

Summary Report

Hayward City Council

Strategic Priorities Retreat

City Hall - Conference Room 2A
May 11, 2019 @ 9am - 3:30pm

June 7, 2019



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Executive Summary

Morning: Looking back and considering the present

During the first part of the day, staff shared data and reflections on past accomplishments, lessons learned, and outstanding work yet to-be-complete. Council commented on staff's presentation.

The following themes emerged from their comments. The numbers following each bullet point represents the number of times the item recurred during council commentary.

- Accomplishments (what did staff miss in their presentation?):
 - Partnership & Collaboration (4)
 - Housing & Homelessness (3)
 - Fiscal responsibility (2)
- Outstanding Initiatives (what did staff miss in their presentation?):
 - Children & youth (2)
 - Housing is still a big issue (2)
- Top issues/challenges facing Hayward today:
 - Schools (4)
 - Affordable housing / Anti-displacement / all types of housing (4)
 - Transportation (2)
 - Safety (2)
- How to improve Strategic Initiatives Process:
 - Reorganize and better define priorities - e.g., affordable housing, complete streets (3)
 - Clarify how “safe, clean, green and thriving” relate to strategic priorities and staff's daily work (2)

Afternoon: Looking to the future

For the second part of the day, the City's strategic consultant CivicMakers presented findings from a Council survey regarding the future of Hayward and facilitated a series of interactive activities to understand Council's vision for the City in 3 - 5 years.

- Describe your vision of Hayward in 3 -5 years:
 - Happy Families
 - Inclusive
 - Active transportation
 - Active Public Spaces
 - Clean streets
 - Attractive Public Realm
 - New development and less blight
 - Safe in public

- Less crime
- Collaborative
- Trees and landscaping
- Education and Prosperity

- Priority Categories:

Lamnín	Marquez	Zermeño	Mendall	Halliday	Salinas	Wahab
1. Balance	1. Protect, preserve, and produce Affordable Housing	1. Financial, educational, personal and youth Health	1. Combat Climate Change	1. Expand, improve and increase Affordability of Housing for All	1. Support and value Youth	1. Balance (equal city) - including housing, economic development, etc..
2. Traffic & Parking	2. Economic Development (job pipeline, attract good employers)	2. Housing	2. Inclusive Affordable Housing	2. Protect Environment	2. Opportunities for Lifelong Learning	2. Safe
3. Retention & Empowerment (staff, residents, etc...)	3. Infrastructure /climate change (sustainable CIP)	3. Infrastructure	3. Improved Transportation System	3. Support for Youth	3. Business-friendly Community	3. Innovative (infrastructure, tech use, etc...)
4. Complete Communities	4. Organizational Health / Community Wellbeing	4. Connectivity (coordination of council, staff and community)	4. Fiscal Sustainability	4. Shift from Auto-based to Active Transportation	4. Safe City	4. Prosperous (jobs, education, etc..)

- Strategic Priorities (*numbers indicate recurrence*):
 - Affordable Housing + Housing for All (9)
 - Define & Implement Complete Communities Vision (5)
 - Catalyze Local Businesses & Create Jobs (5)
 - Climate Resilience (5)
 - Education / Jobs Pipeline (4)
 - Innovative & strategic organizational culture (4)
 - Vibrant & Safe Public Spaces (4)
 - Optimize and Fund Roads & Parking (4)
 - Open the Library (3)
 - Services for the Unhoused (3)
 - Collaboration & Partnerships (3)
 - Active Transportation infrastructure (3)
 - Waste Reduction + Water Recycling (3)

- Electric fleet + Renewable energy (3)
- Invest in Children & Youth (3)
- Fiscal Responsibility (3)
- Grow City Staff (2)

Detailed report follows....

Meeting Overview

Agenda

Time	Item
9:00 – 9:15	Welcome & Introductions
Looking Back	
9:15 – 10:15	Strategic Accomplishments & Outstanding Items <i>Council discussion: Did we miss any accomplishments? What key efforts are still outstanding and of priority to Council with respect to the Strategic Initiatives?</i> <i>Reference Materials</i> <ul style="list-style-type: none">• General Plan• General Plan Annual Report Guiding Principles: Safe, Clean, Green, and Thrive <ul style="list-style-type: none">• Strategic Initiatives• Complete Streets• Complete Communities• Tennyson Corridor• Fiscal Year 2020 Proposed Budget• Fiscal Years 2020 – 2029 Recommended Capital Improvement Budget
10:15 – 10:45	Lessons Learned <i>Council discussion: Did the Strategic Initiative Process meet your expectations? What has been working and what has been challenging with respect to the Strategic Initiatives and other special projects?</i>
10:45 – 10:55	Break
What We Know Now	
10:55 – 11:20	Internal Challenges & Opportunities: Findings from Employee Engagement Survey and Initial Departmental Prioritization Sprints <i>Council discussion: What are your initial thoughts on how to better connect Council priorities with employee workload?</i>
11:20 – 12:00	External Changes & Trends <i>Reference Materials</i> <ul style="list-style-type: none">• Resident Satisfaction Survey• Community Needs Assessment <i>Council discussion: What are the top issues and challenges faced by Hayward today?</i>
12:00 – 12:30	Lunch

Looking to the Future

12:30 – 1:30 **Visioning**

Council discussion: What's your vision for the City over the next three to five years?

1:30 – 3:00 **Prioritization**

*Council discussion: What are three or four key priority areas/strategic categories that, if taken in the next three to five years, will radically improve the quality of life in Hayward? What are **specific and supporting projects** that the City should be focusing on?*

3:00 – 3:30 **Closing & Next Steps**

Council discussion: Reflections on proposed next steps.

Purpose

- Acknowledge and understand accomplishments and lessons learned
- Review and provide comments on key themes from recent surveys and work prioritization sprints
- Develop a strategic vision for Hayward and a framework for future priority setting

Participants

- **City Council:** Mayor Barbara Halliday, Councilmember Francisco Zermeño, Councilmember Al Mendall, Councilmember Sara Lamnin, Councilmember Elisa Márquez, Councilmember Mark Salinas, Councilmember Aisha Wahab
- **City Staff:** City Manager Kelly McAdoo, Assistant City Manager Maria Hurtado, Deputy City Manager Jennifer Ott, City Clerk Miriam Lens, City Attorney Michael Lawson, Chief of Police Mark Koller, Fire Chief Garrett Contreras, Dustin Claussen, Laura Simpson, Todd Rullman, Jayanti Addleman, Nina Collins, Chuck Finnie, Adam Kostrzak, Alex Ameri, Captain Bryan Matthews, Monica Davis, Mary Thomas, Jessica Lobedan
- **CivicMakers (consultants):** Jim Rettew (VP Strategy), Cristelle Blackford (Chief Engagement Officer)

Reflection on Past Accomplishments

Prompt: *What additional key accomplishments and lessons learned do you want to highlight?*

- Collaboration (4)
 - Interdepartmental collaboration
 - Community collaboration
 - Partnerships (e.g. chabot, cal state, HARD, HUSD)
 - Regional collaboration (mayor's conference, league of cities)
- Housing (3)
 - Homeless and housing commission
 - How we are approaching homelessness
 - Inclusionary housing
- Fiscal responsibility (2)
 - Budget discipline
 - Fiscal stability
- Infrastructure committee
- Cannabis initiative (enforcement)
- Agile depts
- Transparency
- Sanctuary city
- Awareness of city functions
- Neighborhood amenities - grocery stores, police etc..
- CALEA (Commission on Accreditation for Law Enforcement Agencies) re-certification
- Renewal of promise neighborhoods grant
- Reflection on what was difficult and how we can learn from our struggles
- Staff doing outreach to neighborhoods (eg., disseminating info, student engagement, etc..)

Prompt: *What key efforts are still outstanding and priority for the Council with respect to the Strategic Initiatives?*

- Housing (2)
 - Get ahead of housing issues
 - Housing could/should have been a stand-alone initiative
- Children & Youth (2)
 - Keep an eye on kids
 - Include students in everything we do
- Regional issues
- Expand benefits of Tennyson across the City
- Regional partnerships to address regional issues

- Community input early on to confirm understanding of issues and involve those impacted in solutions
- Change the culture of the city (itemize how it changes what and what we should do going forward)
- Stick to our plans!
- (Re)define “complete communities”

Reflection on Current Issues

Prompt: *What are the top issues in Hayward today?*

Challenges (council)

- Housing (4)
 - Affordable housing (+1)
 - Anti-displacement
 - Housing
- Schools (+3)
- Community outreach and engagement (2)
 - Be relevant to community needs
 - Talk to resident... What, when, how why we do what we do
- Transportation (+1)
- Safety/lighting (+1)
- Climate change and sea level rise (+1)
- Transportation (+1)
- Safety/lighting (+1)
- Resources
- Multi-lingual materials
- Growth (more employees?)
- Service coordination
- Traffic/parking
- Community Appearance
- Recycling and waste reduction
- Financial stability

Challenges (staff)

- Infrastructure needs (city and community) (+1)
- Anti-displacement
- Reserve space for emerging issues
- Growth → match with resources
- Community education and outreach regarding city services (culturally appropriate)
- Efficiency and service improvements (collaboration and process improvements)
- Affordable housing and job creation

- Education
- Healthy foods
- Retention of staff
- Implement downtown specific plan and multi-modal plan
- Census

Reflection on Strategic Initiative Process

Prompt: *Did the Strategic Initiative Process meet your expectations? What has been working and what has been challenging with respect to the Strategic Initiatives and other special projects?*

Plus (what went well):	Delta (what could be improved):
<p>Council:</p> <ul style="list-style-type: none"> • Internal collaboration/coordination • Clear and achievable tasks & specific actions with good follow-through • Good job implementing complete streets • Increasing in-lieu housing fees • Infrastructure committee • Small business Loans • Leadership development within staff 	<p>Council:</p> <ul style="list-style-type: none"> • Not enough money, not fast enough • How do we measure completion? • Lack of consistency about complete communities • Affordable housing should have been a bigger focus • Need to refine complete communities - what do we really mean by this? • Tennyson - How do we create a more unified vision; how do we make these kinds of projects part of city's culture (not so one-off)
<p>Staff:</p> <ul style="list-style-type: none"> • Interdepartmental collaboration • Small business Loans • Tennyson Corridor • Complete streets • Having opportunities to report progress to council 	<p>Staff:</p> <ul style="list-style-type: none"> • Complete streets and communities could have been incorporated into all the work • Use Access Hayward for some of the referrals that come up in the community • Lack of clear direction and oversight/leadership • Strategic priorities shifted focus away from other work • Redundant/duplicity • Not enough staff resources

Reflection on Connecting Council Priorities to Staff Workloads

What are your initial thoughts on how to better connect Council priorities with employee workload?

- Narrow focus to 3 - 5 years
- Define and organize priorities (+1)
- Safe, clean, green and thriving = value system (+1)
- Strategic initiatives -> shorter timeline
- How do safe/clean/green/thriving and strategic initiatives relate?
- Don't separate daily work from strategy
- Simplify
- Internal goals / external goals
- Educate staff on complete streets
- "Slow our Roll"
- Rethink neighborhood partnership meeting
- Employees - what is missing? (+1)

Vision for Hayward in 3 - 5 Years

Prompt: *What's the Picture in Your Head? Picture the ideal version of the City in three to five years after you've been wildly successful at achieving your dreams.*

- Happy Families
 - The sound of families and kids
 - Children playing
 - Friendly
 - I hear kids laughing at our Park Plaza
- Inclusive
 - Welcome and inclusive
 - Belonging in a neighborhood
- Active transportation
 - I hear positive comments from content residents as I visit City Hall Plaza and hear less honking and more bike bells
 - I see smooth, complete streets
 - Fewer cars
 - Full busses and trains
 - Fewer cars and more bikes
- Active Public Spaces
 - Music from local cafes
 - People laughing and talking outside
 - Active public spaces

- Full and vibrant storefronts
- Businesses offering attractive goods and services
- Vibrant
- I feel happy because I see people walking about, eating in our restaurants, playing in our parks
- Clean streets
 - Clean streets, beautiful trees and no litter on the streets
 - Clean, well-paved streets
- Attractive Public Realm
 - Public art
 - Public art and trees
 - Attractive well-kept buildings in neighborhood hubs
- New development and less blight
 - New developments of all types
 - No blight or vacant properties or empty storefronts
- Safe in public
 - Safe walking down the street
 - Safe any time we are in public
 - Safe
 - Safe on foot
- Less crime
 - 20% decrease in domestic disputes
 - 20% decrease in property and quality of life call for service/crimes
- Collaborative
 - At ease during a council meeting
 - Accomplished by the work done for our community
 - I'm feeling excited to interact with constituents
 - A diverse community of residents and employees working together
- Trees and landscaping
 - Trees and attractive landscaping
 - Lots of trees and landscaping
 - Birds chirping and the sound of the wind through the trees
 - A clean tree-filled city with no empty storefronts
- Education and Prosperity
 - Families are telling me they have highly educated families, wonderfully employed, and living in healthy neighborhoods
 - I see more graduates from Chabot and Cal State Hayward with pride in their faces
 - I see a balanced city: wealth, education, opportunity, attention and a voice for everyone

Priority Categories

Prompt: *Thinking of the categories that originated from the vision, the ones from the survey, and 'Safe, Green, Clean, and Thriving', pick your top four categories to focus on for the next three to five years.*

Lamnin	Marquez	Zermeño	Mendall	Halliday	Salinas	Wahab
1. Balance	1. Protect, preserve, and produce Affordable Housing	1. Financial, educational, personal and youth Health	1. Combat Climate Change	1. Expand, improve and increase Affordability of Housing for All	1. Support and value Youth	1. Balance (equal city) - including housing, economic development, etc..
2. Traffic & Parking	2. Economic Development (job pipeline, attract good employers)	2. Housing	2. Inclusive Affordable Housing	2. Protect Environment	2. Opportunities for Lifelong Learning	2. Safe
3. Retention & Empowerment (staff, residents, etc...)	3. Infrastructure /climate change (sustainable CIP)	3. Infrastructure	3. Improved Transportation System	3. Support for Youth	3. Business-friendly Community	3. Innovative (infrastructure, tech use, etc...)
4. Complete Communities	4. Organizational Health / Community Wellbeing	4. Connectivity (coordination of council, staff and community)	4. Fiscal Sustainability	4. Shift from Auto-based to Active Transportation	4. Safe City	4. Prosperous (jobs, education, etc..)

Strategic Initiatives

Prompt: Looking at all the initiatives from the Council survey, community survey, and any other considerations, pick your top eight. Write down one per post-it note and insert below the appropriate Priority Category (your own or someone else's).

NOTE: Each bullet point represents one post-it, as they were placed by Council during the retreat.

Strategic Initiatives organized by Council Person

Lamnin
1. Balance <ul style="list-style-type: none"> Implement/fully realize our new and existing initiatives, including 1) downtown specific plan, 2) library, 3) police advisory committee, 4) recycled water, 5) recruiting, 6) climate actions (SL)
2. Traffic & Parking <ul style="list-style-type: none"> Arterial transport (SL) Understand parking issue so that responsive carrot & stick policies can be created (SL)
3. Retention & Empowerment (staff, residents, etc...) <ul style="list-style-type: none"> Educated, empowered, employed residents (SL) Broad assortment of housing with specific focus on starter home market (own and rent) (SL)
4. Complete Communities <ul style="list-style-type: none"> Clearly articulate what a complete community includes so that we can enforce

Marquez
1. Protect, preserve, and produce Affordable Housing <ul style="list-style-type: none"> Provide affordable housing & revamp Rent Stabilization Ordinance (EM) Produce more housing for all income levels (MS)
2. Economic Development (job pipeline, attract good employers) <ul style="list-style-type: none"> Job-pipeline and business incubator (EM)
3. Infrastructure/climate change (sustainable CIP) <ul style="list-style-type: none"> Innovative and strategic planning (SL) Infrastructure (roads, station #6, Library, lighting) (EM)
4. Organizational Health / Community Wellbeing <ul style="list-style-type: none"> Address housing, services and resources for unhoused individuals (EM) Census 2020 (EM) Neighborhood Centric (EM) Provide more community functions - free, family-friendly events (EM)

Zermeño

1. Financial, educational, personal and youth Health
 - City Chamber, HUSC, Chabot, Cal State, Catholic Schools, Charter Schools, Partnerships (FZ)
 - Youth activities (FZ)
2. Housing
 - Housing for all (FZ)
 - Understand and remove obstacles to housing and other development (SL)
3. Infrastructure
 - Electric vehicles (FZ)
 - More bicycle paths (FZ)
 - Adequate personnel (FZ)
4. Connectivity (coordination of council, staff and community)
 - Collaboration with all in City limits (FZ)

Mendall

1. Compat Climate Change
 - 100% renewable energy (AM)
 - 100% all-electric vehicle fleet (AM)
 - Build the recycled water system (AM)
2. Inclusive Affordable Housing
 - Broad assortment of housing (AM)
 - Codify the complete communities vision in our building codes (AM)
3. Improved Transportation System
 - Repair roads and transportation infrastructure (solve the transportation funding challenge) (AM)
4. Fiscal Sustainability
 - Redevelop blighted properties (caltrans, city center, main street) (AM)
 - Improve fiscal sustainability (balance long-term city budget and fully fund OPEB) (AM)
 - Fiscal sustainability (TOT, Caltrans) (EM)
 - Improve fiscal sustainability (MS)

Halliday

1. Expand, improve and increase Affordability of Housing for All
 - Create more shelter and improve services to transition people from unhoused to sheltered (BH)
 - Develop program to track and address excessive rent increases (BH)

2. Protect Environment

- Continue energy and water reduction efforts (facilities, landscaping, fleet) (BH)
- Develop and implement strategies to address sea level rise (BH)

3. Support for Youth

- Expand youth programs during summer and school vacation (BH)
- Attract more youth and family friendly businesses and other opportunities (BH)

4. Shift from Auto-based to Active Transportation

- Finish and implement bike and ped plan (BH)
- Work with BART and AC Transit and other transportation providers to make transit use easier and more convenient (BH)

Salinas

1. Support and value Youth

- School/college to career pipelines (MS)

2. Opportunities for Lifelong Learning

- Open library (MS)

3. Business-friendly Community

- Finish Tennyson Corridor (MS)
- Increase Business Opportunities (MS)
- Healthier retail relevant to neighborhoods (MS)

4. Safe City

- Expand programs for youth and families when school isn't in session (MS)

Wahab

1. Balance (equal city) - including housing, economic development, etc..

- Housing at all income levels and different types (AW)

2. Safe

- Better Data/Response using Statistics (AW)
- Mental Health & De-escalation (AW)
- Climate crisis (collaborate regionally to address track in/around the Bay) (AW)

3. Innovative (infrastructure, tech use, etc..)

- Reduce workload, mundane tasks and increase innovation through technology (AW)
- Prepare for disaster, growth, future (AW)

4. Prosperous (jobs, education, etc..)

- Education city / Keep jobs in Hayward / Business incubator (AW)

Strategic Initiatives Organized by Theme

- Affordable Housing + Housing for All (9)
 - Broad assortment of housing with specific focus on starter home market (own and rent)
 - Provide affordable housing & revamp Rent Stabilization Ordinance
 - Produce more housing for all income levels
 - Address housing
 - Housing for all
 - Understand and remove obstacles to housing and other development
 - Broad assortment of housing
 - Develop program to track and address excessive rent increases
 - Housing at all income levels and different types
- Define & Implement Complete Communities Vision (5)
 - Clearly articulate what a complete community includes so that we can enforce
 - Codify the complete communities vision in our building codes
 - Finish Tennyson Corridor
 - Healthier retail relevant to neighborhoods
 - Neighborhood Centric
- Catalyze Local Businesses & Create Jobs (5)
 - Business incubator
 - Increase Business Opportunities
 - Keep jobs in Hayward
 - Attract more youth and family friendly businesses and other opportunities
 - Business incubator
- Climate Resilience (5)
 - Roll out climate actions
 - Develop and implement strategies to address sea level rise
 - Climate crisis (collaborate regionally to address track in/around the Bay)
 - Prepare for disaster, growth, future
 - Station #6
- Education / Jobs Pipeline (4)
 - Education city
 - Educated, empowered, employed residents
 - School/college to career pipelines
 - Job-pipeline
- Innovative & strategic organizational culture (4)
 - Innovative and strategic planning
 - Better Data/Response using Statistics
 - Census 2020
 - Reduce workload, mundane tasks and increase innovation through technology
- Vibrant & Safe Public Spaces (4)
 - Implement downtown specific plan
 - Lighting
 - Provide more community functions - free, family-friendly events

- Redevelop blighted properties (caltrans, city center, main street)
- Optimize and Fund Roads & Parking (4)
 - Arterial transport
 - Understand parking issue so that responsive carrot & stick policies can be created
 - Roads
 - Repair roads and transportation infrastructure (solve the transportation funding challenge)
- Open the Library (3)
 - Build Library
 - Open library
 - Library
- Services for the Unhoused (3)
 - Mental Health & De-escalation
 - Create more shelter and improve services to transition people from unhoused to sheltered
 - Services and resources for unhoused individuals
- Collaboration & Partnerships (3)
 - Partnerships - City Chamber, HUSC, Chabot, Cal State, Catholic Schools, Charter Schools
 - Collaboration with all in City limits
 - Roll out police advisory committee
- Active Transportation infrastructure (3)
 - More bicycle paths
 - Finish and implement bike and ped plan
 - Work with BART and AC Transit and other transportation providers to make transit use easier and more convenient
- Waste Reduction + Water Recycling (3)
 - Continue energy and water reduction efforts (facilities, landscaping, fleet)
 - Implement recycled water
 - Build the recycled water system
- Electric fleet + Renewable energy (3)
 - 100% renewable energy
 - 100% all-electric vehicle fleet
 - Electric vehicles
- Invest in Children & Youth (3)
 - Youth activities
 - Expand youth programs during summer and school vacation
 - Expand programs for youth and families when school isn't in session
- Fiscal Responsibility (3)
 - Improve fiscal sustainability (balance long-term city budget and fully fund OPEB)
 - Fiscal sustainability (TOT, Caltrans)
 - Improve fiscal sustainability
- Grow City Staff (2)

- Recruiting
- Adequate personnel

Bike Rack¹ of Initiatives:

- Improve fiscal outlook
- Tackle dumping litter and graffiti (AM)
- Address homelessness (AM)
- Neighborhood speeding (AM)
- Literless
- Urban forest
- Shoreline planning (AM)
- Building electrification (Eliminate natural gas in new developments) (AM)

Bike Rack (general):

- Want time to go into the details of how we go about these priorities
- Let's do a staff/council work session on things we want to stop doing

Community Engagement Discussion

Prompt: *Should the community be engaged in the development of Strategic Plan for the City of Hayward?*

- no
- yes, at a high level
- vet draft with community; keep it focused, not a huge and involved process
- hold community partnership meetings and/or survey to get input on draft document (or just high level buckets) - we are an elected body and the more we get community input the more credibility we have
- am open to community input, but am concerned this would be
- currently approaching 65,000 emails in Haystack (email list?) - share back what we heard from survey, here is what council and staff think, what do you think? keep it short. Then do 4 community meetings (1. at library, 1. at cabot, 1. at Jimenez community center, and 1 at elementary school to reach all main neighborhoods. But really don't want to see a taskforce and don't want to delay the process further. keep the survey short (only a handful of questions), not 20 questions.
- we did a satisfaction survey, we know how community members feel, we tend to delay things, so I feel most comfortable sharing what we came up with and then asking

¹ Like a metaphorical "Parking Lot" - A place to put topics to take up again at a later time.

community how they would rank it. Make it quick and simple, and within 30 days of when we figure out our plan.

- There should be some opportunity for feedback (when we have draft document we could get some input, invite comments). We represent the community and this should be based on what we've heard from the public and satisfaction survey. Let's do a little more than a typical agenda item. Maybe a community work session.
- One of our goals was to hold a council meeting outside of Council chambers, which we did last September, and it was one of our best attended
- SUMMARY: some limited community engagement; not huge in scope.

Next steps:

- Finalize scope and timeline and bring it back to Council
- Timeline should be 6 - 9 months to inform budget for the coming year

Reflection on Today's Retreat (Council)

- Consider what is viable, desirable and attainable
- Fiscal viability supports everything else
- Safe, clean, green and thriving are values (+1)
- Clean should be changed to "attractive" (+1)
- We are generally in agreement (reaffirmed by this process) / Surprised by how much alignment there is (+1)
- We differ on HOW to achieve our shared vision
- Create diverse opportunities for kids in our City / Kids could be a top value
- Surprised at the disconnect of staff and council priorities
- Super valuable to hear from staff

<p>Plus:</p> <ul style="list-style-type: none">• Survey questions were good and it was good to think about those things before today.• Appreciate having all the department heads here / Loved having the executive team present - want more opportunities to work with them (+ 2)	<p>Delta:</p> <ul style="list-style-type: none">• Survey was difficult to use (should have been released in a different way). Took way longer than 20 minutes.• Spent an hour on the survey. Wanted a way to print the survey responses.
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<ul style="list-style-type: none"> • BBQ was good (+ 1) • Thank you to staff for being here! • Appreciated the planning & printouts of the data • Made a lot of progress toward getting organized around our big goals 	<ul style="list-style-type: none"> • Want to hear more from department heads (+ 1) • Would have liked to have all of our answers to the survey available on hand • More opportunities for small group discussion (+ 1) • Wanted more time to address how we are going to tackle big goals → more focus on specifics
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Final Comments/Questions (Staff)

- How will staff's ideas be integrated?
- Thank you! This executive team is so collaborative and works together, and council has always been the same way. Have always felt very supported by this council, which is extremely important for Police Dept.