

CITY COUNCIL MEETING

APRIL 20, 2021

PRESENTATIONS

WORK SESSION

ITEM #9

WS 21-018

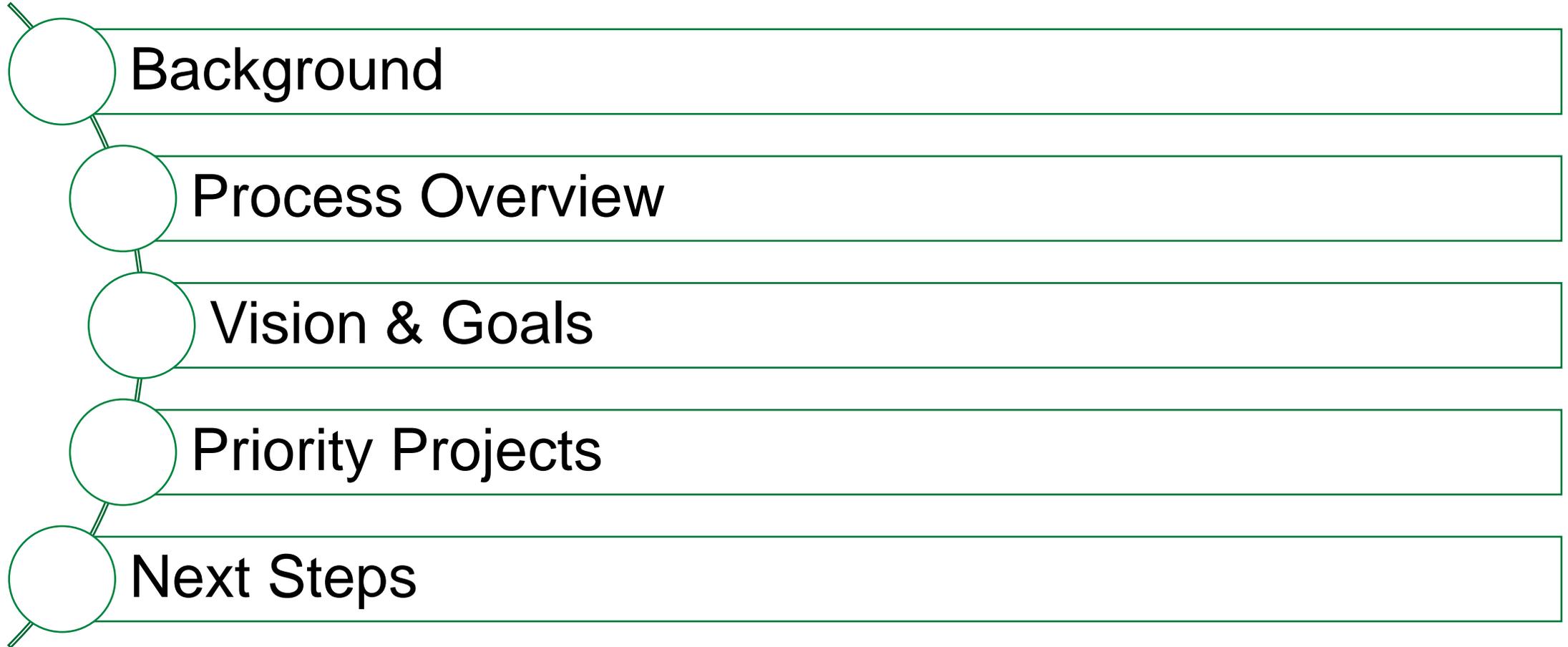
**LET'S HOUSE HAYWARD
STRATEGIC PLAN**

Let's House Hayward! Strategic Plan Update

City Council
April 20, 2021

Amy Cole-Bloom, Management Analyst
Monica Davis, Community Services Manager

Overview



Recommendation

- Review and provide feedback on the vision, goals, and priority projects identified in the Let's House Hayward! Strategic Plan

Background

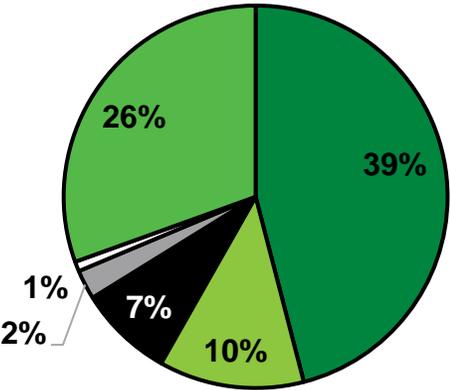
Homelessness in Hayward

- 23% increase in homeless population from 2017 to 2019
- 76% of individuals who are homeless in Hayward are unsheltered
- 2020 public safety survey showed Hayward residents are 2x more likely to experience homelessness than national average
- National data show increase in risk factors for homelessness
 - Increases in food insecurity
 - Increases in inability to pay rent or mortgage

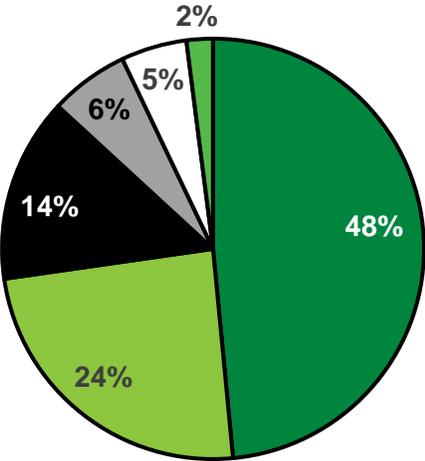


HNC Lifetime Population Race & Ethnicity (n=91) compared to Hayward PIT Race (2019)

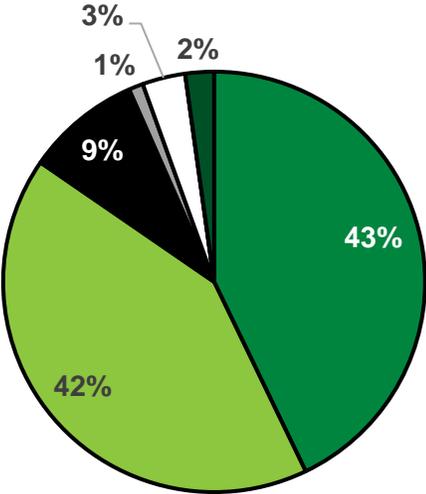
Hayward General Population (2019)



Hayward PIT (2019)

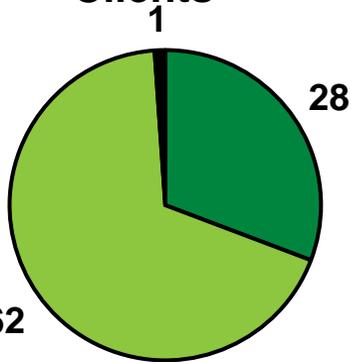


HNC Overall



- White
- Multi-racial
- American Indian/ Alaskan Native
- No response
- Black or AA
- Native Hawaiian/PI
- Asian

Ethnicity of HNC Clients



- Hispanic/Latino
- Not Hispanic/Latino
- No response

The Need for a Plan

A Hayward-specific plan will...

- Use a racial equity analysis
- Align with existing regional plans from the County and EveryOne Home
- Center individuals with lived experience
- Leverage Hayward's strengths
- Address Hayward's unique needs
- Establish a pipeline of projects and programs that are community-driven

Ongoing City Efforts Related to Homelessness

● **6 April 2021**

Stimulus Funding Expenditure Plan
City Council Work Session

● **26 April 2021**

Policy Innovation Workshop Update
Council Finance and Budget Committee

● **Summer 2021**

Let's House Hayward! Final Plan
City Council Work Session

● **20 April 2021**

Let's House Hayward! Strategic Plan Update
City Council Work Session

● **3 June 2021**

Let's House Hayward! Strategic Plan Update
Homelessness-Housing Task Force Work Session

The Planning Process

Let's House Hayward! Timeline

**28 January
2020**

- Council approves Strategic Roadmap, which includes Homelessness Reduction Strategic Plan in Year 1

**17 November
2020**

- Steering Committee Kick-Off Meeting

**16 December
2020**

- Listening session with Community Services Commission

**April 20,
2021**

- City Council Work Session for feedback

**22 September
2020**

- Council approves contract with Homebase to develop Let's House Hayward! Strategic Plan

**3 December
2020**

- Listening session with Homelessness-Housing Task Force

**19 & 20
January
2021**

- Community Planning Summit and Work Sessions

Ongoing Steering Committee Meetings and Additional Data Collection Activities

Data Collection

- Community Engagement
 - Interviews with individuals with lived experience
 - Focus groups and interviews with:
 - Community-based service provider organizations
 - Downtown business owners
 - Education partners from HUSD and Hayward Promise Neighborhood
 - Virtual community forums
 - Listening session with Community Services Commission
- City Staff & Council Engagement
 - Focus groups and interviews with:
 - City Manager's Office
 - Maintenance Services Division
 - Code Enforcement
 - City Attorney's Office
 - Hayward Police Department
 - Hayward Fire Department
 - Listening session with Homelessness-Housing Task Force

Let's House Hayward Steering Committee

- Jessica Blakemore, All In Alameda County
- Kara Carnahan, Abode Services
- Denise Del Rio, Downtown Streets Team
- Kevin Hart, Hayward Area Recreation District
- Courtney Welch, EveryoneHome
- Sara Lamnin, City of Hayward Councilmember
- Dominic LiMandri, Downtown Hayward Improvement District
- Faye Maloney, Hayward Police Department
- Jake Medcalf, First Presbyterian
- Ellen Morris, Eden Housing
- Melesha Owen, Hayward Library
- Jonathan Russell, Bay Area Community Services
- Tiana-Joy Smith, Downtown Streets Team
- Elizabeth Torkington & Melissa Moore, Tiburcio Vasquez Health Center

Vision & Goals

Let's House Hayward! Vision Statement

Our vision is for the City of Hayward to be a leader in ensuring an end to homelessness through accessible, dignified treatment and services.

Let's House Hayward! Goals

- **Goal 1:** Formalize a Coordinated and Compassionate Citywide Response to Homelessness and Develop Wider Community Understanding and Engagement
 - The City will continue its innovative approach to internal collaboration across divisions, increase communication with providers and individuals with lived experience, and work to educate the community about the issues of homelessness to reduce stigma.
- **Goal 2:** Increase Availability of and Reduce Barriers to Homeless Crisis Response Services
 - The City will expand its capacity to provide shelter that leads to permanent housing and test new ways to improve outreach and engagement.
- **Goal 3:** Ensure Access to and Retention of Affordable Permanent Housing
 - The City will continue investing in eviction prevention and anti-displacement resources and will prioritize developing housing for those experiencing and most at-risk of experiencing homelessness.

Priority Projects

Existing Projects

- Goal 1 Projects
 - Continue ongoing internal collaboration and staff training efforts
 - Implement community agency funding process
- Goal 2 Projects
 - Continue current City-operated and City-funded shelter programs
 - Explore funding options for hotel/motel or other underutilized property conversions for additional shelter
 - Leverage Policy Innovation Workshop efforts to explore alternative outreach and engagement strategies
- Goal 3 Projects
 - Continue existing anti-displacement and eviction prevention programs
 - Continue work to streamline development process and identify zoning barriers to innovative housing and shelter solutions

New Projects

Tier 1 Projects

- Identified as high priority by community and staff
- Staff have a strong understanding of implementation and funding requirements
- Staff have the existing capacity to implement
- Funding source still needed

Tier 2 Projects

- Also identified as high priority by community and staff
- Current staff capacity is insufficient to implement
- Additional work is needed to establish partnerships with other jurisdictions and identify service providers
- Funding source still needed

Tier One Projects

Project	Annual Cost/ Individuals served	Supporting Goal
Extend the Hayward Navigation Annex beyond current six-month contract to increase temporary shelter capacity	\$2M annually/70 individuals provided temporary shelter with links to permanent housing	Goal 2
Extend the Winter Warming Shelter to year-round operations to increase temporary shelter capacity	\$1M annually/100 individuals provided temporary shelter	Goal 2
Develop a shallow subsidy rental assistance pilot program for extremely low-income households to receive monthly subsidy to reduce housing cost burden	\$400,000 annually/55 households provided with monthly stipends	Goal 3

Tier Two Projects

Project	Annual Cost	Supporting Goal
Safe Parking site, with spots for RV parking, to create a space for individuals and families living in their cars to park with access to resources and services to support transition to permanent housing	\$500K annually	Goal 2
Sanctioned encampment to create a space for individuals to camp safely and access resources and services to support transition to permanent housing	Cost TBD	Goal 2
24-hour drop-in center for individuals seeking resources or shelter	\$500K annually	Goal 2
Student-specific housing collaboration with local colleges and/or expansion of existing transition age youth rent subsidy program to support vulnerable 18–25-year-old youth	Cost TBD	Goal 2
Tiny home village to provide temporary shelter for individuals experiencing homelessness	Cost TBD	Goals 2 and 3

Funding

Potential Funding Sources

- General Fund (reserves or if increased over projections)
- Federal stimulus funds, available FYs 2022-2025
- Increase to RRSO fee, requires Council action
- Measure C revenue beginning in FY 2023, assuming funds are available
- Parcel Group 7 sales tax revenue, previously considered for other services
- Parcel Group 6 sale proceeds, which would require Council action under one-time funds policy
- Lobbying for state or local tax measure for homeless services, which would require a 50%+1 affirmative vote
- Measure W (Alameda County) once current litigation resolved
- Allocation of funds from Policy Innovation Workshops

Next Steps

Next Steps

Let's House Hayward! Strategic Plan Development

- Steering Committee Work Sessions
- Draft plan to HHTF on June 3, 2021
- Council authorization summer 2021

Policy Innovation Workshops

- Council Finance and Budget Committee on April 26, 2021
- City Council Work Session on May 18, 2021

City Budget Development

- City Council American Rescue Plan Stimulus Update on April 27, 2021
- City Council Budget Work Session on May 15, 2021
- City Council Budget Public Hearing on June 1, 2021

Discussion

Discussion and Council Process

Work Session Format:

- 1) Public Comments, then
- 2) Council Questions and Comments

Council Questions:

- Question 1: What are your thoughts on the draft vision and goals?
- Question 2: What are your thoughts on the priority projects?

WORK SESSION

ITEM #10

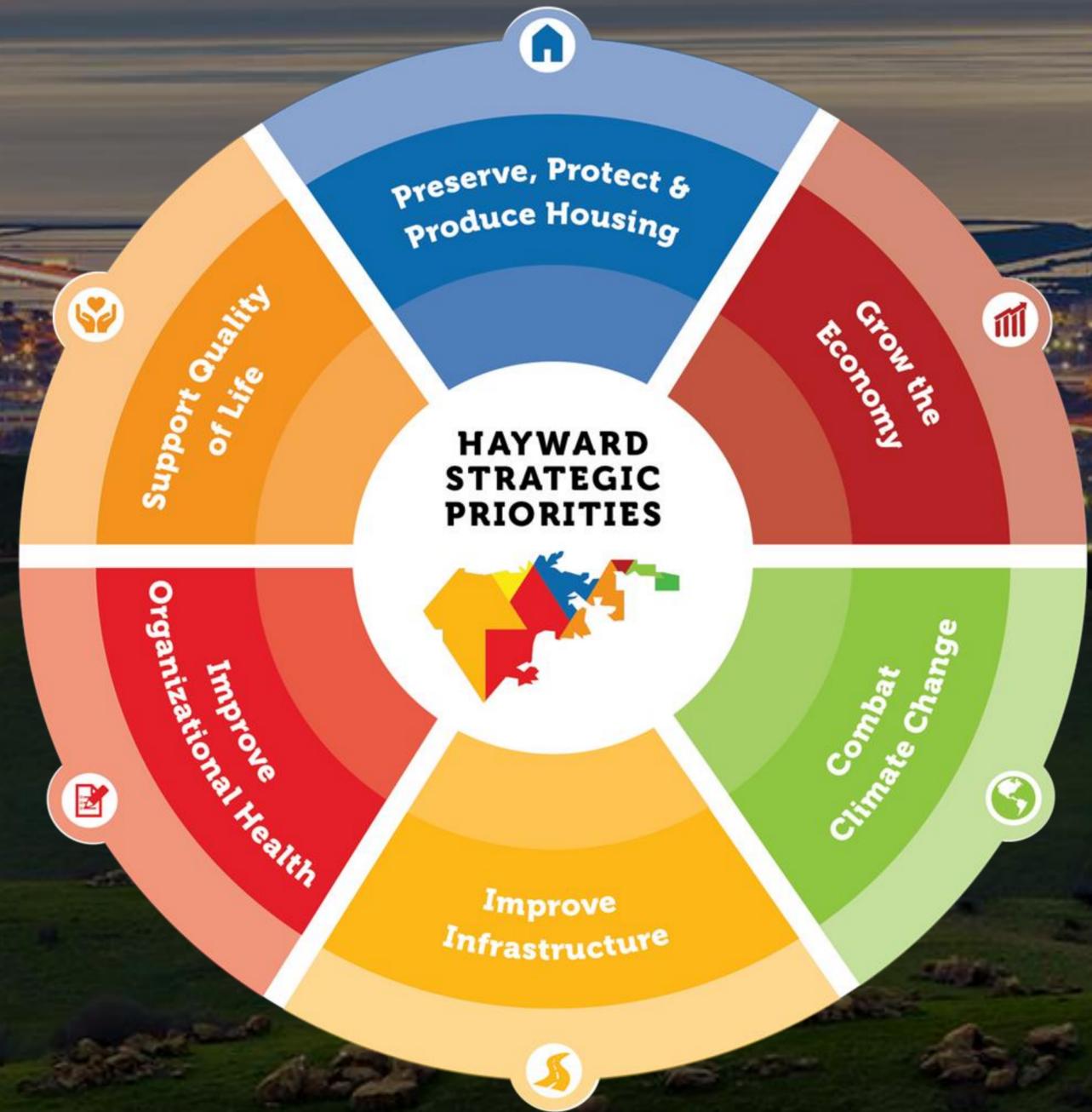
WS 21-020

**STRATEGIC ROADMAP UPDATE
FY 2021-2023**

Strategic Roadmap Update



Council Work Session
April 20, 2021





Timeline

January 2020 – Council adopted the three-year Strategic Roadmap

Pandemic, economic downturn, and other 2020 events

Fall 2020 – Staff working groups created proposals to revise timelines and add projects

February 2021 – Council Retreat and dot voting

March 2021 – Staff reassessed project timelines based on Council feedback

Retreat Summary

- Attachments II and III to this report provide a detailed summary of Council votes and feedback on each priority
- Staff teams reviewed Council's feedback and voting throughout March
- High-level Themes:
 - Overall, Council Members did not object to the extension of project timelines to account for new project and reduced budgets in 2020
 - Council Members repeatedly expressed appreciation for staff's hard work during a difficult year

Attachment II



Hayward 2021 Strategic Retreat Summary

Overview

It has been one year since Council adopted the City's three-year Strategic Roadmap, and six months since the City began implementation. On February 13, 2021, Hayward City Council and Executive Team held a retreat to revise the Strategic Roadmap. During the meeting, staff provided a progress update and shared their reflections and lessons learned. City Council reviewed each priority area and communicated their priorities for the coming year.

Primary Objectives of the Retreat

- **Prioritize Projects:** There are too many projects in the current strategic roadmap, especially with the additions of COVID-related projects. Council must reprioritize what's important, delay or drop some projects and not add additional ones unless others are complete.
- **Align Resources:** Staff, money, time, and other resources must follow the projects. In the next budget, Council and the E-Team are being asked to better align these resources to roadmap priorities.
- **Incorporate Diversity, equity, and inclusion (DEI):** DEI needs to be an integral part of the roadmap. Staff is recommending that each department pick one project that will be reviewed by the GARE team.
- **Address Burnout:** Staff is exhausted from trying to fulfill the demands of COVID in addition to the roadmap projects and regular operational duties. They want Council to reduce the amount of roadmap projects and add additional resources where needed.

High-Level Themes from the Retreat

- City Council Members repeatedly expressed appreciation for staff's hard work.
- Many City Council Members were understanding of staff burnout due to the COVID-19 response.
- On the whole, City Council Members did not object to the need to reduce Strategic Roadmap projects to better align with available staff resources and budgets.
- At several points in the meeting, City Council Members shared their confidence in staff's ability to make the right decisions.
- During the prioritization exercises, many City Council Members actively expressed an interest in coming to consensus with their peers, such as by changing their project votes or noting when they would be happy to accept a popular outcome.

Specific direction on each Strategic Roadmap Priority is detailed below.

Staff Updates Based on Council Feedback

- In general, the dot votes were well-aligned with the proposed revised Roadmap
- Staff is recommending minor edits to the timeframes of 19 projects, which are listed in Attachment IV to this report
- Staff is also requesting feedback on if Council would like to continue the temporary permit programs that were established in response to COVID-19:
 - Outdoor Dining Permit
 - Outdoor Gathering Permit
 - Temporary Outdoor Business Activities Permit

Attachment IV

		*Needs Funding **Statutory Requirement	Proposed Timeframe				Council Dot Votes on 2-13-							Staff Comments			
			Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Total	BH	AA	AW	EM	FZ	MS		SL		
Combat Climate Change	10	Update Tree Preservation Ordinance		X	X		1	1								Y2 and Y3, would like to start near the end of Y2 and will roll into Y3	
Grow the Economy	8	Revise alcohol use regulations to support existing and encourage more full-service restaurants		X	X		4	1	1	1	1					Move to Y2 and Y3, would like to start near end of Y2 and will roll into Y3 due to other competing Housing priorities	
	10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability		X	X		4	1	1	1	1					Should also include Y3 for this, delays due to COVID and other priorities	
	11	Explore a public art program and prioritize gateway locations*			X	X	3	1	1	1						Move to Y3 or Y3+ as we do not have staff or capacity to do this in Y2	
	14b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program	X	X			0									This is an added program in COVID - Any interest to retain?	
	14d	Sidewalk Vendor Ordinance	**			X	0									If we complete instead of deferring to State, add to Y3+ due to competing priorities	
	15c	Outdoor Gathering Permit established	X				0									This is an added program in COVID - Any interest to retain?	
	15d	Outdoor Dining Permit established	X				0									This is an added program in COVID - Any interest to retain?	
	15e	Temporary Outdoor Business Activities Permit	X				0									This is an added program in COVID - Any interest to retain?	
	Sustain the Navigation Center to House and Support the Homeless	1a	Identify Sustainability funding source for the navigation center	X	X	X	X	4	1	1	1	1					Extended into following FYs to continue working on this
	Provide winter temporary shelters	3a	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)*	X	X	X	X	0									This is something we do on an annual basis
Provide winter temporary shelters	3b	Continue partnership with Alameda County to implement Winter Shelters*	X	X	X	X	3	1		1	1					This is something we do on an annual basis	
Implement housing incentives and production work plan in accordance to state housing limits	4b	Amend Density Bonus Ordinance**	**	X	X		1		1							Nothing occurred in Y1, but Y2 and Y3 still accurate	
	4c	Update Accessory Dwelling Unit (ADU) ordinance**	**	X	X		1		1							Nothing occurred in Y1, but Y2 and Y3 still accurate	
	4d	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	**	X	X		1			1						This will be starting in Y2 and continue into Y3	
	4f	Create marketing materials for incentivizing housing production		X	X		0									We have applied for grant funds for this. If we receive the funds, we will likely have to complete the project sooner.	
Preserve, Protect, and Produce Housing	Evaluate the Affordable Housing Ordinance	5b		X		**	5	1	1	1	1					Staff will hold initial session on potential revisions to AHO with HHTF by end of FY.	
	Expend the Affordable Housing Trust funds	6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	X				3		1	1	1				This is likely to be completed this fiscal year.	
		6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities		X			1					1			Likely to be completed next fiscal year (FY21/22)	
	Recommend updates to the Rent Stabilization Ordinance	7b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report		**	X		0								This is ongoing program maintenance. Do we want to provide regular reports and stay ahead of potential issues or do we only look at issues if their are complaints? I might suggest that since this is a low-priority, turn it into biennial report.	
	Pursue state housing funding opportunities	8a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	X	X	X		1				1				This is ongoing work and staff is not in control of the timing. Deprioritizing means if state regulations for funding are changed, staff will not evaluate and may miss the opportunity to provide input.	
8b		Apply for state housing funding to support strategic partnerships and Council priorities	X	X	X		4	1	1	1	1					This is ongoing work and staff is not in control of the timing. It is dependent on availability of opportunities and eligible projects.	
Covid-19 Response	9	Update the Housing Element Plan		X	X	**	2	1								This will be starting in Y2 but continue to Y3, 1 adoption required by 12/22	
	11e	Allocate and administer CDBG-CV funding for homelessness and housing services	X	X			1				1					Extending timeframe to continue to work on this	
Support Quality of Life	Plan library operations and hours to leverage the new facility	6a		X	**		3	1		1	1					Moving this item up a year based on Council's dot voting at the retreat	
	13	Evaluate options for adding bathrooms to Heritage Plaza for Council consideration		X			3			1	1					Staff is developing an interim plan for implementation to bring to Council in FY22	

Projects with three or more votes with Implementation in Year 3 or after Year 3

Council Votes	Project Number	Project Description	Proposed Timeframe				Notes
			Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	
5	Quality of Life - 12b	Construct La Vista Park				x	Delayed due to unforeseen environmental and permitting issues
4	Housing - 4e	Explore program to convert tax-defaulted properties to affordable housing			x		Due to competing priorities post-COVID, this project will be initiated in Y3 or Y3+
4	Quality of Life - 3b	Roll out permanent CATT program (outside of County)					*To be discussed as part of Policy Innovation Workshop
3	Climate Change - 2	Work with EBCE to transition citywide electricity use to 100% carbon free (1)(2)			x	x	As of December 31, 2021, EBCE will discontinue the 100% carbon free electricity product, Brilliant 100. Staff recommends postponing this project until EBCE can offer a carbon free product that is competitive with PG&E rates.
3	Economy - 11	Explore a public art program and prioritize gateway locations			x		Due to competing priorities post-COVID and staff turnover, this project was pushed out to Year 3
3	Org Health - 17b	Upgrade City network connections and speeds				x	This project is budgeted for FY23 in the City's CIP. It includes refreshing core networking equipment throughout city facilities, like switches, routers, and firewalls

Department Head Equity Analysis Projects

- HARD Master Lease Agreement Renewal (City Manager's Office - Administration)
- Equitable Resource Allocation (Finance)
- Book Mobile Project (Library)
- Boards & Commissions Outreach and Recruitment (City Clerk)
- Equitable Capital Improvements Approach (Public Works)
- Microenterprise Grant Assistance Program (City Manager's Office – Economic Development)
- General Plan Housing Element Update Community Outreach Framework (Development Services)
- Data Infrastructure/Accountability for Police Stops (Police)
- Bar Association Panel Presentation (City Attorney's Office)
- Racial Equity Listening & Normalization Work in the Fire Department (Fire)
- Illegal Dumping/Bulk Waste Disposal (Maintenance Services)
- Provide GIS, mapping and other technological support to departments in accessing and depicting data for DEI project (Technology Services)
- Internal Communications Improvements (City Manager's Office – Community and Media Relations)

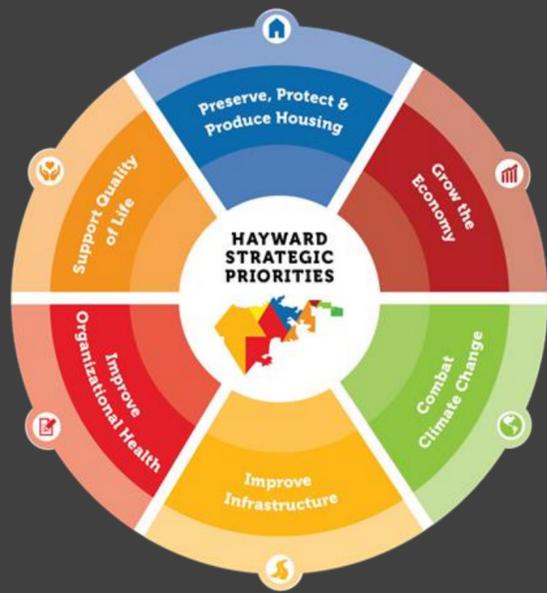
General Plan Implementation Cross Reference

- Staff presented the 2040 General Plan annual progress report to Council on March 16, 2021
- Council Members expressed a desire to connect the General Plan and Strategic Roadmap documents
- Attachment V to this report is a cross-reference document
- Staff will maintain this document and attach it to future General Plan updates

Attachment V

Implementation Program	Timeframe	Status	Related Strategic Roadmap Project
H-8 Affordable Housing Development	2015-2017, Annual	In Progress	Ongoing operational work (Not in Roadmap)
HAZ-1 Seismic and Geologic Safety Standards	Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
HAZ-3 Seismic Retrofit Program	2017-2019	In Progress	Housing 10. Implement a Soft Story Ordinance
HAZ-4 Tsunami Warning System	2020-2040	In Progress	Not in Roadmap
HAZ-6 Airport Noise Monitoring and Reporting	Annual	In Progress	Ongoing operational work (Not in Roadmap)
HQL-4 Senior Assistance Program	Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
HQL-6 Climate Change Vulnerability Assessment Strategy and Annual Report	2020-2040, Annual	In Progress	Not in Roadmap - Related to Climate Change 9. Complete the Shoreline Master Plan
LU-16 Mills Act Program	2017-2019, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
LU-17 Historic Preservation Resource Center	2020-2040, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
M-17 City Employee Car/Bike Share Programs	2020-2040	In Progress	Not in Roadmap
M-18 City Commuter Benefits	Ongoing	In progress	Ongoing operational work (Not in Roadmap)
M-23 Transportation Impact Fees	2017-2019	In Progress	Infrastructure 3. Develop and submit a Traffic Impact Fee
M-5 Collision Data Reporting	Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
M-9 Improved Traffic Flow Program	2017-2019	In Progress	Infrastructure 4. Increase transit options and ridership
NR-10 Financing Program for Commercial Energy Efficiency Retrofits	2017-2019, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
NR-12 Financing Program for the Installation of Residential Renewable Energy Systems	2017-2019, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
NR-13 Financing Program for the Installation of Commercial Renewable Energy Systems	2017-2019, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
NR-14 Renewable Energy Generation Potential	2017-2019	In Progress	Ongoing operational work (Not in Roadmap)
NR-16 Green Portal	2014-2016, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
NR-17 Business Engagement in Climate Programs	Annual	In Progress	Ongoing operational work (Not in Roadmap)
NR-18 Environmental Education Programs	2017-2019	In Progress	Ongoing operational work (Not in Roadmap)
NR-3 Recycled Water Program	2020-2040	In Progress	Infrastructure 18. Expand recycled water facilities
NR-5 Residential Energy Performance Assessment and Disclosure Ordinance	2017-2019, 2020-2040	In Progress	Ongoing operational work (Not in Roadmap)
NR-7 Energy Reduction Initiative and Annual Report	2014-2016, Annual	In Progress	Ongoing operational work (Not in Roadmap)
NR-9 Financing Program for Residential Energy Efficiency Retrofits	2017-2019, Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
PFS-1 Capital Improvement Program	Annual	In Progress	Ongoing operational work (Not in Roadmap)
PFS-2 Water Conservation Programs	Ongoing	In Progress	Ongoing operational work (Not in Roadmap)
PFS-4 Requirements for Telecommunication Technologies in New Planned Development	2017-2019	In Progress	Not in Roadmap - Related to Infrastructure 19. Improve broadband network
CS-3 Crime Prevention Through Environmental Design Checklist	2017-2019	Complete	Complete - Not in Roadmap
ED-14 Ombudsperson Service	2014-2016	Complete	Complete - Related to Economy 13. Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants
ED-3 Energy and Sustainability Businesses Program	2017-2019	Complete	Complete - Not in Roadmap
EDL-7 Library Facility Revenue Measure	2014-2016	Complete	Complete - Not in Roadmap
HQL-8 Park Dedication Requirements and In-Lieu Fees	2014-2016	Complete	Complete - Not in Roadmap
LU-10 Sign Ordinance Update	2014-2016	Complete	Complete - Not in Roadmap

Next Steps

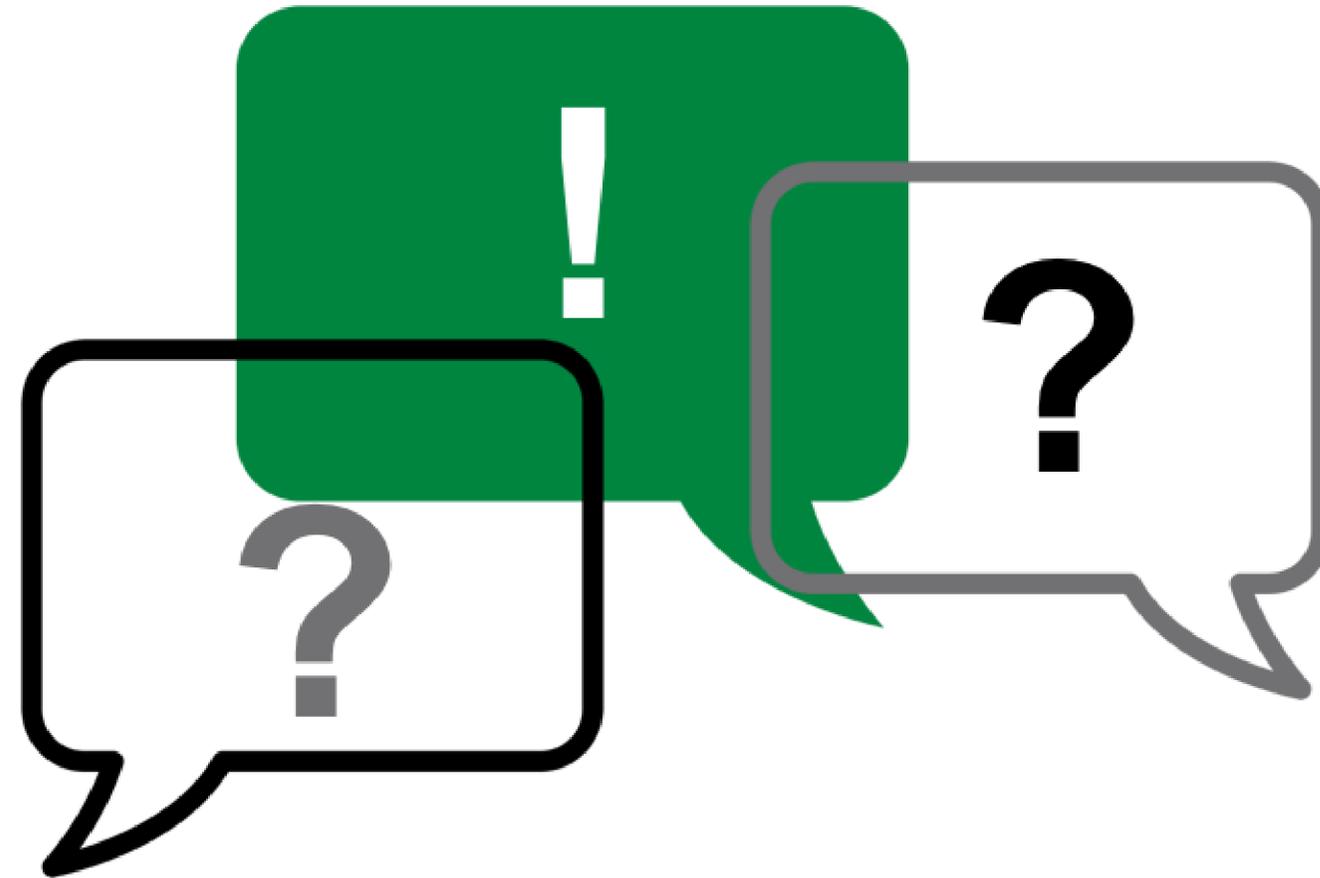


Staff will prepare any needed revisions to the Strategic Roadmap and will return to Council along with budget adoption

The revised document will be included in the FY21/22 budget

The next Roadmap progress report will occur in early 2022 as part of mid-year budget process

Questions



WORK SESSION

ITEM #11

WS 21-021

**CITY COUNCIL RETREAT
FOLLOW UP
FURTHER DISCUSSION REGARDING
COUNCIL REFERRALS AND OTHER
SECTIONS OF COUNCIL
HANDBOOK**

Work Session: Council Retreat Follow Up

April 20, 2021



Topics to Cover

- Review Attachments III and IV and provide staff with direction on any additional revisions needed to Council Handbook.
- Review Council and other city survey results on the Council referral process and provide direction to staff on any desired changes to the referral process.

Retreat Follow Up – Other General Changes to Handbook

- Review Attachments III and IV and provide staff with direction on any additional revisions needed to Council Handbook.

Survey of Councilmembers on Referral Process

Q2: Where would you prefer that the first discussion of Council referrals take place?

- Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES	
Public section of closed session meetings	14.29%	1
Regular City Council meetings	42.86%	3
At the appropriate Committee meeting	42.86%	3
TOTAL		7

Q4: Should Council referral votes be recorded in meeting minutes?

- Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	100.00%	7
No	0.00%	0
TOTAL		7

Q6: What form should Council referrals take?

• Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES	
Verbal request	28.57%	2
Brief memo (2 pages or less)	57.14%	4
Whitepaper/policy brief (longer than memo, cited, etc.)	14.29%	1
TOTAL		7

Q8: Should a Council referral memo require more than one Councilmember signatory before being added to the agenda?

• Answered: 7 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	71.43%	5
No	28.57%	2
TOTAL		7

Q10: Should there be a cost/complexity threshold for when referrals are incorporated into the strategic planning or budget process?

- Answered: 6 Skipped: 1

ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	16.67%	1
TOTAL		6

General Themes from Council Survey

- Consensus that there should be a brief written memo included with the agenda that is formally voted on and the vote should be recorded in the meeting minutes.
 - *Discussion question: Should the referral be sent to a Council Committee for further vetting?*
- Five Councilmembers indicated that 2-3 members should co-sign a memo before it is added to the agenda.
- There should be an analysis of the referral on the projects within the Strategic Roadmap as well as any staffing or fiscal impacts.

Work Session Format

- Public Comments
- Council Questions/Comments

Next Steps

- Council discussion and direction to staff
- Staff to bring back revised Council Handbook for adoption