



Strategic Roadmap

Fiscal Year 2024-25





A About the Roadmap

Why do we have a Strategic Roadmap?

This Strategic Roadmap outlines where we see our highest priorities in the next few years and a roadmap of specific actions to get us there. We designed this Roadmap to be bold in its vision for the future but also grounded in a realistic assessment of existing staff capacity and resource constraints.

V Vision

What are we trying to achieve with this and future Roadmaps?

The City of Hayward is a place where people want to be. It has a growing economy, good housing options, cradle-to-career educational opportunities, an inviting downtown, and vibrant neighborhoods across the city. Its diverse and inclusive community is well supported with robust city services and is kept healthy and safe through innovative programs. It is a regional leader in addressing the housing & homelessness crises. It is also a leader in climate resilience and environmental justice to prepare residents to face the impacts of climate change. City staff have what they need to thrive in their work and take pride in helping Hayward continually improve.

E Expanded Vision Statement

In the future, Hayward continues to grow in population and stature, becoming a destination city in the East Bay. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, attractive retail, outdoor dining, and inviting public spaces.

Diverse families live in healthy, inclusive 'complete communities' with stable housing, safe streets, excellent schools, cultural attractions, and community services. The city celebrates its diversity openly with cultural events, and protects that diversity with its commitment to equitable development. Hayward leads by developing important service partnerships between local and regional agencies.

Families are proud to live in an 'education city,' where the city actively supports them in taking advantage of the many local educational opportunities available. All residents know they will have a pathway from 'cradle to career' in Hayward.

Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on making housing accessible and affordable to all, with new high density developments located near transit. The few who are unhoused are able to access the services necessary to thrive. Because demand is high, blighted properties throughout the city are re-developed and occupied.

Hayward continues to be a leader in climate resilience and environmental justice, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Clean, leafy and landscaped corridors are more walkable and bikeable. Hayward and its neighboring cities have prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding.

Through innovative programs, Hayward has also aligned public safety with community expectations for effectiveness, response times, and engagement, leading to an overall reduction in harm, improved mental health, and better relationships within Hayward's diverse community.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City continues to develop innovative revenue sources and maintains a well-staffed and well-resourced workforce. The City is streamlining processes, using technology more effectively, and improving cross-department collaboration to provide better customer service.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

S Strategic Priorities

Creating the Seven Priorities

In order to achieve the vision, what must the City prioritize? In answer to this question, we arrived at the seven overarching focus areas, or Strategic Priorities, that structure this Roadmap. The Strategic Priorities provide a framework to focus on the most pressing special projects and process improvements, as well as a structure for the work that happens in the Council subcommittees. The next page shows subcategories under each Strategic Priority.



Racial Equity Lens

We strive to build a culture of equity to ensure that we are meeting the needs of all residents.

The City is committed to providing equitable services that improve the lives of all residents and take into consideration past inequities and injustices. We know achieving this vision requires tackling tough issues like institutional racism and implicit bias. We also know it takes continuous listening, learning, and improvement.



Throughout this plan, we have identified projects with this icon that have a racial equity focus or services/projects that we are reviewing through a racial equity lens.

Questions we ask when we apply a racial equity lens to a service or project:

- What problem is this service/project seeking to address?
- Who benefits from this service/project? Are some community members impacted by the problem more than others? Do we have demographic information about this group(s)?
- Who does this service/project not benefit? Do we have demographic information about this group(s)?
- Who is currently accessing this service?
- Who is not accessing this service? Do we know why? Are there barriers that makes it more difficult for some community members to use or access this service?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?
- What racial, cultural, and/or ethnic groups experience disparities related to this program? How does this program benefit them or further exacerbate their disparities?

E Education City Lens

We strive to build a city where all residents have access to quality educational opportunities and cradle-to-career support so they can achieve their life goals.

The City is committed to working alongside our educational and community partners to support the academic success and future employment of Hayward's students. The City does this by actively participating in collaborations like the Hayward Promise Neighborhoods, growing the economy, facilitating pathways for both private and public sector careers, partnering to provide education and employment services, and communicating about educational opportunities and successes.



Throughout this plan, we have identified projects with this icon that have an 'Education City' focus or services/projects that we are reviewing through an 'Education

Questions we ask when we apply an 'Education City' lens to a service or project:

- Have we communicated with our educational and community partners to align service offerings and create a more seamless service experience for Hayward families?
- How will this service, project, or policy support or expand educational and/or economic opportunities for people in Hayward? How are we collaborating with partners to facilitate and develop educational and/or employment pathways accessible to all Hayward youth and residents?
- How are we communicating education and economic opportunities in and around Hayward to Hayward families? What barriers do we need to remove for people to access this information or educational opportunities?
- How will we know this service, project, or policy is improving educational and/or economic opportunities for Hayward youth and residents?
- Transportation specific: Does this project make it easier for families and students to get to their campuses and other educational resources?

M Metrics and Projects

ENHANCE COMMUNITY SAFETY

Objective 1: Provide first-rate emergency response services

#	Proposed Metrics	Dept/Division
SM1	# of Police incidents and types	Police
SM2	Police response time	Police
SM3	# Fire incidents and types	Fire
SM4	Fire response time	Fire
#	Proposed Special Projects	Dept/Division
SP1	Expand physical dispatch space	Police & Fire
SP2	Implement Emergency Medical Dispatch	Police & Fire
SP3	Fill vacant Dispatch positions	Police & Fire

Objective 2: Strengthen Community Resilience

#	Proposed Metric	Dept/Division
SM5	% of City of Hayward employees trained to FEMA standards for emergency positions	Fire
SM6	# of Community Emergency Response Team (CERT) members trained annually	Fire
#	Proposed Special Projects	Dept/Division
SP4	Update and train staff on the Comprehensive Community Resilience Plan	Fire
SP5	Provide a training on Council's role in an emergency	Fire
SP6	Implement Community Emergency Response Team (CERT) program changes	Fire

Objective 3: Enhance community access to mental and physical health services through strategic partnerships

#	Proposed Metrics	Dept/Division
SM7	# of HEART response calls and types	Community Services, Police, Fire
SM8	# of unique patients receiving preventative care treatment at the Firehouse Clinic	Fire
SM9	# of medical responses that result in treat and non-transport (diverted from the emergency room)	Fire
SM10	# of families served through Youth and Family Services Bureau	Police
#	Proposed Special Projects	Dept/Division
SP7	Transition HEART program from pilot to permanent response program, including identifying a permanent local funding source and leveraged grants ✨	Community Services, Police, Fire
SP8	Transition to new County Emergency Medical Services (EMS) system	Fire

Objective 1: Provide first-rate business support services

	Proposed Metrics	Dept/Division
EM1	# of businesses engaged through programs and outreach	Economic Development
EM2	# of concept plans reviewed for priority sites	Economic Development
	Proposed Special Projects	Dept/Division
EP1	Complete remaining ARPA programs including: “Restaurant Relaunch” and “Restore and Reopen” façade assistance programs	Economic Development
EP2	Explore partnerships for the Stack Center to create an entrepreneurship hub and commercial kitchen incubator program ✨	City Manager Administration

Objective 2: Invest in plans and programs that create thriving commercial corridors, with an added focus on the Downtown

	Proposed Metric	Dept/Division
EM3	# of businesses that received direct financial or technical support	Economic Development
	Proposed Special Projects	Dept/Division
EP3	Continue to roll out ARPA-funded Hayward Open for Business program to aid businesses in activating interior and exteriors with points of interest and harness social media to attract customers ✨	Economic Development
EP4	Implement a Downtown Working Group	Several
EP5	Provide a report on how mid-sized cities revitalized downtowns	Economic Development
EP6	Provide a report on ordinances that may have adverse impacts on businesses ✨	Economic Dev, Planning
EP7	Provide a report on allowing small businesses and popups in residential areas	Economic Dev, Planning

Objective 3: Grow educational pathways and workforce pipelines for residents of all backgrounds

	Proposed Metrics	Dept/Division
EM4	# of Hayward residents receiving Tuition Assistance Grants 📖	Economic Development
EM5	# of Hayward employers participating in Job Fairs 📖	Economic Development
EM6	# of students hosted by the City through internships and career pathway programs 📖	Several
	Proposed Special Projects	Dept/Division
EP8	Develop recommendations for encouraging development of worker-cooperatives in Hayward	Economic Development, Planning
EP9	Partner with HUSD and HARD on a job fair for teens ✨ 📖	Economic Development, Library

Objective 4: Strategically manage or dispose of City property to support economic goals

	Proposed Special Projects	Dept/Division
EP10	Implement a property management strategy for Cinema Place	City Manager Administration
EP11	Continue to work on Route 238 Corridor lands dispositions and development	City Manager Administration
EP12	Release solicitation for City Center disposition and development	City Manager Administration
EP13	Study the options for disposing of Successor Agency parcels on Mission Blvd	City Manager Administration
EP14	Request for report at CEDC and then work session at Council to discuss options and strategy for Cinema Place	City Manager Administration

PRESERVE, PROTECT & PRODUCE HOUSING FOR ALL

Objective 1: House and support people experiencing homelessness

#	Proposed Metrics	Dept/Division
HM1	# of people served at the Navigating Center and % placed in permanent housing	Community Services
HM2	# of people assisted through shallow rental subsidy	Community Services
HM3	# of agencies funded through Community Agency Funding Process providing direct and supportive services	Community Services
#	Proposed Special Projects	Dept/Division
HP1	Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises ✨	Community Services
HP2	Implement State Homekey funding for Project Reclamation scattered site program	Community Services
HP3	Provide an update to Council on the City's homelessness efforts	Community Services

Objective 2: Encourage the production of housing for all by creating incentives and removing development barrier

#	Proposed Metric	Dept/Division
HM4	Issue Building Permits Consistent with Regional Housing Needs Allocation (RHNA) targets	Housing
HM5	# of City actions taken in support of housing development (like grants, loans funded, development agreements, ordinance modification)	Housing
#	Proposed Special Projects	Dept/Division
HP4	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities ✨	Housing
HP5	Evaluate available funding to issue a Notice of Funding Availability (NOFA) for the development of affordable housing	Housing
HP6	Zoning Ordinance Amendments Related to Shelters, Group Homes, Supportive & Transitional Housing ✨	Planning
HP7	Zoning Ordinance Amendments Related to Streamlining Housing Entitlements for Qualified Projects	Planning
HP8	Adopt Universal Design Guidelines for Accessible Housing ✨	Planning

Objective 3: Protect the stability and sustainability of existing housing

#	Proposed Metrics	Dept/Division
HM6	# of rent review petitions received	Housing
HM7	# of people served by foreclosure prevention and eviction prevention services	Housing
HM8	# of people receiving relocation assistance	Housing
HM9	# of affordable homeownership opportunities supported	Housing
HM10	# of existing affordable housing projects monitored/supported	Housing
#	Proposed Special Projects	Dept/Division
HP9	Evaluate the option of creating a rent registry to obtain better data on rent increase, evictions, and occupancy ✨	Housing
HP10	Simplify the Relocation Assistance Ordinance to improve compliance and increase funding for Emergency Relocation Assistance ✨	Housing
HP11	Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties	Housing

INVEST IN INFRASTRUCTURE

Objective 1: Invest in multi-modal transportation

	Proposed Metrics	Dept/Division
FM1	# of traffic calming projects installed	Transportation
FM2	# of miles of bike lanes added	Transportation
FM3	# of miles of repaving completed	Transportation
FM4	# of registered HOP users	Community Services
FM5	# of one-way TNC rides provided	Community Services
FM6	# of traffic collisions	Police, Transportation
	Proposed Special Projects	Dept/Division
FP1	Implement recommended program improvements for Hayward Operated Paratransit (HOP) program to support seniors and adults with disabilities ✨	Community Services
FP2	Complete construction of Mission Boulevard phase 3	Engineering
FP3	Evaluate safety enhancements for the Downtown Loop	Transportation
FP4	Complete implementation of “A Bench for Every Stop” project ✨	Transportation
FP5	Main Street complete street construction	Engineering

Objective 2: Invest in City-owned facilities & property

	Proposed Special Projects	Dept/Division
FP6	Complete Phase I construction of the Stack Center and continue fundraising, with the goal of beginning Phase II in FY25 ✨ 📖	Engineering
FP7	Begin construction of La Vista Park	Engineering
FP8	Complete Phase I of Weekes Library beautification ✨ 📖	Library
FP9	Finish a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism	Public Works, Police
FP10	Finish a preliminary feasibility report on a new Corporation Yard	Public Works, Maintenance
FP11	Complete security upgrades to Watkins Street garage	Maintenance

Objective 3: Enhance local water supplies and wastewater systems

	Proposed Metrics	Dept/Division
FM7	Miles of water pipelines and sewer lines replaced annually (target = 2.5 miles)	Utilities
FM8	Water quality	Utilities
	Proposed Special Projects	Dept/Division
FP12	Continue Water Pollution Control Facility Phase II upgrade	Utilities
FP13	Complete a Recycled Water Master Plan	Utilities
FP14	Implement Sustainable Groundwater Plan	Utilities

Objective 1: Reduce Greenhouse Gases and Dependency on Fossil Fuels

#	Proposed Metrics	Division
CM1	Annual Communitywide GHG Emissions in MTCO ₂ e (metric tons of carbon dioxide equivalent)	Environmental Services
#	Proposed Special Projects	
CP1	Implement Year 1 Programs from the adopted GHG Roadmap	Environmental Services
CP2	Continue to collaborate with Ava Community Energy to provide public EV charging facilities	Environmental Services
CP3	Present a plan on EV charging for city facilities	Maintenance Services, Environmental Services
CP4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	Maintenance Services, Environmental Services
CP5	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	Environmental Services

Objective 2: Reduce waste by promoting a circular economy

#	Proposed Metric	
CM2	Pounds of waste diverted from the landfill	Environmental Services
#	Proposed Special Projects	
CP6	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	Environmental Services

Objective 3: Mitigate environmental and climate impacts, with an emphasis on vulnerable communities

#	Proposed Metrics	
CM3	# of participants in water conservation programs for residential, business, and municipal customers	Utilities
CM4	# of trees planted directly and in partnership with community groups (target = 1,500)	Maintenance Services
#	Proposed Special Projects	
CP7	Complete update to Tree Preservation Ordinance	Planning
CP8	Prepare an ordinance to create smoke-free multifamily housing	Code Enforcement
CP9	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities ✨	Environmental Services
CP10	Continue to work with HASPA partners to seek grant funding to implement the Shoreline Master Plan	Planning, Environmental Services

CULTIVATE VIBRANT NEIGHBORHOODS

Objective 1: Invest in Cleanliness and Blight Reduction

	Proposed Metrics	Division
NM1	% of Access Hayward illegal dumping, graffiti, unhoued abatement, and landscaping requests are responded to within (target = 98% in 48 hours)	Maintenance Services
NM2	# of households participating in Disposal Days	Maintenance Services
NM3	# of home rehab grants for low-income homeowners	Community Services
	Proposed Special Projects	Division
NP1	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts	Code Enforcement
NP2	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City ✨	Environmental Services
NP3	Formalize the working agreement with Caltrans to address blight at freeway exits	Maintenance Services

Objective 2: Provide Community Enrichment and Educational Programming

	Proposed Metric	Division
NM4	# of library materials checked out 	Library
NM5	# of participants using library cradle to senior programs, by type of program 	Library
NM6	# of patrons accessing e-resources 	Library
NM7	# of grants awarded to arts and music and social services agencies	Community Services
NM8	# of meals delivered through SOS Meals on Wheels	Community Services

Objective 3: Beautify and Activate Public Spaces

	Proposed Metrics	Division
NM9	# of event attendees at City-run and City-sponsored events	Community & Media Rel.
	Proposed Special Projects	Division
NP4	Work with Council to determine funding priorities for City-run and City-sponsored events and implement new granting processes ✨	Community & Media Relations
NP5	Work with partners to launch outdoor programming at the Stack Center Community Event Plaza by fall 2024	City Manager Administration
NP6	Complete Jackson Corridor landscape beautification, including monument gateway sign on Jackson at Silva Avenue	Maintenance Services
NP7	Create an analysis of the staffing and funding needs to create a public art program, including the possibility of an art impact fee	Community & Media Relations

Objective 4: Support Volunteerism, Civic Leadership, and Community-Led Initiatives

	Proposed Metrics	Division
NM10	# of volunteers who participated in a program or event	Library and others
NM11	# of students who participate in the mock City Council program 	Community & Media Rel.
NM12	# of reparative justice implementation plans approved by City Council	Racial Equity Division
	Proposed Special Projects	Division
NP8	Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 spaces open for public use 	Several
NP9	Complete interpretive signs and art in Heritage Plaza Art to Honor Indigenous and Russell City Heritage in partnership with community groups ✨	City Manager Administration
NP10	Allocate and develop resources to implement approved reparative justice actions resulting from community-led input on the Russell City Reparative Justice Project ✨	Racial Equity Division

STRENGTHEN ORGANIZATIONAL HEALTH

Objective 1: Strengthen Fiscal Sustainability and Transparency

	Proposed Metrics	Division
RM1	% General Fund Reserve	Finance
RM2	\$ Grant Funds received	Finance
	Proposed Special Projects	Division
RP1	Continue to explore the potential early extension of the ½ cent local district sales tax	Finance, CMO
RP2	Expand financial transparency through platforms like OpenGov ✨	Finance
RP3	Report on the budget for the Hayward Economic Development Corporation	Finance
RP4	Provide a report to Council on Public Banking	Finance

Objective 2: Strengthen and Streamline Customer Service

	Proposed Metric	Division
RM3	# of subscribers to and reach of the Stack Newsletter	Community & Media Rel.
RM4	# of social Media impressions	Community & Media Rel.
RM5	# of City of Hayward departments with departmental language access plans completed by June 30, 2025	Racial Equity Division
	Proposed Special Projects	Division
RP5	Develop and resource departmental language access plans that clarify baseline translation and interpretation practices for language access ✨	Racial Equity Division
RP6	Conduct an interdepartmental assessment of Access Hayward and implement updates to streamline customer responses ✨	City Manager Administration
RP7	Assess additional meeting locations with hybrid capacity for Council and Commission meetings ✨	City Clerk's Office, IT Community & Media Rel.

Objective 3: Strengthen Employee Engagement, Development, and Retention

	Proposed Metrics	Division
RM6	New employee experience survey	Human Resources
RM7	Employee turnover, hires, and promotions	Human Resources
RM8	Employee engagement survey data	Human Resources
RM9	Employee demographics and how employee retention by demographics	HR, Equity Division
	Proposed Special Projects	Division
RP8	Interdepartmentally collaborate to formalize, expand, and promote the onboarding program to improve new employee experience	Human Resources
RP9	Audit existing policies and HR processes for compliance including areas for revision and general enhancement	Human Resources
RP10	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace	Human Resources

Objective 4: Optimize Access to Workforce Technology

	Proposed Metrics	Division
RM10	New Technology Investments processed through IT Governance	Information Technology
	Proposed Special Projects	Division
RP11	Continue to implement an IT Governance workgroup to ensure business alignment with technology solutions	Information Technology
RP12	Implement the Strategic Roadmap project management software and dashboard and create linked performance dashboards for other plans	City Manager Administration