

Community, Leadership, Responsive Government, and Transparency
APPENDIX

SURVEY RESPONSES
ADDITIONAL SUGGESTIONS
BACKGROUND MATERIALS

SURVEY RESPONSES

How does this topic area impact you?

- As it pertains to the different issues impacting our neighborhoods and City as a whole, such as affordable rents, the number of luxury lofts, outside developers, rezoning, feasibility studies and the results. Knowing and understanding the processes of City Hall.
- You forgot Morris Cove, so I picked the next closest neighborhood. This is an issue that has plagued our neighborhood for decades. You only remember that we exist on Halloween and when the beach is open.
- Quality of life for our families, fairness in regulation enforcement and fairness in valuation.
- Fosters a sense of connection between individual neighborhood and City government.
- I am a longtime homeowner on Lake Place. Houses on the even side of the street were eliminated to expand the gym. A medical center, Police Department, and new residential college have been built. Now we have athletic houses on the block. These athletic houses have loud outdoor parties with bonfire parties. This is very dangerous; lots of trees and the fire department has been called at least twice. Yale Police had one bonfire extinguished. These parties happen on the weekend and during the week. Employees and college students who do not live on the block have residential parking passes and park as they please. Often, I and my tenants park houses away from my home because Yale employees and students park in front of my home. Of course, the street is clear of cars during the weekend. As an educator I leave for work by 7:15 p.m. I am often very tired starting my day due to the loud parties. The day often ends with parking inconvenience that is not monitored. Yale and New Haven Police have been involved things have not much changed. Since it's colder, I don't expect the loud parties but if there is a warm winter day, there will be a party. I am just looking for a little of peace when I am home.
- I would like my City to be run well and continue to have a tie to our community. [I would like the mayor to connect with] . . . the working class people of New Haven. My family and I matter!!
- I believe community means developing relations among civic, religious and political units in the City and beyond.
- The Parks Department is what I am thinking of. It has been impossible to get our trees trimmed or even looked at for years. Our parks need lawn mowing, shrub and hedge trimming, they look terrible.
- It impacts me when I try to communicate with someone from City government via telephone, social media, SeeClickFix, etc., or if I want to find out information regarding a government program or event.
- I'd like to see term limits and a commitment to generating new Alders and community leaders. Secondly, going forward City Hall needs to create a fully developed transparency policy.
- As best I can determine, the main means of City sponsored community engagement and responsiveness has been through the management team network and I don't believe transparency has been authentically addressed by any recent administration. I have come to learn of a significant racial and ethnic divide even within our own neighborhood.

- I feel the community is discouraged and by having an engaged community that can help them with many concerns they're facing, this will provide. Top issues: Safety, financial stability and wellness.
- As a taxpayer, I'm very interested in what my City officials are doing. It is very hard to find out that information. Some areas are covered by the news, but generally the facts are limited.
- I am a community member that is concerned about the development and implementation of Youth Programming in the City.
- Though it might not directly affect me, I get to see some great things going on in City Hall every day and I think some things should be shared with the public. There are so many ways to get information out through social media that I find are underutilized and currently seem a little too staged.

What are some suggestions you have for this administration related to this topic area?

- Have more "I love New Haven Days" where people can interact with others and spread love, joy, and hope and God willing decrease the violence. Advertise the Financial Empowerment Center to help New Haven residents get to a better financial state free of charge and make healthier foods more affordable/available.
- Pay more attention to those of us who are overlooked because of geography
- See transition observations and recommendations comments sent to the team.
- Maintain regular meetings/outreach to neighborhoods. The Elicker team is off to a good start in this but is important to keep it going.
- The administration is on the right track, keep going.
- Make them document what work they have done compared to the work orders that have come in, and track calls from citizens to be sure they are accounted for and responded to.
- Emails are good, but so too are blogs, particularly moderated ones, so people can discuss.
- Better advertisement and active recruitment for open seats on Boards and Commissions
- Develop community policing in afro-american neighborhoods. Fair Haven has it.
- Make them respond to all citizens calls, document the complaint, and follow up. Show proof that they did something. I don't know where the time goes but it doesn't go to East Shore needs.
- List on the City website such information on the boards, commissions, ad hoc committees as possible - who is on the committee, what are their terms, what vacancies exist, when and where do they meet, what is the purpose of the group, post meeting minutes, who is a volunteer and who is paid for serving, how does the committee plug in to the larger government hierarchy. This should all be readily available. Any vacancies should be filled immediately. I think the civilian review board needs immediate attention. It seems to have had little activity since the Board of Alders declined some of the appointments. I am also concerned that the current mix of approved people are activist types. I'd like to see the final appointments be process people. There is much to be flushed out on the role of this body and it needs to work for all people to bring credibility to it's work. The CMT's should also be more formalized into the City website. See details as recommended above. In short, it's hard for residents to participate, support or be generally aware of what's happening when on the insiders know when and where the meetings are.

- As for the parties, students, homeowners, and parents should be fined and/or arrested. As for the parking passes, the City should monitor consistent cars with visitor passes that violate the statute should be ticketed and/or towed.
- Get out into the community to let people know who you are. Have a better control on how our homeless population moves in this City.
- Design a model and action plan for Youth engagement in the City.
- Get in touch with us. We would love to work with the incoming administration.
- Keep and strengthen SCF and the relationship the City has with the organization. All City departments need to be present and active by checking issues reported, responding, and physically going to the sites of listed issues. SeeClickFix is a great tool that should be maximized!
- The City of New Haven website needs to be modernized and updated regularly. Too often, events do not make it onto the calendar or certain information is not available on the website. For example, when I wanted to find out about Parks and Recreation boating programs, rather than pull up a schedule online, I had to email the person in charge so he could email me a schedule. Also, social media presence and responsiveness needs to be beefed up. Many people, including younger citizens, use Facebook or Twitter to voice their concerns and it is important that the City have a way of monitoring these interactions and responding to them. In addition, when someone opens an issue on SeeClickFix (and my father said the wording "citizen" with regard to SeeClickFix is problematic as nonresidents of New Haven, such as tourists, may wish to engage the site), the responsiveness from the City is uneven. Sometimes, you get no response. (This often happens with snow removal complaints.) Other times, a City agency acknowledges your issue but there is no further communication from that agency or a timetable of when the repair can be expected to be made, and the issue remains unresolved. Also, stress the importance of City phone lines being answered during normal business hours and if someone leaves a message, for a City employee to get back to that person. Finally, consider bringing back Mayor's Night In, a program Mayor deStefano ran monthly either at City Hall or on the road but Mayor Harp ran more sporadically.
- Having the same actors from one mayoral term to another may allow for some consistency but it does not leave room for new ideas. Seeing the same faces year in and year out is not comforting. It's a political habit that needs to be changed. One Alder is not enough. I never see or hear from mine. Alders should be required to send out a monthly email or at least have a facebook page to keep in touch with constituents. Every department and function must be prepared to commit to that transparency. An audit should be done to discover if there are roadblocks to transparency be it lack of talent, lack of technology, or lack of initiative. The policy should include multiple ways to inform the community in a modern fashion. We should know the attendance of every Alder on a vote or not (if they should have been present) and how they voted. There needs to be a consolidated bulletin board or calendar where all agenda items are centralized and color-coded. There are 25 departments, yet the calendar is practically empty. Other commitments should include becoming paper-free.
- 1. Create the "Office of the City Ombuds" to support greater transparency. Research various municipal ombuds models and recommend whether or not this concept would serve greater transparency in New Haven. 2. Create the Mayor's Office on Equity to

examine and address structural racism and promote racial, ethnic, cultural, and linguistic diversity (apply for Graustein grant to do the work).

- There are plenty of simple things that can let people see more of what we do while also being enjoyable to watch. Some examples could be participation in viral videos, tweeting funny/genuine things, picking a staff member of the week or month to highlight what they do or a special project they worked on. All things that are simple/fun and increase the communities awareness of staff/what we do but also gives the City a sense of community and approachability.
- Listen and engage residents, conduct feasibility studies and publish the results, vet the top-level staff, who in turn should vet their staff, residents need to know that individuals with integrity are at the helm.

What is currently being done well that the new administration should encourage and/or strengthen?

- It is difficult for me to say, due primarily to the fact that there were multiple negative elements at the same time, therefore clouding any positive outlook.
- Increase public transit from the cove and the entire east shore. There are lots of elderly and young people who don't go "downtown" simply because it's too difficult. Increased transit would help bring us downtown and make it easier for the rest of New Haven to see how wonderful lighthouse park is as well
- Reaching out to the Directors for solutions is a great strategy because they have a wealth of experience and given the will of the people and the will of the administration to find solutions we can do this. Reaching out to employees for their input and experiences without recourse for saying what they see is also a good way to build confidence for those willing to share the experience or knowledge that could solve many situations to the good of the City.
- Neighborhood outreach and communication.
- The community meeting this past Sunday was well done.
- The fact that SeeClickFix is monitored by government officials.
- The elderly services, youth at work and FEC under the CSA department is going well however it can be strengthened by telling more people (advertising) the services offered and maybe establishing more programs within these departments.
- The construction of the Q House is an encouragement. Educational resources for students and out of district professional development for general and special education teachers need strengthening.
- Getting out into the public and doing for the "little man" or less fortunate
- I think we have a reputation as a City that we help anyone out that we can, resident or not. I would love to continue to show that we are a welcoming City that is a sanctuary City and one where people feel as though they are welcome.

Is there a way in which you'd like to help or contribute?

- I would love to serve on any community based committee for Youth Development.
- yes. I would like to help bring the Parent Leadership Training Institute back to New Haven.

- I would like to be an active part of this proactive team in some capacity.
- I am a retired volunteer with a lot of experience in construction and Building inspector related services and an advocate for licensed trade groups. I am happy to volunteer my thoughts experience and help with senior needs in the community when I can. Thank you for listening.
- Not sure of how at this point but will stay engaged and help where I can.
- I am a member of the Lady of Guadalupe parish in Fair Haven; my interest is in developing the parish and building ties with other groups.
- What do you need? I'll help if I can. I am DELIGHTED that you held a public meeting so soon, let alone at all. Please keep doing these... like Ed Koch.. How am I doin' ! Thank you!
- I cannot attend next week's meeting due to being out of town, but I hope with Mayor-Elect Elicker's commitment to communication and transparency, these issues can be quickly addressed.
- I am currently a member of the Commission on Disabilities and the FH Management Team but I'm happy to be involved wherever else I might be helpful.
- I would be willing to serve as a volunteer in some capacity.
- Another concern is parking during storms. Last season, students parked on the even side of the street during parking bans. One storm was a major one. City plow trucks could only plow the middle of the street. I then had to pay for street plowing to get rid of the snow left by City plow trucks. Of course, when I left for work, people with visitor passes parked in front of my home.
- I would like to sit and see what is being done by this administration and help out where needed.

ADDITIONAL SUGGESTIONS

- A care team is based in each neighborhood displaying what it is and its dedication to the persons living in said neighborhood. Citizens need to know and see that they are being taken care of and they need to know that there are people who can help them and are there for them.
- Given the chance to talk about what's not working well and expose unfair practices and offer solutions it may be well received in a confidential survey request for answers to concerns that can only be revealed in confidence. With 4000 + employees we may find answers to problems we were not able to discover in open conversations that have in the past caused employee backlash from those in charge.
- Opportunities to send written testimony, or appear in person at hearings, to show support for city issues should be shared, and not at the very last minute as happened in the past, on the city website, through alders, through management teams, through social media, etc.
- I think that a meeting with 300 people talking for 60 seconds each about one issue that matters to them is a poor way to actually understand the City's problems, let alone create meaningful plans for action. I think that genuinely following through on the intent of these meetings could look like holding a half day meeting for each of the topics. It would be a lot of work, but it would show a true commitment to using the community for informed problem identification and action plan development. It could also act as the beginning of the continuous process of transition and public input that Justin mentioned. Big town hall meetings that encompass all of the issues have their place and I'm excited for more of them, but I don't think that's the best way to debate and generate ideas.
- SeeClickFix is (I thought) the single point for citizens to suggest things that need to be fixed.
- Why is our public school system not represented in SeeClickFix? They are not on the list of city departments to which concerns can be addressed. Communication is a necessary component of process improvement. Citizens should not have to research how to get a message to the school system. It should be done in the city's single, uniform system – SeeClickFix.
- I recommend that you consider holding periodic open meetings in neighborhoods on a rotating basis = "Mayor's Night Out." This would give you an opportunity to inform the attendees about select policies or new ideas and to respond to questions from the residents. You could bring department heads to allow the attendees to raise individual problems with appropriate administration leaders. My past experience is that these meetings in Westville were well attended and lively.

BACKGROUND MATERIALS

Key Values and Goals

- **Community Leadership and Representation:** As a City, we need to move beyond community engagement to community leadership. This means that the City's leadership structures, including its Boards and Commissions, ought to be representative of the city and investment ought to be made in outreach and education to ensure this is the case.
- **Accessibility:** Ensure City meetings, resources, and information are accessible by enacting diversity, equity, and inclusion frameworks in the City's current processes and operations.
- **Racial Justice and Equity:** Right now, many of our current structures disproportionately negatively affect black and brown New Haven residents. We must acknowledge and account for the way our past and current structures have created and continue to sustain racial inequities. We must create deliberate systems and supports to strive to achieve racial equity through proactive and preventative measures. Racial justice and equity means having policies, practices, attitudes, and actions that promote equal opportunity, treatment, and outcomes for people of all races. In order to move towards a more just and equitable City, residents need to both lead in the building of these policies and deeply benefit from these policies.

First 100 Days

- **Make City Hall and public meetings accessible for all users — with a focus on individuals with children and individuals that only speak Spanish.**
 - **Childcare for Public Meeting:** Provide childcare for all public meetings.
 - **Lactation Rooms:** Build and/or purchase lactation room(s) for breastfeeding employees and visitors
 - **On-Site Childcare for Employees:** Provide on-site childcare that City employees could pay into.
 - **Children's room/items:** Consider other users of our public buildings by including toys, children's books, etc in waiting and meeting areas.
 - **Interpretation:** Provide Spanish interpretation for public meetings and translate all flyers, press releases, etc. into Spanish.
 - **Live-streaming:** Live-stream Board of Education and Board of Alders meetings on Facebook.
 - **Sound system:** Upgrade the Board of Alders sound system.
 - Establish a Community Outreach Department/Coordinator (multi-lingual)
- **Develop an intentional, robust communication strategy from City Hall.**

- **Email list:** Build a City-wide email list that can be segmented by interests and location (e.g. local events, City-wide events, City-wide policies, zoning changes and new developments); This could be built off the Everbridge system. Utilize multiple touchpoints that could allow residents to opt into emails (e.g. Board of Alder hearings, Management team meetings, Department email lists). Make sure these emails include a Spanish and Arabic translation.
- **Text Alerts:** For residents that prefer texting or do not use email, utilize a text alert system that links to the email content.
- **Event Calendar:** Utilize the City website event calendar - this calendar should at a minimum include all public meetings, including Board of Alders meetings. Calendar should have links to agendas at least one week in advance, with important voting and public hearing items highlighted. The City could partner with community organizations who can help disseminate this events calendar to non-English speaking folks/immigrant communities, many of whom have a vested interest in attending public meetings but might not be aware of their existence and wouldn't know to check the event calendar.
- **Social Media:** Build a parallel communication strategy around Facebook, Instagram, and Twitter.
- Establish a “Mayor TV” channel on multiple platforms to explain complex issues and highlight the great work of City employees — for instance, picking a civil servant of the month, following them on a plow or garbage run or bridge repair or after-school tutoring session, and learn with the rest of us about the nuts and bolts of daily public service.
- **Support strong census outreach.**
 - Continue to support the ongoing efforts to have a strong census year.
- **Create better processes around the public engaging with the budget.**
 - Create a City Budget Excel spreadsheet so it is easier for residents to study, refer to, and review.
 - Break up the budget workshops so they no longer occur late in the evenings and residents can follow progress on the budget more easily.
 - Simply provide financial information when residents asks for it, rather than requiring residents to file FOIA requests.
 - The Police and Fire overtime budgets are projects to be millions above budget. Both departments ought to publicly share the itemization of these costs monthly.
- **Work with youth to develop a specific and tailored youth engagement strategy.**
 - Groups to work with: Citywide Youth Coalition, Youth Continuum, high-schools, Students for Educational Justice, and many more.
 - This may include ideas like Mayor for A Day, continued leadership on the Board of Education, and more.

- Create pathways to serve on Boards and Commissions.
- **Continue ongoing community canvasses by the Mayor and senior staff.**
 - This could include 1-2 hours of door-knocking per person per month. These could be open conversations or topic-based based on the questions of the staff.
 - Maintain Mayor's Night Out and Mayor's Night In. This practice allows a visa-versa communicate with City residents, the Mayor and City Departments.
 - As part of their official duties, City staff participate in community events
- **Mayor's Faith Leader Cabinet**
 - Mission: The Mayor's Faith Leaders Cabinet is comprised of a diverse group of faith-based leaders who represent a sample of the religious communities within New Haven. The Mayor's Faith Cabinet should be established as an initiative to span across religious and cultural lines, to share information and build partnerships to improve the welfare of New Haven.
 - Vision: A stronger, engaged and informed community that leverages the diversity of faiths to build on common community goals and interests.
 - Objectives
 - Provide spiritual support and leadership to the Mayor
 - The cabinet will advise the mayor on critical issues pertaining to topics that directly involve their religious groups, faith-based organization or community-based organizations in New Haven.
 - Serve as a liaison between their congregation and the Mayor's office
 - Provide information, news and updates to their religious and charitable group
 - Form recommendations on how the City can more effectively partner with faith-based organizations to help the wider community
 - Attend meetings (substitutes are requested when the representative is unable to attend)
 - Plan and support faith-based community event that supports faith communities and the mission of the cabinet

1st Term

- **Make the Boards and Commissions more accessible — including both the ability to apply to be on them and to participate in their public meetings.**
 - **Information:** List on the City website all information on the Boards, Commissions, and Ad Hoc committees as possible. This includes:
 - A list of the current members of the committee and their terms
 - On this list, a note about who is a volunteer and who is paid for serving
 - A list of the current vacancies that exist
 - When and where do they meet

- A description of the purpose of the group and their by-laws, as well as a description of how the group plugs in to the larger government hierarchy
- All prior meeting minutes, downloadable
- All meeting times, locations, changes, cancellations of all commissions and boards must be updated and posted online
- An ability to sign up to receive notices and updates of changes
- Agendas that must be posted at least one week in advance, with voting items clearly delineated
- A primary contact person (phone and email) to ask questions, submit testimony, etc.
- A clear description of how and by when feedback must be received for consideration prior to a public hearing
- **Applying:** Create a clear, transparent process for being a part of Boards and Commissions. This includes:
 - An official announcement that applications are being accepted with description of application and appointment process
 - A formal timeline for consideration of applications and appointments
 - A list of clear criteria for serving on the group
- **Representation:** Do intentional outreach in neighborhoods, with youth, and other underrepresented groups to ensure Boards and Commissions are representative. Any vacancies should be filled immediately with a focus on these underrepresented groups — starting with the Civilian Review Board.
- **Public comment:** All commissions should have standardized procedures and time built in for public comment
 - Every commission has different protocols – or no protocols for public engagement i.e. must address the chair, must email the Chair in advance, only certain items have public hearing portion, all items can have public hearing portion
 - Board of Alders and committees should be clear about how and by when feedback must be received for consideration prior to a public hearing
- **Doors:** Unlock doors of City Hall for all public meetings. For meetings that occur before 9am (like the Economic Development Commission), City Hall doors are locked.
- **Focus on:** The first priority for focus ought to the Civilian Review Board and the Affordable Housing Commission. Questions to be answered include:
 - How will the scope of these two Board/Commissions' work/authority be decided?
 - How will the bylaws be drafted?

- What is the City's process for reviewing applications and making nominations in a fair, transparent, and objective way?
- **Change notice requirements for development projects.**
 - Currently, notices are only provided for some hearings. For the City Plan Commission public hearings, notice is only required only in the print version of the New Haven Register.
 - Currently, notice of zoning changes is only provided to owners on record, which does not allow impacted tenants to be noticed/hearings on changes in their neighborhood.
 - Currently, presenting at a Community Management Teams is seen as engagement with the community. This is a start, but is not sufficient community engagement by developers.
 - Update notice procedure to include posting online on the City website and New Haven Independent, and much more (posting in schools, libraries, public bulletin boards, etc.). Convene a group of residents and groups including Room For All Coalition, Community Management Teams, Black Lives Matter, and more to inform this process.
- **Create a transparent process for hiring within City Hall.**
 - This includes a clear list of criteria for positions and a community committee to support in selection.
- **Support the Community Management Teams in being robust, inclusive groups.**
 - Work with Community Management Teams and residents to understand how CMTs are currently perceived and how their function can be improved to fit the needs of the District.
 - Provide staff time for outreach, provide funding for childcare/interpretation to ensure CMTs are accessible and inclusive groups in the City.
 - Consider building in time at each CMT meeting for residents to meet and discuss issues without the presence of City officials.
 - Communicate positive message every week about good things happening in New Haven. Work with CMTs, grassroots leaders, youth to provide content.
 - Work with neighborhood leadership programs, such as Democracy School graduates, The Community Foundation Neighborhood Leadership Program, the Graustein Community Leadership Program, among others, to identify and support grassroots leadership at the block and neighborhood levels.
- **Create a communications protocol for City employees.**
 - Distrust in government is often built not just on the government's inability to address a problem, but the government's inability to communicate effectively about why they can/can't address the problem.

- Create a communications protocol so that City employees are heavily encouraged to respond in a timely manner to resident requests – even if the answer is simply further information, reasons for delay, or an accurate timeline.
- **Utilize the City website and other education efforts to educate residents on City processes and how they can be involved.**
 - Create an organizational chart for the City and each department.
 - Create a legislative decisions flow chart accessible to the public.
 - Create a development flow chart for development projects – possibly being updated in real-time based on where development projects are in the process.
 - Invest in civic education. This could include workshops hosted at the library branches – sharing City resources, grants available to residents, etc. Additionally, create the Democracy School program into a MOOC/online course accessible to everyone.
 - How do become a part of the Democracy School/make not exclusive?
- **No more "fixing" parking tickets.**
 - Investigate and get rid of practices around "fixing" parking tickets for City employees or for other political gain.
- **Improve the permit process.**
 - Investigate and review the current permitting process and ensure that it is streamlined for the internal and external user.
- **Utilize the power of volunteerism — especially during storms.**
 - There could be possible partnerships with SeeClickFix, high-schools, Community Management Teams, and more.
- **Increase transparency within the Livable Cities Initiative activities.**
 - Create a clear, accessible list of all City properties
 - City website ought to outline how to apply to lease, buy, or use City property, what application materials there are, and what the criteria are for consideration/approval. The City ought to prioritize applications from New Haven residents for community-oriented purposes.
 - All applications should be reviewed and receive a response within a specified time frame.
 - One possible reference: <http://www.cookcountylandbank.org/>
 - City must have transparent reasons for purchasing property – must include more specific purpose than “redevelopment” when there is currently no redevelopment plan.
 - Negotiations by LCI and Economic Development, especially around developer incentives (e.g. tax abatements) and affordability must be made public – and the Affordable Housing Commission ought to have strong and/or final say.

- All City developments ought to be shared online and include the following information:
 - What developments are in process? Where are they in the process? What further approvals are needed? What is being proposed to be built? For residential projects, how many units total, what is the bedroom breakdown, and what is the affordability breakdown?
- Community benefits should be standard for developments above a certain size or dollar amount.
- Economic impact, racial impact, and possible displacement must be standard considerations.
- Need electronic database of LCI inspections, inspection results, and residential licenses.
- Absentee landlords/not enough LCI Specialists
- **Registrar of Voters**
 - Poll transparency/how system works
 - Consider making this an appointed position
- **Allow or require municipal candidates to use the State Elections Enforcement Commission electronic campaign filing system, [eCris](#) to submit municipal campaign filings.** This would replace the hard copies that get filed with the Town Clerk's office and stored in hard copy in the vault on the 2nd floor of 200 Orange St.
- **Invest in New Haven being a LGBTQ+-friendly and safe City.**
 - **Not all may apply directly to this Area of Concentration.*
 - **Run an audit on LGBTQ+ funding:** Do a financial audit of the New Haven budget to determine what percentage of the budget is currently allocated specifically to the LGBTQ+ community/issues.
 - **Develop a LGBTQ+ Commission:** This would operate like a Board or Commission with the goal of supporting New Haven in being an LGBTQ+-friendly and safe community.
 - **Consider hiring an LGBTQ+ Liaison:** This would be a position in City Hall dedicated to the LGBTQ+ community. This kind of position in cities has been supported by an LGBTQ+ Advisory Council that advises the liaison.
 - **Create a LGBTQ+ resources section of the City of New Haven website:** Create a webpage on the City of New Haven website that features LGBTQ+ resources.
 - **Ensure LGBTQ+/queerness is a diversity factor considered in hiring for City of New Haven staff.**
 - Consider funding the current LGBTQ+ Youth Task Force and its activities.

- **Support LGBTQ+ inclusivity training for teachers:** Work with the Board of Education to make sure teachers are trained in LGBTQ+ inclusivity to ensure our classrooms are safe spaces for LGBTQ+ youth
- **Recognize LGBTQ+ community in conversations around affordable housing and homelessness:** Lack of affordable housing disproportionately affects the queer/trans people of color community. Often times gendered shelters, for example, are unsafe for LGBTQ+-identifying individuals, particularly LGBTQ+ youth.

Longer-term

- **Develop a City open data policy.**
 - Many City public debates (e.g. lead abatement, Complete Streets) are under-informed by available public data. As data is digitized and processed, it should be anonymized published in the most accessible format available (e.g. publishing the City's crash data website, Excel versions of lead abatement statistics).
 - **City Crash data:** Put City crash data online so residents can study dangerous intersections.
 - **Traffic Safety concerns:** Create a dashboard where residents can submit traffic safety concerns. See here for a reference and example:
<http://app01.cityofboston.gov/VZSafety/>
 - **Dashboard for concerns relating to public transportation:** Consider, for example, the thousands of parents this year who have registered complaints about their kids' bus routes to school being modified or removed entirely and who haven't received a response:
<https://www.nhregister.com/news/article/New-Haven-parents-line-up-for-hours-at-BOE-over-14391015.php>
 - **Department KPIs:** For each department, clearly define their metrics for success and create an accessible way for the public to see progress on those metrics (i.e. an Annual Report, etc.).
- **Start planning for charter revision and potential redistricting, with open process for community identifying priorities.**
- **Create a City-wide issue ticketing system so that a particular issue is assigned a unique identifier (e.g. when you call an insurance company and are issued a reference number for your call).**
 - This ticketing system would track the status of your issue and the City employee assigned to resolving the issue.

- **Consider creating the Mayor's Office on Equity to examine and address structural racism and promote racial, gender, and socio-economic equity.**