



**SPECIAL CITY COUNCIL MEETING – COUNCIL RETREAT
REMOTE PARTICIPATION
Saturday, February 13, 2021, 8:30 a.m.**

The Special City Council meeting was called to order by Mayor Halliday at 8:30 a.m. The special meeting was conducted utilizing teleconferencing and electronic means consistent with State of California Executive Order No 29-20 dated March 17, 2020, regarding the COVID-19 pandemic. Members of the City Council, City Staff, and members of the public participated via the Zoom platform.

Pledge of Allegiance: Council Member Lamnin

ROLL CALL

Present: COUNCIL MEMBERS Andrews, Lamnin, Márquez, Salinas, Wahab, Zermeño
MAYOR Halliday
Absent: None

PUBLIC COMMENTS

There were none.

WORK SESSION

1. Strategic Roadmap Update (Report from City Manager McAdoo)

City Manager McAdoo began the meeting by indicating the purpose of the retreat was to give Council a progress update on the Strategic Roadmap projects since the beginning of implementation and for Council to provide high-level guidance on the reprioritization of projects by priority area.

Ms. Christelle Blackford and Mr. Jim Rettew, consultants with CivicMakers, set the objectives of the retreat which involved prioritizing roadmap projects, aligning resources, incorporating Diversity, Equity, and Inclusion as part of roadmap discussions, and addressing staff burnout due to additional demands by the pandemic.

Mr. Jim Rettew provided a high-level overview of the implementation of 2019 Strategic Roadmap projects and impact of the pandemic and shared results of the survey completed by the Council, Executive Team and feedback provided by managers, captured in pages 6 through 22 of the Strategic Roadmap Update.

Management Analyst Mullins provided an overview of 2020 achievements around Diversity, Equity and Inclusion and additional proposed work for 2021 which is captured in pages 23 through 26 of the Strategic Roadmap Update.

Preserve, Protect and Produce Housing Priority Section: (pages 29through 40 of the Strategic Roadmap Update)

Management Analyst Cole-Bloom and Management Analyst Lobedan provided an overview of housing projects, shared successes, and achievements, and gave considerations for 2021.

Mr. Jim Rettew summarized survey results related to the priority area, including additional projects, and provided Council with instructions for dot voting and discussion around priorities and projects.

(Seven votes per Council Member)

PRESERVE, PROTECT AND PRODUCE HOUSING	AA	SL	EM	MS	AW *	FZ	BH
1: Navigation Center to Housing & Support the Homeless 1a: Identify Sustainability funding source for the Navigation Center. 1b: Oversee operations of the Navigation Center.	1a	1b	1a			1a	1a
2: Homelessness Reduction Strategic Plan 2a: Create plan modeled after an empowerment approach and best practices. 2b: Implement plan.		2a 2b	2a		2a		
3: Temporary Winter Shelters 3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters. 3b: Continue partnership with Alameda County to implement Winter Shelters.	3b	3b				3a	3
4: Housing Incentives & Production Work Plan 4a: Explore moderate-income financing model. 4b: Amend Density Bonus Ordinance. 4c: Update Accessory Dwelling Unit (ADU) ordinance. 4d: Develop an Overlay Zoning District to allow RS zoned properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation. 4e: Explore program to convert tax-defaulted properties to affordable housing. 4f: Create marketing materials for incentivizing housing production. 4g: Expand emergency shelter sites in Hayward.	4g	4e	4g	4a 4e	4a 4b 4c 4e	4e	
5: Evaluate the Affordable Housing Ordinance 5a: Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs.	5b	5b	5b		5b		



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5b: Hold work session for potential revisions.							
6: Expend the Affordable Housing Trust Funds 6a: Hold a work session on establishing funding priorities for Affordable Housing Trust. 6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities.				6a 6b	6a	6a	
7: Recommend Updates to the Rent Stabilization Ordinance 7a: Provide 6-month update on the implementation of Rent Stabilization Ordinance & recommend amendments. 7b: Monitor implementation of Rent Stabilization Ordinance & prepare a statistical report.							
8: Pursue State Housing Funding Opportunities 8a: Identify & respond to regulations to ensure Hayward & Hayward-supported projects qualify for state housing funding. 8b: Apply for state housing funding to support strategic partnerships & Council priorities.	8b		8a	8b		8a	8b
9: Update the Housing Element Plan		9					9
10: Implement a Soft Story Ordinance							
11: COVID-19 Response 11a: Implement and monitor eviction moratorium. 11b: Implement COVID-19 rent relief program. 11c: Analyze alternative rent increase thresholds. 11d: Expand mediation services to tenants and landlords to support repayment plans. 11e: Allocate and administer CDBG-CV funding for homelessness and housing services.	11a 11 b		11a	11 b		11a 11e	11a 11b 11d

*All of it.

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Grow the Economy Priority Section: (pages 43 through 53 of the Strategic Roadmap Update)

Assistant City Manager Ott provided an overview of new projects related to COVID-19, shared successes, and achievements, and gave considerations for 2021.

Ms. Cristelle Blackford summarized survey results related to the priority area and additional projects.

(Eight votes per Council Member)

GROW THE ECONOMY	AA	SL	EM	MS	A W	FZ	BH
1: Marketing Plan & Opportunity Zone Campaign 1a: Update the marketing plan. 1b: Implement the marketing plan.					1	1	1
2: Vacant Building Property Ordinance 2a: Enforce ordinance. 2b: Engage owners and encourage activation of vacant sites.	2a 2b	2b		2a 2b		2	2
3: Strengthen Workforce Development Pipelines 3a: Devise plan to maximize workforce development pipelines. 3b: Re-establish the Business Engagement Program and referral process. 3c: Collaborate with workforce development partners to organize, host and sponsor job fairs & awareness events.		3a 3b	3b		3a 3b 3c	3	3
4: Former City Center Building 4a: Complete deconstruction. 4b: Commence discussions on property redevelopment. 4c: Finalize disposition & development agreement. 4d: Implement disposition & development agreement.		4c	4c				
5: Disposition & Development of Route 238 Corridor Lands 5a: Finalize planning on redevelopment of 6 remaining parcel groups. 5b: Finalize disposition & development agreements for all parcels. 5c: Implement disposition & development agreements for all parcels.		5b	5a				
6: Update and Implement a Revised Cannabis Ordinance to Incorporate Best Practices to Better Support Cannabis Businesses	6				6	6	
7: Develop and Implement a Local Minimum Wage Ordinance							
8: Revise Alcohol Use Regulations to Support Existing and Encourage More Full-Service Restaurants		8			8	8	8
9: Update Form-Based Zoning Codes Along Mission Boulevard to Streamline New Development, Focus Commercial Development Where Appropriate, and Create a Cohesively Designed Corridor				9		9	



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10: Revamp Community Preservation Ordinance to Combat Blight and Enhance Neighborhood Livability	10		10a		10		10
11: Explore A Public Art Program and Prioritize Gateway Locations	11		11				11
12: Explore the Concept of a Business Incubator with CEDC, CSUEB, Chabot College and the Chamber				12	12	12	
13: Continue Supporting Business Development Through Concierge Service, Incentives/Grants/Loans, Collaborations with the Chamber And SBA, and the Newly Updated Events Grants	13	13		13	13		13
14: COVID-19 Pandemic Response 14a: COVID-19 Business Sector Reopening Assistance. 14b: COVID-19 Restaurant Assistance. 14c: COVID-19 Policy Development. 14d: Sidewalk Vendor Ordinance.	14		14a	14c	14		
15: COVID-19 Pandemic Recovery Business Assistance 15a: COVID-19 Small Business Recovery & Equity Programs. 15b: COVID-19 Retail Recovery Program. 15c: Outdoor Gathering Permit established. 15d: Outdoor Dining Permit established. 15e: Temporary Outdoor Business Activities Permit.	15	15a	15a	15a 15b		15a	15a 15b

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Combat Climate Change Priority Section: (pages 55 through 63 of the Strategic Roadmap Update)

Environmental Services Manager Pearson provided an overview of the projects and highlighted staff was recommending moving forward with the Tree Preservation Ordinance because funding became available, shared successes and achievements, and gave proposed focus areas for 2021.

Mr. Jim Rettew summarized survey results related to the priority area and additional projects.

(Four votes per Council Member)

CLIMATE CHANGE	AA	SL	EM	M S	AW	FZ	B H
1: Reduce Dependency on Fossil Fuels 1a: Ban natural gas in new residential buildings. 1b: Require EV charging infrastructure in new construction. 1c: Explore feasibility of banning natural gas in non-residential buildings. 1d: Prepare a plan to facilitate transition of natural gas appliances to electric in City facilities.	1b		1b	1b	1	1	1b
2: Work with EBCE to Transition Citywide Electricity Use to 100% Carbon Free (From Y1-3 To Y3-3+)		2	2	2		2	
3: Transition Electricity Use in City Operations to 100% Renewable Energy (From Y2-3 To Just Y2)					3		
4: Adopt & Implement 2030 GHG Goal & Roadmap (Same Timeline; More Resources Needed)		4	4	4	4		
5: Work with Stopwaste to Promote a Circular Economy and Explore Regulation of Single Use Products 5a: Conduct outreach regarding single-use disposables (from Y1-3 to Y3-3+) 5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts (from Y1-3+ to Y3-3+)	5a					5	5
6: Plant 1,000 Trees Annually	6		6	6		6	
7: Reduce Carbon Emissions - Transition 15% of Total City Fleet to EV/Hybrid Models		7					
8: Adopt and Implement the 2019 Building Code & Fire Code	8				8		
Complete Shoreline Master Plan 9a: Complete EIR for Shoreline Master Plan							9
10: Update Tree Preservation Ordinance (from Y2 to Y3)							10

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Improve Infrastructure Priority Section: (pages 65 through 79 of the Strategic Roadmap Update)

Public Works Director Ameri provided an overview under the priority area and introduced Deputy Public Works Director Garcia who shared successes and achievements and provided



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considerations for 2021.

Ms. Cristelle Blackford provided survey results and additional projects from survey.

(Twelve votes per Council Member)

IMPROVE INFRASTRUCTURE	AA	SL	EM	MS	AW	FZ	BH
1: Improve Access and Mobility in Downtown Hayward 1a: Implement downtown parking plan. 1b: Prepare Downtown Specific Plan - Implementation Plan.	1b					1b	1b
2: Implement Major Corridor Traffic Calming Initiatives 2a: Complete Hayward Boulevard feasibility study. 2b: Implement Hayward Boulevard traffic calming plan. 2c: Complete Tennyson Road feasibility study. 2d: Implement Tennyson Boulevard traffic calming plan. 2e: D Street Traffic Calming Plan Feasibility Study. 2f: Implement D Street Traffic Calming Plan.	2c	2b 2d 2f	2c	2b	2	2d	2
3: Develop and Submit a Traffic Impact Fee			3		3		
4: Increase Transit Options and Ridership 4a: Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable. 4b: Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd. 4c: Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd. 4d: Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel. 4e: Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward.	4e	4c 4e	4a 4d	4a 4c 4d		4	4a 4c 4e
5: Maintain and Improve Pavement 5a: Maintain Pavement Condition Index (PCI) at 70*	5a	5a	5a	5a			5a

5b: Prepare OHHA pavement improvement program design. and financing structure. 5c: Construct various OHHA pavement improvements.							
6: Develop a Micro-Mobility Policy (eBikes, eScooters)						6	
7: Improve Mission Boulevard as a Key ‘Gateway to the City’ 7a: Complete Construction of Mission Boulevard Phase 2 7b: Explore funding of Mission Boulevard Phase 2 and Linear Park. 7c: Complete design of Mission Boulevard Phase 3 and construction.		7c		7a 7b 7c			
8: Implement the Bike & Ped Master Plan 8a: Add 2 miles of sidewalks per year. 8b: Add 10 lane miles of bike lanes per year. 8c: Assess Safe Routes to School. 8d: Implement Safe Routes School. 8e: Assess Safe Route for Seniors in the downtown area. 8f: Implement Safe Route for Seniors in the downtown area. 8g: Conduct a feasibility study of Jackson Street Improvements.	8a	8d 8f 8g			8	8b 8c	8
9: Expand EV Charging Infrastructure for City Fleet and Employees 9a: Conduct analysis of future demand. 9b: Construct additional EV charging facilities.			9b			9b	
10: Investigate Major Municipal Building Upgrade Needs 10a: Conduct a site and cost analysis of a new Police building. 10b: Conduct a needs assessment of upgrading the Corp Yard. 10c: Investigate funding options for new Police building and Corp Yard.	10 b	10 b	10a 10c	10c	10	10 b	
11: Upgrade and Maintain Airport Infrastructure and Facilities 11a: Rehabilitate the pavement in phases. 11b: Design, enclose, and construct open sections of Sulphur Creek adjacent to runways. 11c: Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L. 11d: Design and construct capital improvements to Airport hangars.						11	



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12: Empty							
13: Upgrade Water System Infrastructure 13a: Develop and launch Advanced Metering Infrastructure (AMI) customer portal. 13b: Replace an average of 3 miles of water pipelines annually.	13 b		13 b		13a 13 b		13a 13b
14: Update Water Pollution Control Facility Phase II Plan 14a: Design the upgrade. 14b: Construct the upgrade.					14a 14 b		
15: Upgrade Sewer Collection System by Replacing an Average of 3 Miles of Sewer Lines Annually	15				15		
16: Implement Phase 2 of Solar Project and Investigate Interim Usages of Additional Energy						16	
17: Meet Regulatory Requirements for Zero Trash in Stormwater by Installing Trash Capture Devices 17a: Install trash capture devices. 17b: Perform related trash reduction activities.	17a 17 b		17 b	17 b			
18: Expand Recycled Water Facilities 18a: Complete RW project construction (initial phase). 18b: Develop a Recycled Water Master Plan.	18a		18 b			18a	18
19: Improve Broadband Network 19a: Investigate the use of dark fiber. 19b: Finalize implementation of fiber grant. 19c: Complete installation of dark fiber.	19c	19c	19 b	19 b 19c	19	19c	19

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The City Council took a 20-minute break and reconvened the meeting at 12:45 p.m.

Improve Organizational Health Priority Section: (pages 83 through 95 of the Strategic Roadmap Update)

Finance Director/Interim Human Resources Director Claussen provided an overview of the priority area and new projects related to COVID-19, shared successes, and achievements, and provided considerations for 2021.

Mr. Jim Rettew provided survey results and additional projects from survey.

(Twelve votes per Council Member)

IMPROVE ORGANIZATIONAL HEALTH	AA	SL	EM	MS	AW	FZ	BH
1: Maintain and Expand Fiscal Sustainability 1a: Evaluate an increase to the Transient Occupancy Tax. 1b: Continue to investigate funding tools and cost reduction strategies for PERS, other post-employment benefits (OPEB) liability, and other health care costs. 1c: Redo the Business License Tax.	1b	1b	1b		1b	1b	1b 1c
2: Racial Equity Plan 2a: Create a language accessibility policy. 2b: Create a training policy.							2
3: Work Across Strategic Roadmap Priorities to Include Racial Equity Lens	3		3	3		3	3
4: Continue City Participation in the Government Alliance for Racial Equity		4		4		4	4
5: Continue to Support and Build Capacity for Lean Innovation Throughout the Organization				5			5
6: Perform Staff Resource Allocation and Workforce and Prioritization Analysis to Support Annual Budget Process and Explore Succession Planning Efforts 6a: Develop talent acquisition plan for citywide and critical positions. 6b: Develop and Implement a Recruitment and Re-engineering Plan.	6	6	6	6a		6a	
7: Increase Employee Homeownership by Rolling Out a Down Payment Assistance Program for City Staff					7	7	7
8: Re-Engineer Performance Management Process to Align with Organizational Values			8				
9: Continue Employee Engagement Initiatives and Develop Employee Recognition Program(S)				9		9	
10: Onboarding Program & New Employee Experience 10a: Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge. 10b: Develop a template/checklist departments can use to standardize and ease on-boarding.	10d	10d		10c			



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<p>10c: Continue the one-on-one coaching program including speed coaching events and establish a “buddy” System for new employees; explore new coaching and mentoring opportunities. 10d: Use technology to create efficiencies.</p>							
<p>11: Talent Development Initiatives and Training Platform 11a: Develop training academy to cultivate leadership skills. 11b: Develop training calendar to expand and share resources citywide. 11c: Explore a path to higher education for employees (i.e., working scholar’s). 11n: Develop an employee-initiated talent development plan involving interdepartmental representation.</p>		11n	11n	11a11n		11a11b11n	
<p>12: Develop a Managerial Course to Cultivate Leadership Skills 12.a: Identity training areas. 12.b: Roll out pilot course. 12.c: Integrate with performance evaluations.</p>							
<p>13: Centralize Training Platforms to Reap Greater Use and Efficiencies</p>							
<p>14: Increase Security Footprint and Reduce System Outages 14a: Establish an Information security awareness training and outreach program. 14b: Upgrade water utility technology.</p>	14b				14		
<p>15: Public Data-Driven Decision-Making 15a: Explore additional modules in OpenGov to assist with visibility and awareness of current spending and future projections. 15b: Implement new online planning and permitting solution.</p>	15b	15a15b	15a		15		
<p>16: Deliver Products and Services that Facilitate Access to the City’s Technology-Based Tools Beyond the Office 16a: Improve IT asset management program. 16b: Establish new mobile device management solution.</p>		16b		16a	16		

17: Modernize Technology & Systems 17a: Replace aging fiber optic lines between City facilities. 17b: Upgrade City network connections and speeds.	17a 17b	17 b	17a		17		
18: Cloud-First Transition 18a: Assess current ERP solution, investigate new offerings available and implement appropriate solutions.							
19: Maintain and Expand Communications Efforts to Better Inform and Gather Input from the Community 19a: Conduct a website audit and update. 19b: Conduct a public opinion survey on the Transient Occupancy Tax. 19c: Inform the public about the 2020 Census. 19d: Reconstitute the Citywide Communications Committee 19e: Relaunch in the Loop. 19f: Issue an RFP for translation services. 19g: Explore using additional social media channels to broadcast City Council Meetings. 19h: Create a CRM operations desk manual. 19i: Conduct the Biennial Resident Satisfaction Survey. 19j: Continue working with local partners to promote and recognize hayward events and accomplishments, as appropriate.	19f 19j		19a 19 d	19a 19j		19e 19j	19c
20: Employee Wellness During COVID-19 20a: Develop and Implement COVID-19 Contract Tracking and Tracing Protocol. 20b: Develop and Implement a COVID-19 Testing Protocol. 20c: Develop and Implement a Citywide Safe Return to Work Strategy/Plan. 20d: Enhance and Implement a more rigorous Employee Wellness Program.	20a	20c 20 d	20 d		20		20c
21: Remote Work Updates Due to COVID-19 21a: Develop and Implement a Virtual Training/Resource Communication Strategy. 21b: Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment.		21 b					21
22: Budget Changes Due to COVID-19 22a: Amend Budget to account for economic loss due to pandemic. 22b: Seek federal, state, and local reimbursement.	22b		22 d			22 b	22a 22 b



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Support Quality of Life Priority Section: (pages 98 through 109 of the Strategic Roadmap Update)

Management Analyst Thomas provided an overview of the priority area and new projects, shared successes, and achievements, and provided considerations for 2021.

Ms. Cristelle Blackford provided survey results and additional projects from survey. (page 105 and 106).

(Nine votes per Council Member)

SUPPORT QUALITY OF LIFE	AA	SL	EM	MS	AW	FZ	BH
1: Oversee the Rebuilding of the South Hayward Youth and Family Center (The Stack) 1a: Finalize financing. 1b: Design and construct center. 1c: Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.	1b	1b			1	1c	1
2: Complete Gateway and Corridor Landscape Beautification 2a: Complete Tennyson corridor landscape beautification. 2b: Complete Jackson corridor landscape beautification.	2a					2a	2
3: Implement Mental Health Comprehensive Assessment Teams (CAT) to Provide Targeted Mental Health Services and Avoid Inefficient Use of Public Safety Resources 3a: Assess findings from pilot. 3b: Roll out permanent CAT program (outside of County).	3b	3b	3b				3b
4: Update Comprehensive Emergency Services Plan for Community and Staff 4a: Update and approve community emergency plan. 4b: Implement updated plan. 4c: Conduct a 'risk & resilience' assessment of water system and update emergency response plan.	4	4a	4c		4		

5: Update Fire Strategic Plan 5a: Update and adopt strategic plan. 5b: Implement strategic plan.	5b				5		
6: Plan Library Operations and Hours to Leverage the New Facility 6a: Conduct survey of library hours need and analysis of use. 6b: Conduct strategic planning and implementation.			6a			6a	6a 6b
7: Implement Targeted Illegal Dumping Prevention Program 7a: Pilot programs and analysis. 7b: Roll out permanent program.			7a	7a 7b	7	7a	7a 7b
8: Implement Hayward Police Department Community Advisory Panel				8		8	
9: Expand Existing Support Services Offered by the Hayward Police Department Youth and Family Services Bureau to Include Life Skills, Education and Restorative Justice		9		9			
10: Implement a Strategy to Compel Union Pacific to Clean Up Their Unsafe and Blighted Properties, Mitigate Public Safety Risk, and Reduce Inefficient Use of Staff Resources	10		10	10		10	
11: Implement a Vaping Ban							
12: Complete La Vista Park 12a: Design La Vista Park 12b: Construct La Vista Park	12 b	12 b	12 b			12a	12 b
13: Evaluate Options for Adding Bathrooms to Heritage Plaza for Council Consideration		13	13			13	
14: COVID-19 Response 14a: Establish Graffiti Relief Program. 14b: Launch and run Food Distribution Operation. 14c: Launch and run COVID-19 Testing Site Operation. 14d: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci.	14a		14c				
15: Create and Implement Homeless Encampment Task Force	15			15			15
16: Community Engagement Around Public Safety 16a: Conduct community engagement and public polling to understand community concerns. 16b: Implement Policy Innovation Workshop to design potential policy solutions.		16	16 b	16a			
17: Implement Census 2020 Community Engagement							
18: Online Library Programming							
19: Library Curbside Service							
20: Tech Lending Library		20		20			



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21: Launch Bookmobile Program		21		21		21	
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Ms. Cristelle Blackford and Mr. Jim Rettew thanked all members of the City Council for their participation and noted further discussion would follow at a future work session. Mr. Jim Rettew added the Executive Team would receive detailed notes regarding feedback from surveys and interviews and discussion provided at the retreat to help frame FY 2021/22 budget requests for priority projects.

Assistant City Manager Ott recognized Management Analyst Thomas for her work with the Strategic Roadmap Update.

2. Discussion of upcoming League of Women Voters Forum on the City’s Priorities and Designated Council Representative to Present

There was Council consensus for Mayor Halliday to be the City’s representative and to give a three-minute presentation at the “Meet Your Elected” program sponsored by the League of Women Voters Eden Area on February 18, 2021. Members of the City Council suggested Mayor Halliday give an update on the City’s COVID-19 response and highlight the City’s leadership; emphasize the six priorities from the Strategic Roadmap and the steps Council is taking toward revising the projects list; mention the City’s work with regional partners; and note the work of GARE (Government Alliance on Race and Equity) and the City around safety.

CivicMakers and City staff were commended for the work done so far related to the Strategic Roadmap. City staff across the organization was acknowledged for the response to the global pandemic and the resilience and creativity exercised.

ADJOURNMENT

Mayor Halliday adjourned the meeting at 2:03 p.m.

APPROVED

Barbara Halliday
Mayor, City of Hayward

ATTEST:

Miriam Lens
City Clerk, City of Hayward