



SPECIAL CITY COUNCIL MEETING

777 B Street, Hayward, CA 94541

Conference Room 2A and Virtual Platform (Zoom)

<https://hayward.zoom.us/j/89389492751?pwd=dFVaVU9CMVMycmVOb2ZrNG9SMmNFZz09>

Tuesday, May 9, 2023, 4:30 p.m.

The special City Council meeting was called to order by Mayor Salinas at 4:30 p.m. The City Council held a hybrid meeting in Conference Room 2A and virtually via Zoom.

Pledge of Allegiance: Council Member Syrop

Present: COUNCIL MEMBERS Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeño
MAYOR Salinas

Absent: None

Council Member Zermeño arrived at approximately 4:36 p.m.

PRESENTATION

Mayor Salinas read a Proclamation declaring the week of May 7 through May 13, 2023, as Public Service Recognition Week and presented certificates to HAME, IFPTE Local 21, SEIU Local 1021, IAFF Local 1909, HPOA, HPMU representatives and Human Resources Director Frye. Human Resources Director Frye noted there were a few engagement opportunities that were planned for Public Service Recognition Week. City Manager McAdoo thanked the entire City of Hayward organization for the partnership and work performed.

PUBLIC COMMENTS

Mr. Roland Hull, Code Enforcement Inspector and IFPTE Local 21 member, thanked Council and City leadership for recognizing public employees and requested that the City consider attracting and retaining employees by providing meaningful benefits and compensation.

Mr. Dan Magalhaes, Water Pollution Control Facility Maintenance Supervisor and HAME president, shared that bargaining units had embarked on equity studies that will be used in the next contract to address challenges with recruitment and retention, and urged the Council and executive team to support their efforts.

Mr. Saad Muhammad, SEIU Local 1021 member, commented that during the pandemic employees put themselves in harm's way for the provision of services, appreciated the proclamation in recognition of public service, and expressed that employees want substantial compensation.

Mr. John Varga, IFPTE Local 21 representative, thanked the City for its recognition of public service, underscored the need to fill vacancies with skilled candidates while retaining talented employees, shared there was an upcoming salary survey and hoped that Council agreed that aiming for mid-market compensation will not help move the needle, and urged Council and City leadership to ensure that all City staff receive deserving recognition.

City Manager McAdoo acknowledged that it was Library Director Addleman's birthday.

WORK SESSION

1. Strategic Roadmap: Discussion of Updated Priorities and Projects to be Considered for the FY2024 - FY2027 City of Hayward Strategic Roadmap **WS 23-019**

Staff report submitted by City Manager McAdoo, dated May 9, 2023 was filed.

City Manager McAdoo introduced Ms. Cristelle Blackford and Mr. Adam Menter with the consulting firm, CivicMakers, who partnered with the City in structuring the process for the Strategic Roadmap and acknowledged City staff for their work on the Strategic Roadmap.

Ms. Cristelle Blackford provided an overview of the agenda for the retreat; provided context setting; shared City Council and City staff survey input; and reviewed proposed revisions to the vision statement.

Vision Statement Proposed Revision

Members of the Council provided feedback on the vision statement-proposed revision as follows: it should include language stating, "the city will see less traffic" over time; it was missing that Hayward will become a destination city rather than a pass-through city; it should manifest the type of city to live in the future; it should incorporate language addressing environmental justice for climate resiliency and ensure the community is aware of the work being done on this effort; modify statement language to state, "families are proud to live in a city that works closely with HUSD to create an education city" to acknowledge that the City is working with its education partners; that the theme of an education city would not just be limited to schools but also apply to other institutions such as trade and apprenticeship programs, Recreational Occupational Programs (ROP); that the word "harm" be used instead of "crime" as this would have a more encompassing vision for what public safety is; it should include language about better cross-departmental collaboration and better collaboration with local jurisdictions including HARD and HUSD; public safety should focus on the innovative work done with pilot programs; the statement was lengthy; it should start with "Hayward continues to grow..." and remove reference to the period of time; replace "exciting retail" with "attractive retail"; and safer community should be tied back to diversity to make it inclusive.

Current Priority Areas

Mr. Adam Menter and Ms. Cristelle Blackford shared input from the Council survey and City staff survey related to current priorities; provided an overview of the Council survey related to "Education City" as a lens that should be applied across priority areas, similar to the "Racial Equity" focus.



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Discussion ensued among members of the City Council regarding whether HLAC would be repurposed; about having a multiagency effort and work including local academic institutions and other organizations; potentially developing a project that would provide workforce housing requiring multiagency efforts; to tackle the issue by having coordination between the Council and HUSD Board; a desire to be known as an education city while understanding what the role of the City would be and what is reasonably deliverable by staff; that there be clarity in working alongside educational and community partners and include both public and private sector careers; and there was overall agreement the "education city" could be seen as a lens but there were concerns about how to accomplish it in a way that is appropriate and ensuring adequate staffing.

Confront Climate Crisis

Ms. Cristelle Blackford with CivicMakers reviewed Council and City staff survey input related to the roadmap project review process, reviewed City Council proposed new projects, and Council input related to Confront Climate Crisis projects.

Discussion ensued among members of the City Council about Confront Climate Crisis projects and the following suggestion were offered: that CC5 project be crossed out as it was already a part of CC6 project; that CC7 project be combined with C8 project to have a neighborhood approach when developing a Master Plan; that C8 project be updated to an aspirational goal to plant 1,500 trees annually. There was a comment that Council had received phone calls around having a smoke-free multifamily unit housing ordinance, underscoring that this was a request that neighborhoods had asked for and this should not fall off the list.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

Preserve, Protect and Produce Housing

Mr. Adam Menter with CivicMakers reviewed Council input related to Preserve, Protect and Produce Housing projects.

Discussion ensued among members of the City Council about Preserve, Protect and Produce Housing projects and the following suggestions were offered: that project HC9 be crossed out and merged with H4 project related to continuing to explore safe parking options along with encampment management; that HC2 project be crossed out which was related to public banking and covered under another item.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

Community Safety and Quality of Life

Ms. Cristelle Blackford with CivicMakers reviewed Council input related to Community Safety and Quality of Life projects.

Discussion ensued among members of the City Council about Community Safety and Quality of Life projects and the following suggestions were offered: that QC3 and QC5 projects be crossed out and combined with Q3 project as they relate to Community Services Officer functions; that QC22 project be crossed out and combined with Q8 project as it related to empty storefronts; that QC13 project be modified by removing “including descendants of Russell City” language as Q22 project is specific to descendants of Russell City; merge QC18 and QC19 projects and make them more than meeting spaces and enable partnering for shared facility usage; combine Q20 and Q21 projects by crossing out Q21 project and adding its language to Q20 project.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

Invest in Infrastructure

Mr. Adam Menter with CivicMakers reviewed Council input related to Invest in Infrastructure projects.

Discussion ensued among members of the City Council about Invest in Infrastructure projects and the following suggestions were offered: that RC6 project be crossed out as the requests were already a part of the budget and projects were underway; modify R17 project to read “replace an average of 2.5 miles of water pipelines annually”; modify R18 project to read “replace an average of 2.5 miles” of sewer lines annually; a request was made related to RC1 to begin figuring out how to fix the loop and it was suggested to make the RC1 project language broader by indicating that options be evaluated for the loop to provide more flexibility with alternatives, and it was agreed that a future work session on the topic would explain the original project, what was done differently, and envisioned plans; modify RC10 project by adding language, “and improve ridership experience” with the hope to make transit stops more usable by residents and make the experience of taking the bus more pleasurable; modify RC3 project to read, “implement beautification and traffic calming at the intersection of Tennyson and Calaroga”; and that RC8 project be crossed out and merged with R9 project which relates to the Jackson Corridor landscape beautification.



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Grow the Economy

Ms. Cristelle Blackford with CivicMakers reviewed Council input related to Grow the Economy projects.

Discussion ensued among members of the City Council about Grow the Economy projects and there were no proposed changes.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes shows the results of the prioritization prepared by CivicMakers.

Strengthen Organizational Health

Mr. Adam Menter with CivicMakers reviewed Council input related to Strengthen Organizational Health projects.

Discussion ensued among members of the City Council about Strengthen Organizational Health projects and the following suggestions were offered: that RC1 project be crossed out from this priority; that RC2 project be crossed out and merged with R11 project and add language to ensure there is up to date technology in place; remove the first sentence of RC4 project as the point of the item was to revisit how the people's budget process is operated in order to find a sustainable way to keep this afloat; and remove the last sentence of RC7 project which relates to sharing performance evaluations of department heads with the City Council.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

City Manager McAdoo thanked CivicMakers for facilitating the prioritization of projects, shared that the firm would summarize the changes and produce a Draft Roadmap, noted that during the Budget Work Session there would be discussion to incorporate performance metrics on strategic roadmap projects, indicated that staff would explore ways to have online reporting of strategic roadmap projects for access to regular updates, and the Final Strategic Roadmap would be adopted on June 6, 2023.

City Manager McAdoo shared that in cases where priorities receive the same number of votes, projects would further be rated depending on whether the projects are inter-related to one another and if the same staff would be working on the projects.

ADJOURNMENT

Mayor Salinas adjourned the special City Council meeting at 9:15 p.m.

APPROVED

Handwritten signature of Mark Salinas in black ink.

Mark Salinas
Mayor, City of Hayward

ATTEST:

Handwritten signature of Miriam Lens in blue ink.

Miriam Lens
City Clerk, City of Hayward

May 9, 2023 Dot Voting Results

Red Dot	Blue Dot	Score
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Enhance Community Safety & Quality of Life

SUPPORT SAFE AND CLEAN NEIGHBORHOODS

Staff Proposed Projects

Invest in Community-Centered Crime Response and Enforcement Models

Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8
Q3+QC3+QC5 - Conduct an assessment of the Jail and other Community Services Officer functions. 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.	4	2	10
Q4 - Seek and implement CALEA accreditation for the Police Department	5	1	11

Strengthen Emergency Preparedness, Planning, and Response

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

Invest in Cleanliness and Blight Reduction

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. QC22-Add additional enforcement against owners of empty storefronts	5	0	10
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

SUPPORT VIBRANT COMMUNITIES

Implement Community Enrichment and Social Support Programming

Q11 - Continue to provide educational, cultural, and social support programs at the Hayward Library	2	2	6
Q12 - Continue to provide family support programs through the Youth and Family Services Bureau	5	1	11
Q13 - Continue to implement Hayward People's Budget projects	1	2	4
Q14 - Continue to work with HARD on understanding recreational programs through the Master Lease	2	2	6

Activate Public Spaces

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	3	3	9

Invest in Community-Wide Internet Infrastructure and Access

Q17 - Continue to provide internet connected devices and hotspots through the Library	4	2	10
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9

Strengthen Justice and Belonging

Q19 - Continue to implement an internal racial equity training program	4	2	10
Q20+Q21 - Use the Racial Equity Toolkit to implement pilots in several departments. Assess and pilot inclusive recruitment, retention and promotion standards and practices	6	0	12
Q21 - Assess and pilot inclusive recruitment, retention and promotion standards and practices			
Q22 - Work with the survivors and descendants of Russell City to determine appropriate restitution	2	1	5

Council Proposed Added Projects

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. 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.	5	5	15
QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	5	5	15

May 9, 2023 Dot Voting Results

Red Dot Blue Dot Score

Preserve, Produce, and Protect Housing for All

Staff Proposed Projects

Invest in Programs to House and Support People Experiencing Homelessness

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
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

Incentivize Housing Production for All

H6 - Create objective residential development standards & update zoning regulations to align 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

Protect the Affordability of Existing Housing

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

Council Proposed Added Projects

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

Confront Climate Crisis and Champion Environmental Justice

Staff Proposed Projects

Reduce Greenhouse Gases and Dependency on Fossil Fuels

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

Reduce Waste by Promoting a Circular Economy

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

Mitigate Environmental Impacts through Resilient Design and Environmental Health Programs

C7 - Prepare an ordinance to create smoke-free multifamily housing	3	1	7
C8 - Plant 1,000 1,500 trees annually, directly and through work with community groups with neighborhood approach	7	0	14
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

May 9, 2023 Dot Voting Results

	Red Dot	Blue Dot	Score
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

Council Proposed Added Projects

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
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

Invest in Infrastructure

Staff Proposed Projects

Invest in Multi-Modal Transportation

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 Cei	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

Invest in City Facilities & Property

N7 - Break ground on the Stack Center and continue fundraising for project needs	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
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
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	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
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
NC10 - Work with AC Transit to beautify bus shelters and improve ridership experience	4	4	12

Grow the Economy

Staff Proposed Projects

Invest in Programs that Support Hayward Business and Workers

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

May 9, 2023 Dot Voting Results

	Red Dot	Blue Dot	Score
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
Invest in Plans and Programs that Create Thriving Commercial Corridors			
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
Grow Educational Pathways and Workforce Development Pipelines			
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	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	2	4	8
E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services agreement with Chabot	4	1	9
E9 - Continue the IT Department's internship program	1	4	6
E10 - Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements	2	2	6
Strategically Dispose of City Property			
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10
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
Council Proposed Added Projects			
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).	4	1	9
Strengthen Organizational Health			
Staff Proposed Projects			
Strengthen Fiscal Stability and Transparency			
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
Strengthen and Streamline Customer Service and Access			
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
Strengthen Employee Engagement, Professional Development, and Retention			
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
Invest in a Safe Work Environment			
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

May 9, 2023 Dot Voting Results

Optimize Access to Workforce Technology

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

R12 - Implement an IT Governance workgroup to ensure business alignment with technology solutions

Red Dot	Blue Dot	Score
3	3	9
0	3	3

Council Proposed Added Projects

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

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

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. Management evaluations should be summarized and presented to Council on a regular basis.

5	3	13
5	2	12
4	3	11