start here, we can build lifelong residents that will take pride in the city.

- I support the addition of the "Education" priority.
- I think that coordinating with the School District, Chabot and Cal State East Bay can strengthen the City and leverage assets (labor, land, open space) to achieve other goals. Also, I think that "Education" could be broadened beyond simple engagement with schools to include community education and outreach to communities, expanding language access, ensuring that underserved and sometimes alienated communities are informed and aware of resources available to them.
- I think this is a good priority to have. In my involvement with the ROP program, I have seen that there are a number of students who had a difficult time or were unable to complete classes like EMT at the Junior College level (after they graduated high school) because they had not learned to read or learn at that level. At this stage, students can be so far behind that they would need to go back to very basic level skills which is hard to do. Figuring out a way to keep students from falling behind will be critical.
- I think this priority is essential for Hayward. I am curious what that means for us as an organization considering schools are separate from City governance. Looking forward to hearing Mayor Salinas' plans for partnership and enhancing this vision.
- That sounds good to me.
- It is also aligned with the goals and programs of the General Plan Education and Lifelong Learning element which was an optional element added when it was updated in 2014.
- Recruitment has been a challenge as with all industries. Having a pipeline as referenced would benefit the community and possibly provide for this succession.
- We are not there yet. In order to get there we need to focus the objectives towards education and that's a goal that I am much more excited about than some of the other priorities.
- Yes. I think Education should be one of our city's priorities and I like the "cradle-to-career pathway" concept.

## Neutral

- Although I understand why City Council members would like to make "Education" more prominent, I would like more emphasis on "growing the economy." In order for the City to continue to thrive, we should consider ways to bring in more revenue to the City.
- Here it may be a bit unclear as to how education ties into City priorities. The statement provided seems to tie into educational institutions and career development. My thoughts are that if the focus of education is to be more "prominent in the priorities," and those priorities are "strategic priorities" as listed, incorporating education into the priorities listed should be the focus of the statement.
- How are the education departments engaged on this priority?

- I hope to see some more collaboration with HUSD, Chabot and CSUEB in order to make this possible. Unfortunately, HUSD does not have a good reputation regarding the quality of their education.
- I think the "associated" term is vague. Consider something more definitive such as "Hayward is" or "Hayward aspires to be" an Education City. Also, if this is a new or more prominent priority, will it come with a new budget and staffing to achieve it?
- In some areas we are making progress, but in others we continue to fall short. I see effort in the community and that is good.
- In the past I have heard Hayward schools have the lowest scores in Alameda County. Is that true?
- It is unclear what this means and who would own this new role.
- I assume this also applies to current employees.
- Not sure about "associated with." Sounds like an external entity. Maybe replace it with "known as"?
- The phrase sounds nice, but what does "Education City" mean? Similar to the six priority areas above, what are the City's focus areas to accomplish that? What framework is being developed to accomplish this priority and who is developing the framework?
- What are high-quality careers? Will there be emphasis on STEM? How does remote learning and work affect this priority? Will Hayward residents have special incentives to stay local?
- Will this be a seventh strategic priority area, one that is woven into the overall plan like equity is currently, or will it replace one of the current six priorities? What specific City services do we offer that support the concept of "cradle-to-career pathways" and/or being associated with an "Education City"? Is this referring to formal education like high school, college, trade school? Or is this referring to other forms of education like classes or presentations that City teams can make to educate the community around going green, or public safety, etc.? How do we cast a vision of what a "high quality career" looks like? It can be different based on the individual, maybe there's additional contextual language that can be added, like, "...lead to high quality careers at all levels."
- You, they, us can include literally ANYTHING on a piece of literature. The question is ... What are "they" actually doing to make Hayward an "Education City"?

## With Concerns

- Education is important, however, I don't personally see this as a priority for the City. It is important to work with HUSD, Chabot, CSUEB, and EAROP in terms of workforce development and attracting employers to Hayward. I'd need to hear more about this vision and what it would hope to achieve.
- I am concerned that Hayward has no direct responsibility for providing education. I would be curious what the expected deliverables would be and what department would be responsible for it.

- I like the concept, but feel it could be part of an existing priority rather than have it as a standalone priority. Enhancing quality of life feels like that is where it could live.
- I think it makes more sense to have that be an initiative under one of the existing priorities, rather than a stand alone priority. We aren't an education-based public agency.
- I think that is/could be encompassed by Enhance Community Safety and Quality of Life. Also, while we can talk about and present Hayward as an Education City, we don't have any control over the quality or policies of the Hayward Unified School District, and therefore the idea of taking ownership in a strategic priority makes me uneasy.
- The City Council should prioritize what the community members want, not what they individually want. The above statement makes it seem like this is a Council want, not a community want.
- We don't control the educational institutions so it seems like it would need to be very clear how City activities support the educational pathways. Especially to members of the public who don't necessarily know that the school district and the City are separate entities. I think more education could/should be woven into the quality of life priority area. That could expand the focus on education without making it a separate priority.

## Project List Feedback

SURVEY QUESTION: Do you have any comments or questions about the additional Council-proposed projects for your department? Do any of the projects need more clarity or explanation? Which projects do you have capacity to work on during Year 1 (FY 2023-24), and which projects do you think can be delayed to Year 2 or 3, or dropped from the list entirely?

*(Note that staff was given [a list of projects categorized by department](#))*

## Summary of Project List feedback

Loud and clear throughout: Staffing shortages are the most important issue, and impact the City's ability to accomplish any of these priorities and projects.

## Enhance Community Safety & Quality of Life

- Large disconnect between proposed projects & current ability to provide public safety services. Address department vacancies & increase positions first.
- The onus should be on the city, rather than the businesses themselves, to provide the infrastructure for a clean, well maintained, and well-lit downtown
- Concerns that many existing efforts and low staffing levels require scaling back even existing efforts  
*(mobile integrated health + trainings + changes to patient transport + reestablishing the Hazardous Material Team)*
- Prioritize basic operational needs related to public safety if low staffing trends continue
- Other roadmap priority areas involve city growth & expansion. This will impact police and fire.
- The Youth & Family Services Bureau (YFSB) and the Police Explorer are important existing programs that are missing
- HEART is well represented, but it will be difficult to expand to 24 hours
- HPD cannot function without a jail

### **Preserve, Produce, and Protect Housing for All**

- Many of the housing priorities and projects will likely need to be pushed to later years because of constrained resources.
- A more comprehensive approach to addressing homelessness is needed, and this should be recognized as a problem much larger than Hayward and its budgetary capacity
- Need clarification on how to strengthen the rent protection ordinance.
- Do not have an ongoing funding source to support a tenant right to counsel program.
- An enforceable rental registry will require additional cost and staffing. Explore this before developing.
- Remove or reword item about subsidized rent/mortgage payments  
*(subsidies exist through shallow subsidy, foreclosure prevention, HOME investment partnership)*

- Down payment assistance could be grouped with other subsidies, and could be possible with ARPA funds.
- Clarify who the target population is for mini homes and what it means to leverage partnerships.
- Remove item about exploring creation of a residential and commercial vacancy tax (already a vacant property registry fee of \$2,550)
- Staff report on October 18, 2022 did not recommend using density bonus to encourage amenities.

### **Confront Climate Crisis and Champion Environmental Justice**

- There were very few comments on this section
- Be clear that Development Services takes the lead with HASPA (Hayward Area Shoreline Planning Agency)
- Feasibility and affordability of sustainable energy questioned (concerns about EVs and the grid)

### **Invest in Infrastructure**

- Delay developing a Bike and Pedestrian Advisory Committee
- Clarify scope of "Explore quick build bus stops"
- Make infrastructure investments to make downtown more attractive to new businesses
- More coordination needed with Environmental Services and the rest of the City team (prevent dumping, protect natural resources like waterways)
- Council should review the current Capital Improvement Projects in the Public Works & Utilities department. A lot is happening, but the department is short 20 people.

### **Grow the Economy**

- Question about how "Strategically Dispose of City Property" fits in Grow the Economy

- Focus on the new projects that are feasible activities in the short-term: 1) an Education conference and 2) community events/ resources to improve neighborhood identity
- Drop the idea for Mock Government Program (do not have capacity)
- Suggestion to drop the public banking suggestion and divestment from fossil fuel investments

### **Strengthen Organizational Health**

- Add bullet on automating business processes to free up staff resources
- Allocate equal resources to this goal
- Address staffing and funding shortages

### **Other Comments**

- This is the first time some people have seen some of these projects.
- The iceberg analogy is not resonating with some. It takes so much to keep things running, and that's core.
- These projects seem to be a mixed list of sizes, specificity, and ambition.
- Projects for the City Manager's Office are missing and could advance these priorities
- Some items can be folded into others or implemented as a framework/checklist
- Ensure all departments are listed in the plan

## **Project list: Full survey responses**

### **Enhance Community Safety & Quality of Life**

- The police department has the budget due to the amount of vacancies. The department is on the verge of being unable to provide public safety services beyond basic patrol functions. Our communication center is on the verge of being unable to



provide public safety dispatching for both police and fire. I see a major disconnect between proposed projects and our current capabilities. The sole priority should be efforts in retention and recruitment.

- We are stretched thin in our current state. I can't imagine taking on new projects without reorganizing or hiring a significant number of people to take on these details. I have read a number of projects that have growth at their core city wide. This will impact police and fire.
- I'd like to point out that "Infrastructure" elements are missing from "Enhance Community Safety and Quality of Life". Q8 - Engage Vacant Owners - places all the onus of improving blight on vacant property owners downtown. Businesses and owners would also add that the City should invest more in improving the downtown district with more cleaning, new lighting, street paving, security, etc. This overlaps with Grow the Economy work.
- I am always encouraged by what my department continues to accomplish during a very challenging firefighter/paramedic labor environment. However, I have concerns that we will be challenged to keep up with mobile integrated health, increased demands in training, a potential change to patient transport system, and reestablishing the Hazardous Material Team (all great goals and significant changes). The combination of a labor shortage and a predictable increase in retirements over the next several years will put a significant demand on a workforce that is recovering from an extraordinary operational tempo from wildland and COVID. Respectfully, I would consider delaying the return of the Hazardous Material Team or initiate a full court press on recruitment of new employees (or both).
- If staffing trends continue, we will need to prioritize basic operational needs related to public safety. These projects are in addition to the day to day work that must be done for community safety.
- How can you have a priority to enhance community safety without acknowledging that for a growing community that you will need to invest in public safety by increasing officer positions?
- Jail assessment: HPD cannot function without a jail. Closing the jail will lead to less officers available for calls for service and will have the majority of our officers outside of City limits. It will increase response times and increase costs overall.
- Q16 - Work with partners to identify funding for a strategic plan for Broadband (with Public Works) is a large scale project with limited external partners that will take multiple years from my perspective. The remaining projects are all ongoing but will take time beyond this FY to complete.
- The HEART program is well represented, but YFSB is missing completely (as are most general operations of the police department - I know... broken record). We do not have the staff capacity (or data to support) expanding HEART to 24 hours. Not sure what is meant by the police ROP program but we already have an Explorer program that I believe likely accomplishes the intended goals of a ROP program. The Explorers are one of the many "business as usual" activities that we are doing that Council may not be aware of. Before adding new projects/priorities, especially in areas like education, it may be worth a discussion with Council about what the City is already doing.
- The implementation or expansion of new programs, like the MIHU and HazMat response will require additional funding (equipment, training, possible overtime, and potentially additional staff, etc.).

- The neighborhood watch program still exists. The program is not run by the police department but by community members. The Crime Prevention Specialists in District Command assist in their efforts and act as a liaison between the program and the police department.
- With over 25% of our workforce either vacant or not in service, major changes to the Comm Center and/or Jail (and the way we utilize them) just aren't realistic.

### **Preserve, Produce, and Protect Housing for All**

- Help people stay in their homes with additional subsidized rent/mortgage payments. I think this should be removed because the shallow subsidy program and foreclosure prevention program already exist. We also provide rental subsidies to former foster youth through using HOME investment partnership program funds through Project Independence. Alternatively, it could be approached as “Pursue funding opportunities, if they become available, that support renters and homeowners to maintain stable housing”. I don’t know if this funding would be available, but it gives direction to staff to prioritize.
- Leverage partnerships to create mini homes. This can be accomplished through the NOFA or joint applications to the State Homekey program which are already on the list of projects. If retained, please clarify what it means to leverage partnerships and who the target population is of the mini homes. Typically, the City will offer land or money to incentivize a specific type of development as a means to partner. If we offer money, then the partner would have to have control of the land. There is one tiny home project that we are working on with 10 units. A multifamily mini home project (Depot Community Apartments) is finishing construction this year with 125 units.
- Provide creative financing like down payment assistance or loan restructuring. We have an item scheduled for April 25 that would propose using ARPA funds for downpayment assistance. Other than that, there are no housing funds that can be used for downpayment assistance. Alternatively, reword to state “Pursue funding opportunities, if they become available, to provide down payment assistance”. I would group with the first topic.
- Strengthen the rent protection ordinance. Need clarification. How do they want to strengthen? Lowering rent increase limit, rent registry item below which would change the ordinance from complaint based to City setting rents, increase penalties for non-compliance, impose requirements related to Ellis Act Evictions, right to counsel, etc.
- Explore the creation of a residential and commercial vacancy tax. There is already a vacant property registry fee of \$2,550. I think this should be removed.
- Density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities. The staff report for the October 18, 2022 work session addressed the question of using the density bonus to encourage amenities and not recommended.
- Develop a light-weight tenant ""right to counsel"" program. I would recommend changing this to “Explore light-weight tenant right to counsel program.” We have an item on April 25 and recently funded a contract to provide legal services. We don't have

an ongoing funding source to support legislation and legal service providers in the community have indicated that they do not have the necessary staffing levels.

- Develop an enforceable rental registry. This could be combined with “Strengthen renter protections.” Recommend changes to “Explore development of enforceable rental registry” since it may not be clear to all Council members what it will entail including cost and staffing resources and they may not support.
- I believe we may be a bit short sighted, the projects and objectives are counter intuitive in my opinion. We are going to spend more City funds and resources to fix a problem that is much bigger than Hayward. Homelessness is a financial issue, drug abuse issue, mental health issue, etc. In trying to fix those problems we will inevitably run low on funds and approach the public for more money in areas of higher taxes or bonds. This leads to less money for locals to spend which leads to less growth in the local economy which leads to less entrepreneurship and development. I believe the city would be better off if we recognize that the social problems are bigger than Hayward's budgetary capacity.
- There are a lot of programs identified, specifically related to Housing, that will likely need to be pushed to later years due to resource challenges. I'm not clear why we would need to revisit the alcohol regulations since it was just recently revised in March 2023. It will take time to fully understand the implications of the changes recently made to really assess whether additional changes are necessary and seems to be a waste of staff resources given the other priority projects.

### **Confront Climate Crisis and Champion Environmental Justice**

- On the PW page, projects C10 and C11 should include "(with Development Services)". We should be clear that DS takes the lead on HASPA.

### **Invest in Infrastructure**

- Developing a Bike and Pedestrian Advisory Committee can take a lot of effort and ongoing staff resources. It would likely need to be delayed further beyond Year 1.
- "Explore quick build bus stops" needs further clarification (define the scope of 'explore').
- Find a way to make downtown more attractive to new businesses, People who have tried to start new businesses say it's very difficult as far as permits, etc.
- I don't see any projects specifically for Water Pollution Source Control so, I am mostly neutral about budget and staffing concerns. I support the projects on the list but would like to see more coordination with Environmental Services and the rest of the City team to reduce illegal dumping, clean up Hayward, and protect natural resources like creeks/waterways. This is what I work on and should be part of bettering the City for all.
- I understand the additional Council-proposed projects are important, but I would like Council to review the current Capital Improvement Projects in the Public Works & Utilities Department to have a better understanding of the department's current

workload. PW&U also has a little over 20 vacancies in the department. So, I would like the Council to put that into consideration before adding more projects to the department's workload.

- [Public Works respondent] Projects are difficult. We have good people on these projects, and good plans in place, but adequate staffing is an issue. We are lagging here.

## Grow the Economy

- For Year 1, an Education Conference is feasible as well as the community events/resources to improve neighborhood identity (we have a starting point from existing Community Resource Fairs during the Summer); Year 2, focus on marketing of graduates in alignment with downtown businesses; drop Launch Mock Government Program (staff are currently at capacity--this would be a large project to coordinate with HUSD and staffing would be needed).
- Grow the Economy E.2 - Launch Get Digital - should be dropped entirely. Per approval by CM McAdoo and ACM Clausen, the Get Digital Program will be struck from our ARPA recovery plan at the June ARPA budget update to CC. The associated funds are to be reallocated to the Tuition Assistance Program. This will help the Economic Development Division cope with our lack of staffing capacity to complete our ARPA, Roadmap and daily duties. It also helps us meet our education and workforce development goals. The removal of this program gives us bandwidth to execute E4 - Downtown Activation Pilot Program.
- I feel that "Promote and prioritize involvement in public banking and divestment from private banks that invest in fossil fuel industries (with Finance)" can be dropped entirely.
- I am curious about how "Strategically dispose of City property" fits under Grow the Economy.

## Strengthen Organizational Health

- Strengthen Organizational Health usually seems to fall by the wayside as other priorities dominate workload, Council conversations, and policy change. It's nice to have it included as a priority, but unless there is equal resource allocation towards this goal, compared to the other more public, responsive goals, the City will continue to see turnover, early retirements, and employee dissatisfaction.
- I would also like to see under Strengthen Organizational Health a bullet for streamlining or automating business processes to allow staff to work on higher value work.
- [Finance respondent] The Administration Division in Finance would likely handle the majority of these projects. We've been understaffed for about seven months. Strictly speaking for myself, I'd have to discuss with my supervisor what they would like to focus on and set expectations on what I can and can't do from there. There will be lasting damage from the toll the last seven months have taken on me. You won't hear me complain; I have a job to do and I love working for Hayward, but it has been a trying time that has tested some of my faith and trust working here. With all that being said, it appears we'll be better staffed

within the next month or so. I believe after everyone is trained and comfortable we'll be able to create a timeline to complete these projects.

- [Human Resources respondent] Current staff is barely able to address the day-to-day needs and current projects already provided to us. Investments were made to bring on 5 mid level managers, when investments should have been made with staff who are able to address the projects specifically tied to most of the strategic roadmap; mainly, recruitment who is directly responsible for filling all of the new positions and current vacancies necessary to make this happen. A whole presentation was done about how many key vacancies kept the City from completing projects; yet, only one position was added to recruitment...a manager who doesn't carry a full recruitment load.

## Other General Comments

- First time I have seen some of [these projects]. Maybe input internally from bottom up may add additional priorities. Also, it seems like most departments do not address the need for more robust staffing and funding to accomplish tasks.
- Frankly, I am not seeing many Council-proposed projects for the City Manager's Office that would meaningfully advance our Strategic Priorities and that would be worth the expenditure of resources.
- I fear we have lost sight of the iceberg analogy; all of these projects are expected of the organization while everyone keeps everything running.
- I think some projects can be kind of folded into others, or they're smaller steps in larger projects. Some of them aren't really projects with end-goals, but things to consider. It might be more helpful to implement those suggestions as a framework or part of a checklist for projects. Ex: CMO E-10 Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements. CMO Projects Proposed by Council: - More engagement with the Chamber of Commerce and HARD on public facing events - As part of "Activate Community Spaces," work with schools and parks through HLAC to activate community centers and pilot campuses to remain open after school hours.
- [City Clerk's Office respondent] I think our department helps Hayward move forward with projects such as hybrid meetings and recruitment of volunteers to increase civic engagement but we are not listed as a department that contributes toward these efforts.
- As for what can be delayed, I think we need to see what the Council thinks the priorities are and then establish a timeline.
- [City Attorney's Office respondent] My department is not listed. Probably because we are in an internal service department.

# Appendix C: City Council Survey

## City Council Survey Data Synthesis

The following table summarizes the results of preference/sentiment questions from the City Council survey.

### Areas of General Alignment

- Priority Areas
- Priority Area Project Lists
- Performance Metrics

### Potential Areas of Disagreement

- Vision Statement
- Including “Education” in Vision Statement
- Removing Projects to Support Performance Metrics
- Referral Process

### Table of Responses

Name	Vision Statement	Priority Areas	Include Education?	Priority #1 Project List	Priority #2 Project List	Priority #3 Project List	Priority #4 Project List	Priority #5 Project List	Priority #6 Project List	Performance Metrics	Remove Projects ?	Referral Process
Salinas	Strongly Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Neutral	Very Supportive	Very Satisfied
Zermeno	Strongly Disagree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Important	Somewhat Supportive	Very Satisfied
Andrews	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree	Very Important	Very Supportive	Dissatisfied

Goldstein	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Very Important	Not Supportive	Content
Roche	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Very Important	Very Supportive	Content
Syrop	Agree	Agree	Disagree	Agree	Neutral	Agree	Agree	Neutral	Agree	Neutral	Neutral	Content
Bonilla			Agree	The survey that Ray Bonilla was given is an older 2022 survey, so his responses do not match the questions from the 2023 survey. We have tried to interpolate his qualitative responses from that similar survey into this dataset where possible.								

On Survey Participants

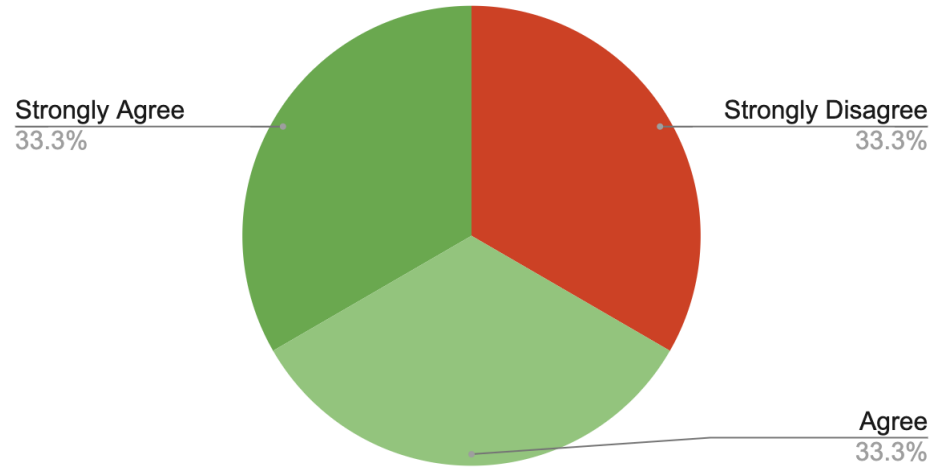
- One councilmember, Elisa Marquez, is no longer on the city council because she is now serving on the Alameda County Board of Supervisors.
- Ray Bonilla is a new councilmember who did not complete this survey.

It may be worth noting that Elisa Marquez “strongly agreed” with the Vision, Priority areas, and projects listed in all 6 of the project lists. She thought it’s very important to add metrics and is somewhat supportive of removing other projects to facilitate that. She was neutral about adding an education focus. She was the only council member who was very dissatisfied with the referral process, and wanted to use the annual budget process to address community wide needs.

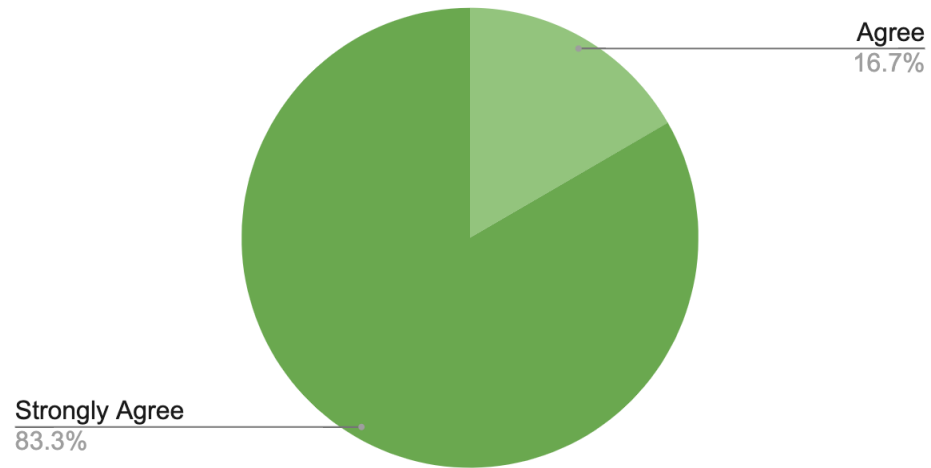
## Charts of Alignment with Vision & Priority Areas

[Charts available here](#)

### Agreement with current vision statement (City Council)



### Agreement on 6 Priority Areas (City Council)





## Survey Comments

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The following section lists comments made by Council members to support their preference/sentiment selections above.

### Summary of Vision Statement Feedback

- There is some division on if the current vision statement is satisfactory or should be reworked
- Add language about Hayward being an education city with cradle-to-career pathways
- Define "complete communities" in the vision statement. This is an opportunity to celebrate the city's diversity
- Add the goal of reducing traffic and reliance on cars
- Nurture neighborhoods as "nodes" that support a variety of attractions and services
- Work to provide resources that reduce the cost of living and enable self-actualization
- Highlight that strong public safety improves community relationships

### Full feedback: Vision Statement

In addition to what we heard during our one-on-one interviews, do you have any comments about the current vision statement? What would you like to change, rearrange, remove, replace, or add?

- **Salinas:** I would like to add language that says Hayward is associated with an education city where families know they have cradle to career pathways available to them that lead to high quality careers.
- **Andrews:** Complete nodes of neighbors that include meeting spaces, cultural attractions, activities, retail, and services.
- **Goldstein:** Public safety aligns with community expectations for response times, effectiveness, and engagement, leading to an overall reduction in crime and better community relationships.
- **Roche:** I would like to add something, on the topic of seeing less traffic, that we will work with neighboring cities to reduce car trips as well. Hayward can make big progress on reducing reliance on cars, but we have to work to reduce vehicle commuters through Hayward as well.

- **Syrop:** Add: Developing and improving the city equitably. Celebrating our diversity openly, having cultural or event components throughout the city as part of "Complete Communities". Working to actively reduce the cost of rent and living (as opposed to just being focused on affordable housing "options"), and offering residents the resources they need to self-actualize. To the "Internally" paragraph: developing innovative revenue sources. Having a well-staffed workforce. Move: Working with local agency partners to improve coordination between parks and schools from the end of the second to last paragraph to somewhere in the third paragraph.
- **Zermeno:** No comment.
- **Bonilla:** NA
- **Marquez:** The vision statement is comprehensive and inclusive. I think it can be strengthened by defining "complete communities."

## Summary of Priority Areas Feedback

- There is good alignment that the current priority areas are framed well
- The items could be ranked or rearranged to make priorities more clear (more clear ranked prioritization within each list; rearranged sub-bullets in "Education City")
- Suggestions to add projects or framing related to high density housing, environmental justice, & coordination with agency partners

## Full feedback: Priority Areas

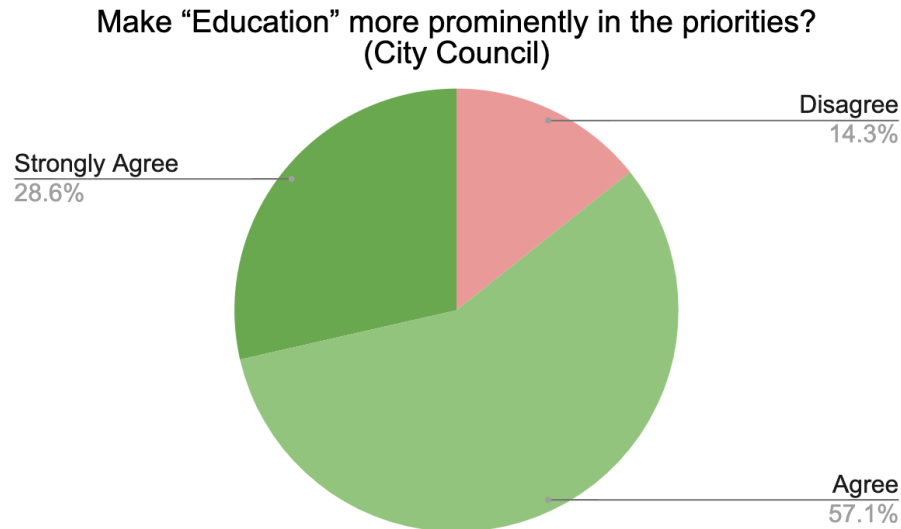
In addition to what we heard during our one-on-one interviews, do you have any comments about the current priority areas? What would you like to change, rearrange, remove, replace, or add?

- **Salinas:** I want to rearrange some of the priority sub-bullets and include a header "Education City." Include work we are currently doing and put it under "Education City" priority.
- **Zermeno:** The items below them could be ranked.
- **Andrews:** Retail and amenities to reduce sales leakage.
- **Goldstein:** Instead of disposing of city property, real estate should be leased to make high density housing production more affordable.
- **Roche:** I also think we need to add a bullet to the Climate priority areas about Environmental Justice, we say that in the title of that priority but there isn't a focus mention, perhaps something like, "Prioritize Frontline Communities."

- **Syrop:** Add under quality of life: improved coordination with agency partners. Add to confront the climate crisis: "promote circular economy AND divest from fossil fuel production" Under housing: Move from treating housing as a tool for speculation to treating housing as a human right.
- **Marquez:** No comment.
- **Bonilla:** Continuing to center our programs and actions through the lens of racial equity.

## Summary of Education as a Focus Area

During our one-on-one interviews with City Council members, we heard that some Council members would like to make “Education” more prominent in the priorities. To what extent do you agree or disagree with the proposal to make “Education” more prominently in the priorities?



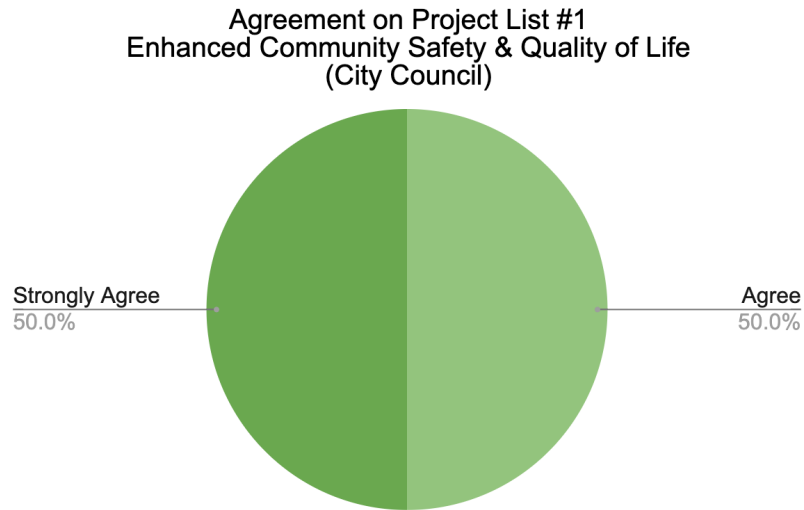
- It’s not unanimous to add Education as a focus area for projects, but there is good support
- There are differing opinions about what priority area it could fit under (Quality of Life; Grow the Economy)
- It could be seen as a lens, similar to the racial equity focus
- Potential to create partnerships between educational institutions and local businesses

## **Full feedback: Do you have any comments about making “Education” more prominent?**

- **Salinas:** See above statement. I would like to think about the work we are doing and prospective work in this area and designate it there.
- **Zermeno:** It can be listed in the Enhance Community Safety and Quality of Life priority.
- **Andrews:** The city has HLAC. What are the outcomes of that meeting? Remind the community HUSD and ACOE are the governing bodies for schools. We help through events and programs at the library. What else does the community want specifically from the City?
- **Goldstein:** Under 'Grow the economy'.
- **Roche:** But I think it needs to be in the area of creating partnerships with local education institutes and the business sector to shore up the education to career pathway.
- **Syrop:** I might frame it as "community development" - develop more channels for resident participation in city processes - actively promote educational and employment opportunities for both academia and the trades - create pipelines/partnerships with other agencies to support workforce development and housing security.
- **Bonilla:** I would include it under the Quality of Life or Economic Development, otherwise, we should consider adding it as its own priority. I think it could be the lens in which we look at all priorities through.
- **Marquez:** It depends on what we choose to focus on. Evaluating the success of that commitment needs to be clearly defined.

## Priority Area #1: Enhanced Community Safety & Quality of Life

Overall, to what extent do you agree or disagree with the proposed project list for priority area #1, Enhanced Community Safety & Quality of Life (shown above)?



### SUMMARY

- Aligns well with current Council commission/committee work plans
- Investigate alternatives to traditional policing (complaint system to city, community policing, neighborhood watch, unarmed responses)
- Activate community spaces via programs with schools & parks, public art, and beautification.
- Create policies to create safe environments (security cameras, traffic easing, taxes on vacancy)
- Programs to address truancy, child abuse, and human trafficking
- Include disaster preparedness
- Could include an education focus within this category

## Committee or Commission Work Plan Alignment

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** This is well aligned.
- **Zermeno:** Well.
- **Andrews:** Maintenance is working with Caltrans to assist with freeways. Need support from the state to ensure consistency and hold Union Pacific accountable to do their part.
- **Goldstein:** It aligns well. I would like to implement quarterly meetings with residents and the Police Department to bridge gaps, and re-establish the Neighborhood Watch program.
- **Marquez, Roche & Syrop:** No comment.
- **Bonilla:** NA

## Proposed Staff Project List Comments

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Zermeno:** These are fine.
- **Andrews:** HEART 24 hours. Find ways to reduce traffic stops. Review ways to provide unarmed response when feasible. 311 to supplement Access Hayward - not everyone can go to an app or website.
- **Goldstein:** Neighborhood Watch and other engagements strengthen the bonds between the community and police, which can substantially improve relations and effectiveness.
- **Roche:** Under "Invest in Community Centered Crime Response..." perhaps a bullet about supporting a "community policing" model. I would also move the Council recommended priority of "implement public art" program up to "Invest in cleanliness and blight reduction," as a way to reduce graffiti and enrich communities. Also, under "Strengthen Emergency Preparedness Planning..." I might add something about focusing on climate resiliency as a way to avoid such emergencies.
- **Syrop:** I want to prioritize the implementation of an outside complaint system through the City Manager's office (instead of through the police) which was already approved by Council. Explore the creation of a residential and commercial vacancy tax as part of Q8. As part of "Activate Community Spaces," work with schools and parks through HLAC to activate community centers and pilot campuses to remain open after school hours.

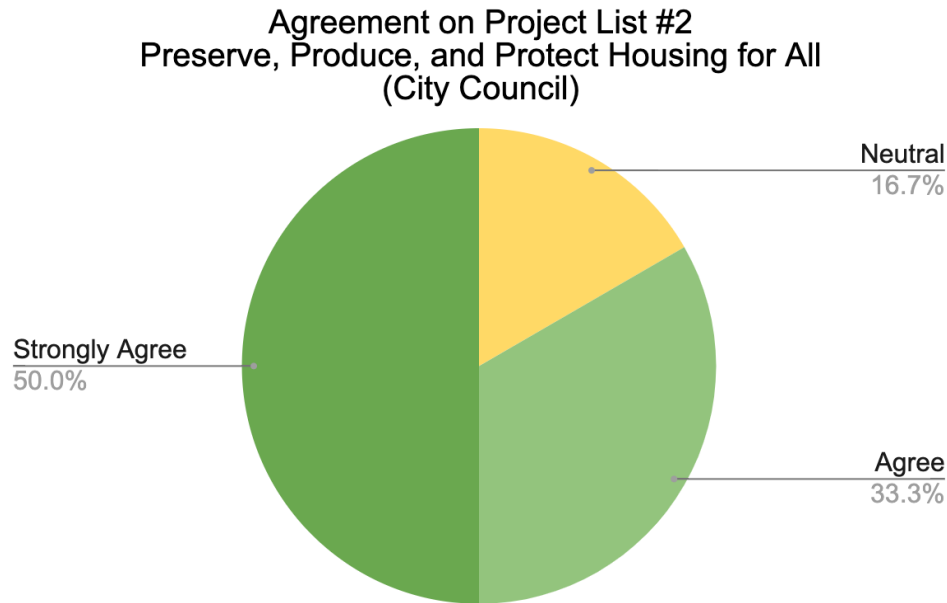
- **Syrop (email):** Explore installing security cameras in parking garages, provide better street lighting for poorly lit residential streets in Hayward, implement traffic calming measures across residential streets with history of speeding complaints. Strengthen Q14 and begin exploring the possibility of a vacancy tax for both commercial and residential properties.
- **Salinas:** No comment.
- **Bonilla:** Question: Does updating the comprehensive Emergency Services Plan include the city's disaster response plan as well? **New Projects:** Conduct city-wide disaster response exercise – as a city that has local disaster risks including earthquake and tsunami, I would like to see a city-wide disaster response exercise annually. **Move up in priority projects:** Q22 – staffing our GARE program is critical to providing effective alternate response models to improve public safety.
- **Marquez:** I would like to prioritize projects that align with employee retention, particularly in dispatch.

## New Council Projects to Add

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

- **Zermeno:** This is where I would put Education.
- **Andrews:** Task Force for reparations and guarantee basic income to understand state actions and how Hayward residents can benefit including descendants of Russell City. More permanent art downtown, Hesperian, mission, Tennyson. More coordination around human trafficking. Coordination regarding truancy and child abuse.
- **Goldstein:** As above.
- **Syrop:** 1. Determine which sworn officer responsibilities can be delegated to community service officers to improve community responsiveness and save costs. 2. Develop community events/resources (like markets or concert series) to improve neighborhood cohesiveness and identity. 3. Develop an opt-in list of seniors and differently abled folks the city can coordinate check-ups as part of project Q5.
- **Salinas & Roche:** None.
- **Bonilla:** None
- **Marquez:** Staff is already working on issues concerning unpermitted food vendors. However, I don't see the project listed.

## Priority Area #2: Preserve, Produce, and Protect Housing for All



### SUMMARY

- Aligns well with current Council commission/committee work plans
- The end of the eviction moratorium will impact residents
- The availability of affordable housing is an important issue, increased housing density & more financing options could help
- Build programs for our unhoused population that are not punitive

### Committee or Commission Work Plan Alignment

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** Well aligned.



- **Zermeno:** Yes.
- **Goldstein:** It aligns well.
- **Syrop:** Decent, we must protect tenants from the fallout of the Eviction Moratorium being lifted.
- **Marquez, Andrews & Roche:** No comment.

## Proposed Staff Project List Comments

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Salinas:** This is a long list. There is a lot of work here. I want to continue this work plan.
- **Zermeno:** All is well.
- **Andrews:** More flex uses for housing.
- **Goldstein:** Creative financing options are the only solution for overcoming the average cost to buy a home. Rent protections need to provide landlords with recourse to protect their investments. Otherwise, fewer landlords will want to enter the market or stay in it. At that point, only large investment REITs will be willing to invest.
- **Syrop:** I would remove the Shallow Subsidy program. We can achieve a lot more savings for residents by stabilizing rent over the long run. I would prioritize safe parking/encampment services so we can begin to work with unhoused populations in less punitive and carceral ways. I would also prioritize acquiring tax-defaulted properties and partner with Land Trusts to develop them and decommodify them.
  - **Syrop (email):** (Investigate this framing altogether, I'm concerned the 3P's may be the result of astroturf lobbying efforts).  
Developing a rental registry to provide code enforcement with more up-to-date information on Hayward's rental market.  
Revisiting/strengthening our rent stabilization ordinance to include more types of units in order to mitigate evictions. Explore participating in a Public Bank as a way of securing funds for affordable housing development. Reduce financial constraints for housing seekers: application fees, application deposits, etc. I'm not completely sold on the universal income program, the city could save residents across the city hundreds by lowering their cost of living in other ways.
- **Marquez & Roche:** No comment.
- **Bonilla:** Perhaps we can expand H2b to include "piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program." Would updating the housing element include updating the Let's House Hayward! Strategic Plan?

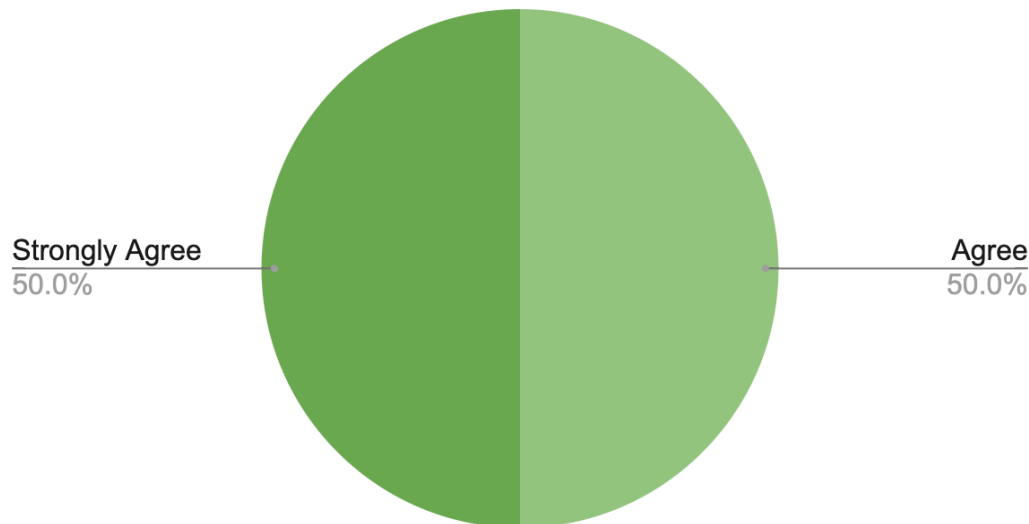
## **New Council Projects to Add**

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

- **Zermeno:** I would add looking into housing for teachers.
- **Andrews:** Density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities.
- **Goldstein:** Support public banking.
- **Syrop:** Develop a light-weight tenant "right to counsel" program. Develop an enforceable rental registry.
- **Salinas, Marquez & Roche:** None.

## **Priority Area #3: Confront Climate Crisis and Champion Environmental Justice**

Agreement on Project List #3  
Confront Climate Crisis and Champion Environmental Justice  
(City Council)



## **SUMMARY**

- Aligns well with current Council commission/committee work plans (it would be good to review the structure of ‘Keep Hayward Clean’ and ‘Green Task Force’ programs)
- Increase the number of trees to plant; continue working with stopwaste.org
- Supporting the transition to electric homes, cars, and bicycles is a priority, including creative financing to remove the burden from consumers
- More work to consider how to truly incorporate Environmental Justice (impacts on and programs for frontline communities)

### **Committee or Commission Work Plan Alignment**

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** Well aligned.
- **Zermeno:** Yes.
- **Andrews:** Review structure of keep hayward clean and green task force.
- **Goldstein:** Looks good.
- **Roche:** It aligns with the priorities of the committee.
- **Marquez & Syrop:** No comment.

### **Proposed Staff Project List Comments**

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Salinas:** This is a good project list. Very comprehensive.
- **Zermeno:** A good list. I would change to 3,000 trees per year. Also, add “continue working with 'stopwaste.org'.”
- **Goldstein:** We need banks to finance electrification with no change in payment or LTV (no penalty to new buyers, just tack it onto an existing mortgage); or have PG&E finance it, or finance it through public grants.
- **Roche:** I would like to add a priority to create programs/incentives to help existing buildings make the transition to electric. Perhaps a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances, etc. Also, under the "plant 1,000 trees" bullet, we should increase that number but add "working with community groups."

- **Syrop:** Prioritize involvement in public banking and divestment from private banks that invest in fossil fuel industries. Ensure that work done to produce EV chargers also benefit e-bike and not just electric cars.
  - **Syrop (email):** Prioritize city divestment from banks and financial products with fossil fuel investments in their portfolios (and explore participating in a public bank by extension). Develop policy to protect old growth trees that sequester more CO2 than new trees. Ensure charging stations are compatible with E-bikes. Can we explore banning single use, non-compostable plastics in Hayward? Invest in quickbuild solutions to improve public transit experience. Support regional conversations re: just transition for unionized fossil fuel workers. Preserve green space (such as the Skywest golf course). Prioritize hiring for Transit Engineer positions that are currently severely understaffed.
- **Marquez & Andrews:** No comment.

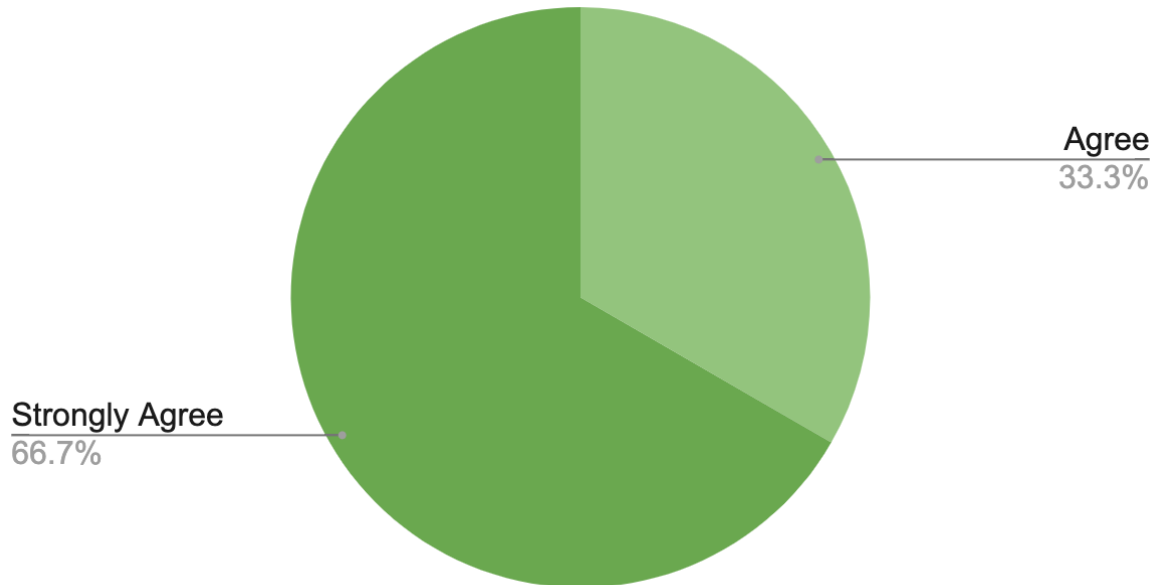
### **New Council Projects to Add**

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

- **Zermeno:** Plant greenery/drought resistant/native plants/flowers in areas that are barren and ugly looking.
- **Andrews:** Consider requesting more trees at freeway exits. Offer free trees by neighborhoods (max amount of trees by areas).
- **Roche:** Need to add language about mitigating the impacts of climate change on frontline communities through the work of environmental justice.
- **Syrop:** Developing e-bike rebate program. Pursuing grant dollars through the Green House Gas Reduction Fund (for building electrification, supporting a shuttle service, partnering with trades on a Just Transition). This would go hand-in-hand for supporting electrification for low-income renters & residents.
- **Salinas, Marquez & Goldstein:** None.

## Priority Area #4: Invest in Infrastructure

Agreement on Project List #4  
Invest in Infrastructure  
(City Council)



### SUMMARY

- Infrastructure projects have the highest level of agreement among the city council, compared to other priority areas
- Projects are well aligned with current Council commission/committee work plans
- Ensure that the bike lanes that are added are protected bike lanes
- Invest in buildings that serve the community (“public safety building,” police building is run-down)
- Improved transportation options: shuttle services to enable better access to BART, develop loop road to discourage commuters passing through downtown

- Development & beautification in strategic areas (Tennyson, La Vista Park)
- Address the digital divide and ensure there is good internet connectivity downtown

## Committee or Commission Work Plan Alignment

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** Well aligned.
- **Zermeno:** Good.
- **Goldstein:** Aligns well.
- **Marquez, Andrews, Roche & Syrop:** No comment.

## Proposed Staff Project List Comments

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Salinas:** I would like to explore how to include building a public safety building.
- **Zermeno:** A good one.
- **Goldstein:** Police building needs to be a higher priority for safety reasons, as well as quality of work life. The bathrooms are an embarrassment. In 40+ years visiting law enforcement buildings, I've never seen anything so atrocious. That it has gone on for so long sends the wrong message to our community.
- **Roche:** Under the priority of adding bike lanes, I would like that to include, "with a focus on protected bike lanes."
- **Syrop:** Ensure bike lanes are protected under project R6.
  - **Syrop (email):** Consider moving traffic calming N2 projects into community safety. Reform and streamline traffic calming petition process. Consider moving N4 into Sustainability and EJ. Explore the creation of a new parking garage downtown and revisit our parking enforcement/permitting/fees programs to increase parking supply with pre-existing infrastructure. Huge support for the stack center N13. Do we really need la vista when Tennyson was just rebuilt down the street? Can Skywest be made into a destination park instead? What will it take to bring high speed internet infrastructure downtown and along Tennyson?
- **Marquez & Andrews:** No comment.

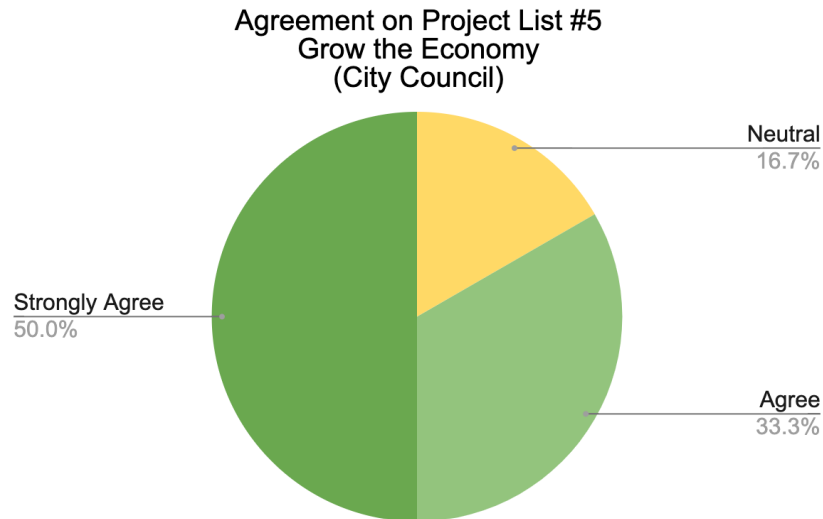
- **Bonilla:** I would like to see La Vista Park prioritized. Hopefully we can focus on revitalizing downtown, supporting Tennyson, and activating the industrial area for tech jobs. I support the digital divide community survey. I would like to ensure everyone in Hayward has access to free high-quality, reliable wifi. I heard the internet is weak for merchants and businesses downtown. Can we prioritize addressing that? I would like to see the Tennyson Road corridor landscape beautification project completed.

## New Council Projects to Add

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

- **Andrews:** Tennyson and Calaroga intersection needs beautification. Shuttle alternatives with BART.
- **Roche:** Create a pilot project for either a city shuttle service, or a last mile car service, focusing on getting people to BART or to downtown.
- **Syrop:** Develop a Bike and Pedestrian Advisory Committee. Begin reforming the loop and making changes to discourage commuter traffic through downtown. Work with BART to encourage TOD at their stations.
- **Salinas, Marquez, Zermeno & Goldstein:** None.

## Priority Area #5: Grow the Economy



## SUMMARY

- Aligns well with current Council commission/committee work plans
- Programs to develop public-facing events and permanent public art
- Try to fill vacant storefronts
- Build programs to assist & support downtown businesses, including in keeping their surrounding areas clean and safe
- Encourage more civic activity and entrepreneurship with a community center and incubator space
- Activate local businesses to connect with local students/ graduates

## Committee or Commission Work Plan Alignment

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** Good.
- **Zermeno:** Yes.
- **Goldstein:** Aligns well.
- **Marquez, Andrews, Roche & Syrop:** No comment.

## Proposed Staff Project List Comments

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Salinas:** Implement a yearly recognition with signs and social media graphics that celebrates Hayward graduates. Tie it with local restaurants and other retailers to promote products related to graduates.
- **Zermeno:** Move the Educational components to Quality of Life.
- **Andrews:** Public art that is permanent. Activities for teens.
- **Goldstein:** More engagement with the Chamber of Commerce and HARD on public facing events.
- **Roche:** We might want to add a similar to Fire priority for Police ROP program to create a pipeline of local students to HPD.
- **Syrop:** I would remove E2 and ask the Chamber or another 3rd party group to offer the workshop.



- **Syrop (email):** Include commercial tenants as part of updating our Rent Stabilization Ordinance. Develop hub for sidewalk vendors (may double as a nightmarket?). Develop a rubric in collaboration with the Downtown Hayward Improvement Assn. to help downtown businesses assess their branding, menu offerings, supply chains, etc (goal is to elevate overall business experience and performance). Explore participating in Public Banking to secure small business loans. Continue pushing on E9. Develop policies that encourage worker-ownership models for particular industries that Hayward needs (childcare for example).
- **Marquez:** No comment.

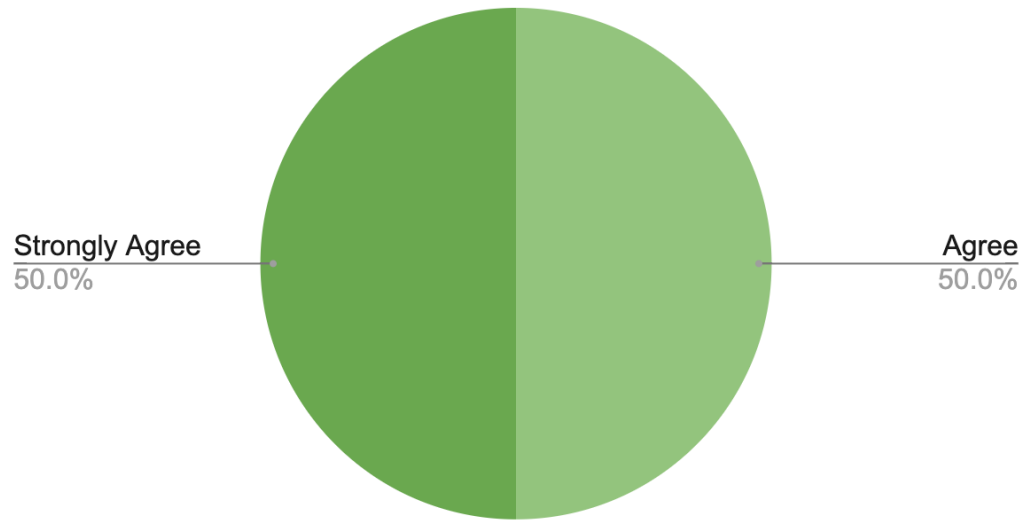
## New Council Projects to Add

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

- **Salinas:** See above.
- **Zermeno:** Go HARD and relentlessly against owners of empty storefronts. More Safety Downtown A Community Center is needed.
- **Roche:** I would like to see some reference to entrepreneurship, maybe incubator space for local small businesses. Under "Invest in Programs that support businesses..." we might want to add a program that assists businesses dealing with graffiti/blight/homelessness. I think if businesses felt they had support from the city in keeping store alcoves, sidewalks, walls clean, it would go a long way toward confidence.
- **Syrop:** Revisit and reform older ordinances that may have an impact on our local economy (such as Alcohol/Beverage Ordinance ratio of 50:50 in addition to the Cabaret Ordinance). Put forward incentives to create worker-cooperatives in Hayward.
- **Marquez, Andrews & Goldstein:** None.

## Priority Area #6: Strengthen Organizational Health

### Agreement on Project List #6 Strengthen Organizational Health (City Council)



### SUMMARY

- Aligns well with current Council commission/committee work plans, but could be improved by refreshing the objectives of the Personnel Commission
- Support police and fire department by investing in their buildings
- Opportunity to more directly address racial equity in our own processes and programs
- Programs to connect students and the community with local government (mock government, teen jobs, etc)
- Policies to support people development and management accountability

## Committee or Commission Work Plan Alignment

If you are assigned to a Council Committee or Commission that is related to this priority area, how well does this project list align with the work plan you envision for that Committee or Commission for the coming year?

- **Salinas:** Aligned.
- **Zermeno:** Well.
- **Goldstein:** R12 "to ensure business alignment" should be "to optimize business alignment".
- **Syrop:** Good for the most part. City needs to hold a retreat for the Personnel Commission to help it identify new and meaningful objectives.
- **Marquez, Andrews & Roche:** No comment.

## Proposed Staff Project List Comments

Do you have any comments about the proposed project list? What revisions would you make? Which projects would you like to move up in priority, or which projects do you think can be delayed or dropped from this priority area?

- **Zermeno:** A good one.
- **Goldstein:** R10 could include bathroom renovation at the police station, carpet replacement, public art painting of the exterior -- just to show we care.
- **Roche:** As far as "wellness" for both HPD and Fire I would like to see that be a priority given the pressure put on those departments over the last few years.
- **Syrop:** As part of R11 - revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place.
  - Syrop (email): Develop new marketing strategy for talent acquisition in collaboration with the Personnel Commission. R14: Implement districting for commissions to ensure balance representation of commissioners. Implement full 360 evaluations for management staff (that includes comprehensive subordinate feedback). Assess our procurement process to ID new technologies and/or other potential efficiency increases. Add additional weight to bilingual applicants to recruit more diverse applicants that can better service our community. Produce report on turnover rates within various departments to help identify where management support or training may be required. Introduce more opportunities for real-time feedback from residents after interacting with city services.
- **Salinas, Marquez & Andrews:** No comment.
- **Bonilla:** I would have expected to see more projects with a racial equity lens in the "Strengthening Organizational Health" priority since we are focused on building internal DE&I programs and competencies.

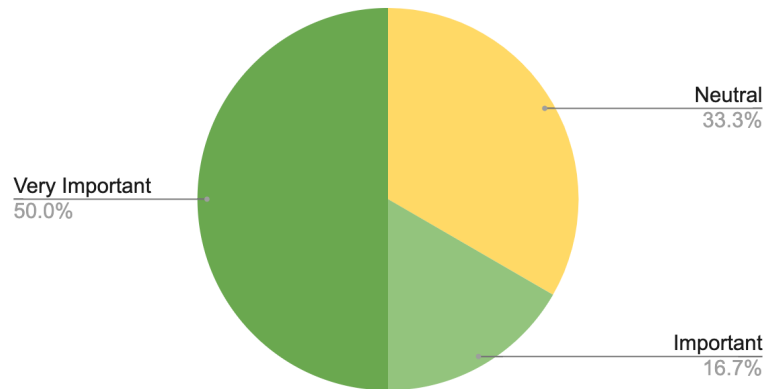
## New Council Projects to Add

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

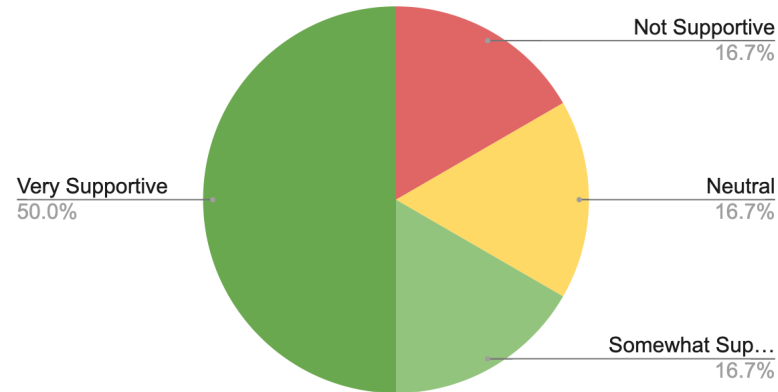
- **Zermeno:** Keep being honest and transparent with our employees and their unions.
- **Andrews:** Haywardjobs.com. Coordinate with HLAC agencies and the chamber. Mock government with schools. Teen job clearinghouse.
- **Syrop:** As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads.
- **Salinas, Marquez, Goldstein & Roche:** None.

## Performance Metrics

How important is it to you that the city establish Performance Metrics? (City Council)



To what degree would you support staff removing projects in order to collect metrics? (City Council)



## SUMMARY

- Better metrics are generally considered important
- Most council members are supportive of deprioritizing other projects to make more space for improved metrics

- Opinion is split about whether metrics should be added at the project level or sub-priority level
- There are several proposals about how to do this well: a dedicated employee, starting with a subset of projects, choosing metrics that are seamless to measure

### **If performance metrics are important to you, at what level of the Strategic Roadmap are they needed?**

- **Salinas:** At the sub-priority category level
- **Zermeno:** At the sub-priority category level
- **Andrews:** At the project level
- **Goldstein:** At the project level
- **Roche:** At the project level
- **Syrop:** At the sub-priority category level
- **Marquez:** At the project level

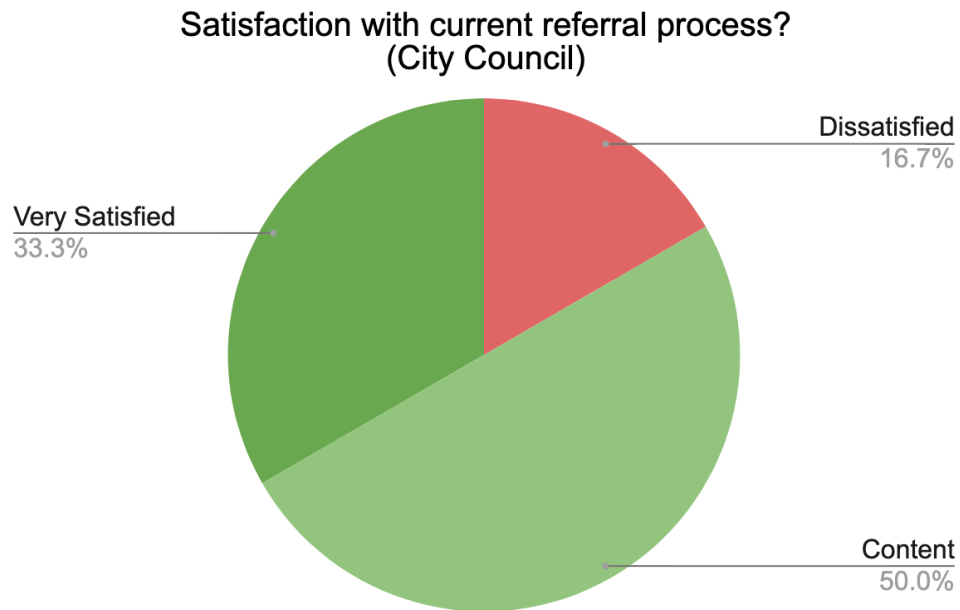
### **Performance Metrics Comments**

Do you have any comments or suggestions for how the City should think about collecting and monitoring metrics for this Strategic Roadmap?

- **Zermeno:** Might have to be an employee in charge of this.
- **Goldstein:** Any measure is better than no measure. We should start with reasonable metrics that don't detract from the project. We can later assess how well the metrics represent the target we're aiming for.
- **Roche:** I think we prioritize performance metrics on those projects whose metrics can be measured as part of the design of the project for now.
- **Syrop:** I encourage staff to design metrics in a way that allows for the burden of data collection and synthesis to be distributed between departments OR designates a person or small team to take point on measuring project or sub-priority success OR contract with a consultant to assess performance at regular intervals.
- **Salinas & Andrews:** No comment.
- **Marquez:** This is my on-going struggle with expanding our list. I support many of the suggestions made by my colleagues but every year we add more projects and I feel that it only delays positive outcomes for our residents. So unless we're going to vote on what comes off the list, I don't see how we can add more.

## Referral Process

Overall, how satisfied are you with the current referral process?



### SUMMARY

- Councilmembers are relatively content with the referral process, but there is room for improvement
- This is an important area of discussion for the council

Do you have any comments or suggestions for how the City should change the referral process? Or, if you are new to the referral process, do you have any questions about the process?

- **Salinas:** I want to talk about this with council members. There is a history of the referral and I want to see if we are mature enough to return to the old system or will we have to continue with the current system.
- **Andrews:** I would like a reasonable timeline when items come back based on staff capacity and what is needed to deliver.
- **Goldstein:** I think I understand it and would like more info.
- **Syrop:** Clarifying referral process during orientation would have been helpful (good examples, how to draft, when it will be agendized, etc). The referral process is an important part of maintaining a sense of direct democracy and representation and I believe it is fine as is.
- **Zermeno & Roche:** No comment.
- **Marquez:** I prefer that we use the annual budget process to address community wide needs. When emerging issues come about we can give staff direction through committee work and/or direction in a council meeting.

## Hopes or Considerations for Retreat

What are your hopes for the strategic retreat? What are the most important considerations for discussion at the retreat?

### SUMMARY

- Prioritizing among these projects is important: focusing on really delivering on a smaller list of things
- We want this process to lead to a bold, exciting, and clear roadmap
- **Salinas:** I am hoping members are willing to remove work from the list and focus on a smaller list of tasks and complete them with outstanding results.
- **Zermeno:** Productive teamwork for our fine City.
- **Goldstein:** I hope we can agree on the alignment of the city's priorities.
- **Roche:** I look forward to hearing from my colleagues on what they find urgent to focus on.
- **Syrop:** I want us to walk away with a bold, exciting, and clear work plan for the coming years where we feel like the communities we represent are having their needs addressed.
- **Andrews:** No comment.
- **Marquez:** I hope that we can come together to collectively triage realistic and attainable goals for our community and organization.

## Other Strategic Planning Process Comments

- **Zermeno:** Good survey.
- **Andrews:** Community input per 6 goals?

- **Goldstein:** I honor community input, and I like that it is a priority in Hayward.
- **Salinas, Marquez, Roche & Syrop:** No comment.



# Appendix D: Images of Dot Voting Posters for Project Prioritization

CITY OF HAYWARD, STRATEGIC ROADMAP 2023 - 2028  
Draft Strategic Projects

**Community Safety & Quality of Life**

#	Status	Project	Dot Voting
<b>SUPPORT SAFE AND CLEAN NEIGHBORHOODS</b>			
Invest in Community-Centered Crime Response and Enforcement Models			
Q1	Staff Proposed	Continue to implement and measure the HEART Pilot Program	●●●●●●●●
Q2	Staff Proposed	Implement the recommendations from the Dispatch Assessment	●●●●●●
Q3	Staff Proposed	Conduct an assessment of the jail and other Community Services Officer functions	●●●●●●●●●●
Q4	Staff Proposed	Seek and implement CALEA accreditation for the Police Department	●●●●●●●●●●
Strengthen Emergency Preparedness, Planning, and Response			
Q5	Staff Proposed	Update comprehensive Emergency Management Plan	●●●●●●●●
Q6	Staff Proposed	Reestablish the Hazardous Materials Response Team and research funding options for equipment	●●●●●●●●
Invest in Cleanliness and Blight Reduction			
Q7	Staff Proposed	Roll out a permanent illegal dumping prevention program	●●●●●●●●
Q8	Staff Proposed	Engage owners of vacant building properties to encourage activation, starting in the downtown	●●●●●●●●
Q9	Staff Proposed	Finalize community preservation ordinance to combat blight and enhance neighborhood livability	●●●●●●●●
Q10	Staff Proposed	Create an analysis of the staffing and funding needs to create a public art programs	●●●●●●●●
<b>SUPPORT VIBRANT COMMUNITIES</b>			
Implement Community Enrichment and Social Support Programming			
Q11	Staff Proposed	Continue to provide educational, cultural, and social support programs at the Hayward Library	●●●●●●●●
Q12	Staff Proposed	Continue to provide family support programs through the Youth and Family Services Bureau	●●●●●●●●
Q13	Staff Proposed	Continue to implement Hayward People's Budget projects	●●●●●●●●
Q14	Staff Proposed	Continue to work with HARD on understanding recreational programs through the Master Lease	●●●●●●●●
Activate Public Spaces			
Q15	Staff Proposed	Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage	●●●●●●●●
Q16	Staff Proposed	Work with partners to design programming for the future Stack Center Community Event Plaza	●●●●●●●●
Invest in Community-Wide Internet Infrastructure and Access			
Q17	Staff Proposed	Continue to provide internet connected devices and hotspots through the Library	●●●●●●●●
Q18	Staff Proposed	Work with partners to identify funding for a strategic plan for Broadband	●●●●●●●●
Strengthen Justice and Belonging			
Q19	Staff Proposed	Continue to implement an internal racial equity training program	●●●●●●●●
Q20	Staff Proposed	Use the Racial Equity Toolkit to implement pilots in several departments	●●●●●●●●
Q21	Staff Proposed	Assess and pilot inclusive recruitment, retention and promotion standards and practices	●●●●●●●●
Q22	Staff Proposed	Work with the survivors and descendants of Russell City to determine appropriate restitution	●●●●●●●●

16 dots



CITY OF HAYWARD, STRATEGIC ROADMAP 2023 - 2026

Draft Strategic Projects

Community Safety & Quality of Life

#	Status	Project	Dot Voting
QC22	Council Proposed	Add additional enforcement against owners of empty storefronts	
QC23	Council Proposed	Create more permanent art downtown, Hesperian, mission, Tennyson	● ● ● ● ●
QC24	Council Proposed	Explore an Art & Culture Commission. These projects (including the two below) deal with the diverse culture of our City, for better quality of life, celebration of who we are, and create pride in our city. Once finished, these projects will lead our Residents to Downtown, creating traffic for our businesses, and more City pride.	● ● ● ● ●
QC25	Council Proposed	Create a Mini Fault Park by old City Hall, with poems and photos, and poetry stands throughout the city.	● ● ● ● ●
QC26	Council Proposed	Create a disc golf course, for example at Skywest or as part of La Vista	● ● ● ● ●
QC27	Council Proposed	Create a Task Force to plan for Hayward's 150th year	● ● ● ● ●

16 dots















CITY OF HAYWARD, STRATEGIC ROADMAP 2023 - 2026  
Draft Strategic Projects

**Grow the Economy**

#	Status	Project	Dot Voting
<b>Invest in Programs that Support Hayward Business and Workers</b>			
E1	Staff Proposed	Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall	●●●●●●●●
E2	Staff Proposed	Complete remaining "Restaurant Relaunch" and façade program projects	●●●●●●●●
E3	Staff Proposed	Continue to partner with OSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses	●●●●●●●●
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>			
E4	Staff Proposed	Continue to roll out Downtown District Activation pilot program that includes performance art	●●●●●●●●
E5	Staff Proposed	Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license	●●●●●●●●
<b>Grow Educational Pathways and Workforce Development Pipelines</b>			
E6	Staff Proposed	Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods	●●●●●●●●
E7	Staff Proposed	Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program	●●●●●●●●
E8	Staff Proposed	Continue Fire career pathway program with ROP and Chabot - have 17 student fire fighters - execute instructional services agreement with Chabot	●●●●●●●●
E9	Staff Proposed	Continue the IT Department's internship program	●●●●●●●●
E10	Staff Proposed	Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements	●●●●●●●●
<b>Strategically Dispose of City Property</b>			
E11	Staff Proposed	Continue to work on Route 238 Corridor lands dispositions and development	●●●●●●●●
E12	Staff Proposed	Release solicitation for City Center disposition and development	●●●●●●●●
E13	Staff Proposed	Study the options for disposing of Successor Agency parcels on Mission Blvd	●●●●●●●●

8 dots

CITY OF HAYWARD, STRATEGIC ROADMAP 2023 - 2024

Draft Strategic Projects

Grow the Economy

#	Status	Project	Dot Voting
EC1	Council Proposed	Provide a Council report analyzing the impact of graffiti on businesses and service options/costs for the City to assist in keeping store alcoves, sidewalks, and walls clean when businesses are dealing with graffiti/blight/homelessness	4 blue dots
EC2	Council Proposed	Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them.	3 red dots, 1 blue dot
EC3	Council Proposed	Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).	5 red dots, 1 blue dot
EC4	Council Proposed	Launch a Haywardjobs.com website with local jobs across sectors, in partnership with HARD, HUDO, and the Chamber, including a job clearing house for teens	1 blue dot
EC5	Council Proposed	Explore closing B St. (Foothill to Mission) and/or Main St. (A to C Sts.) to cars on weekends. This will begin to do away with our City being a pass through city, which in turn will make us being a Destination City, and that should reduce our Carbon Footprint. More folk in our Downtown will be the result, as well as a reduced foot print.	3 red dots, 2 blue dots
EC6	Council Proposed	Build a parking garage behind Buffalo Bills Economy recovery and renovation are key to a healthy local economy for us. The parking that we have will not be enough when every empty storefront is rented, thus another parking garage. We will see Residents in our Downtown, especially on B and Main St.	1 red dot
EC7	Council Proposed	Facilitate Valet Parking for downtown business	1 blue dot
EC8	Council Proposed	Partner with HARD to use underutilized buildings as commercial and food spaces	1 red dot, 6 blue dots
EC9	Council Proposed	Create a density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities	5 blue dots
EC10	Council Proposed	Identify central locations with facilities to support street vendors	6 blue dots
EC11	Council Proposed	Study the restaurants and food offerings in the industrial area to see if there are service gaps for workers and residents	2 red dots, 1 blue dot

8 dots

