

**Strategic Roadmap  
FY2024 to FY2025+ Project List**



**Enhance Community Safety and Quality of Life**

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Support Safe and Clean Neighborhoods</b>				
<b>Invest in Community-Centered Crime Response and Enforcement Models</b>				
Q1	Continue to implement and measure the HEART Pilot Program ✦			CM, FD, PD
Q2	Implement the recommendations from the Dispatch Assessment ✦			CM, FD, PD
Q3+ QC3 + QC5	Conduct an assessment of the Jail and other Community Services Officer functions. Convene quarterly meetings with residents and the Police Department to foster better communications.			PD
Q4	Seek and implement CALEA accreditation for the Police Department			PD
Q?	Conduct an analysis of the Community Advisory Panel for the Police Department			CM, PD
QC9	Enhance background checks for gun ownership and gun storage rules			PD
<b>Strengthen Emergency Preparedness, Planning, and Response</b>				
Q5	Update comprehensive Emergency Management Plan			FD
Q6	Reestablish the Hazardous Materials Response Team and research funding options for equipment			FD
Q?	Explore solutions for ambulance transfer			FD
<b>Invest in Cleanliness and Blight Reduction</b>				
Q7	Roll out a permanent illegal dumping prevention program ✦			MS
Q8 + QC22	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts			CM, DS
Q9	Finalize community preservation ordinance to combat blight and enhance neighborhood livability ✦			DS
Q10	Create an analysis of the staffing and funding needs to create a public art program			CM
QC21	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City			DS, MS
<b>Support Vibrant Communities</b>				
<b>Implement Community Enrichment and Social Support Programming</b>				
Q11	Continue to provide educational, cultural, and social support programs at the Hayward Library ✦📖			LB
Q12	Continue to provide family support programs through the Youth and Family Services Bureau ✦📖			PD
Q13	Continue to implement Hayward's People's Budget projects			CM
Q14	Continue to work with HARD on understanding recreational programs through the Master Lease ✦			CM

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Projects		Y1	Y2+	Departments
<b>Activate Public Spaces</b>				
Q15	Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage ✦			CM, LB
Q16	Work with partners to design programming for the future Stack Center Community Event Plaza 📖			CM, LB
QC18+ QC19	Increase the number of community meeting rooms across the city in collaboration with HUSD and HARD.			LB
<b>Invest in Community-Wide Internet Infrastructure and Access</b>				
Q17	Continue to provide internet connected devices and hotspots through the Library 📖			LB
Q18	Work with partners to identify funding for a strategic plan for Broadband			CM, IT, PW
<b>Strengthen Justice and Belonging</b>				
Q19	Continue to implement an internal racial equity training program ✦			CM
Q20+Q 21	Use the Racial Equity Toolkit to implement pilots across departments, and assess and pilot inclusive recruitment, retention, and promotion practices ✦			CM
Q22	Work with the survivors and descendants of Russell City to determine appropriate restitution ✦			CM

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## Preserve, Protect, and Produce Housing for All

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Projects		Y1	Y2+	Departments
<b>Invest in Programs to House and Support People Experiencing Homelessness</b>				
H1	Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises ✦			CM
H2	Continue to oversee operations of the Navigation Center Annex ✦			CM
H3	Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program ✦			CM
H4	Continue to explore safe parking options along with encampment management ✦			CM
H5	Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding ✦			CM
<b>Incentivize Housing Production for All</b>				
H6	Create objective residential development standards & update zoning regulations to align with the General Plan			DS
H7	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities ✦			DS
H8	Continue to create marketing materials to incentive housing production			DS
H9	Continue work on updating the Affordable Housing Ordinance ✦			DS
H10	Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types			DS
HC10	Work with BART to encourage Transit Oriented Development at the two Hayward stations			CM
<b>Protect the Affordability of Existing Housing</b>				
H11	Continue to pilot Tenant Relocation Emergency Fund ✦			DS
H12	Continue to implement the Foreclosure Prevention Program inclusive of loan restructuring, modification, and financial assistance ✦			DS
H13	Evaluate available funding to issue a Notice of Funding Availability (NOFA)			DS
H14	Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)			DS
HC3	Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties			DS

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## Confront Climate Crisis & Champion Environmental Justice

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Projects		Y1	Y2+	Departments
<b>Reduce Greenhouse Gases and Dependency on Fossil Fuels</b>				
C1	Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)			PW
C2	Continue to collaborate with EBCE to provide public EV charging facilities			PW
C3	Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)			MS
C4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems			MS
CC1	Explore a partnership with EBCE to offer incentives to purchase electric appliances to encourage community members make the transition from gas to electric			PW
CC6	Ensure electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars			PW
<b>Reduce waste by promoting a circular economy</b>				
C5	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward			PW
C6	Continue to partner with Alameda County All In Eats to encourage food recovery			CM
<b>Mitigate climate crisis impacts through resilient design and community engagement</b>				
C7	Prepare an ordinance to create smoke-free multifamily housing			DS
C8	Plant 1,500 trees annually, directly and in partnership with community groups ✦			MS
C9	Update Tree Preservation Ordinance			DS, MS
C10	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities ✦			PW
C11	Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan and provide an update to Council			DS
C12	Continue to pursue water conservation measures like increasing recycled water supplies			PW

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## Invest in Infrastructure

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Projects		Y1	Y2+	Departments
<b>Invest in Multi-Modal Transportation</b>				
N1	Continue to implement major corridor traffic calming initiatives			PW
N2	Develop a micro-mobility policy (eBikes, eScooters)			PW
N3	Complete construction of Mission Boulevard phase 3			PW
N4	Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia ✦📖			PW
N5	Implement six intersections for Safe Route for Seniors in the downtown area			PW
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			PW
NC10	Work with AC Transit to beautify bus shelters and improve ridership experience			PW
NC1	Evaluate the alternatives to the Downtown Loop			PW
<b>Invest in City Facilities &amp; Property</b>				
N7	Break ground on the Stack Center and continue fundraising for project needs 📖			PW, LB
N8	Construct La Vista Park			PW
N9 + NC9	Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue			MS, PW
N10	Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11			PW
N11	Continue Corporation Yard safety upgrades (ARPA project)			MS, PW
N12	Continue upgrades to Fleet facilities (ARPA project)			MS
N13	Continue upgrades to Animal Control facilities (ARPA project)			MS, PD, PW
N14	Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard			MS, PW
N15	Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism			CM, MS, PW, PD
N16	Create a preliminary concept plan for the Weekes Library to be eligible for potential grants ✦📖			LB, MS, PW
<b>Invest in Water Supplies, Sanitation Infrastructure &amp; Storm Sewers</b>				
N17	Replace an average of 2.5 miles of water pipelines annually			PW
N18	Replace an average of 2.5 miles of sewer lines annually			PW
N19	Design Water Pollution Control Facility Phase II upgrade			PW
N20	Develop a Recycled Water Master Plan			PW
N21	Implement Sustainable Groundwater Plan			PW

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## Grow the Economy

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Projects		Y1	Y2+	Departments
<b>Invest in Programs that Support Hayward Business and Workers</b>				
E1	Work with the CEDC to identify priority sites and review concept plans, including downtown sites and Southland Mall			CM
E2	Complete remaining “Restaurant Relaunch” and façade program projects			CM
E3	Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center			CM
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>				
E4	Continue to roll out the Downtown District Activation pilot program which includes performance art			CM
E5	Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license ✦			DS
EC2	Provide an informational report on the Cabaret Ordinance and Conditional Use Permits and develop recommendations to update them			CM, DS
<b>Grow Educational Pathways and Workforce Development Pipelines</b>				
E6	Provide cradle to career educational programs for all ages through cross-agency pathways, in partnership with the Hayward Promise Neighborhoods ✦📖			LB
E7	Design and implement the ARPA Tuition Assistance program and job fair series with CSUEB, Chabot, EAROP and Hayward employers ✦📖			CM
E8	Continue the Fire Career Pathway Program with ROP and Chabot, and host 17 student fire fighters annually 📖			FD
E9	Continue the IT Department’s internship program 📖			IT
E10	Collaborate with Hayward’s educational institutions to streamline and amplify partner communications and achievements 📖			CM
EC3	Development recommendations for encouraging development of worker-cooperatives in Hayward. 📖			CM, FN
<b>Strategically Dispose of City Property</b>				
E11	Continue to work on Route 238 Corridor lands dispositions and development			CM
E12	Release solicitation for City Center disposition and development			CM
E13	Study the options for disposing of Successor Agency parcels on Mission Blvd			CM

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## Strengthen Organizational Health

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Projects		Y1	Y2+	Departments
<b>Strengthen Fiscal Sustainability and Transparency</b>				
R1	Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model			FIN
R2	Expand financial transparency and data sharing through platforms like OpenGov			FIN
R5	Prioritize Hayward's involvement in the creation of a Public Bank			FIN
<b>Strengthen and Streamline Customer Service and Access</b>				
R3	Conduct a language access assessment ✦			CM
R4	Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward			CM
R5	Assess hybrid meeting model for Board and Commissions and explore options to add additional meeting locations with hybrid capacity			CM, IT
RC6	Develop systems for tracking and responding to constituent requests for Council, such as using a ticketing system and having more informational updates online			CM
<b>Strengthen Employee Engagement, Professional Development, and Retention</b>				
R6	Develop talent acquisition plan for citywide and critical positions			HR
R7	Audit existing policies and HR processes for compliance including areas for revision and general enhancement			HR
R8	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace			HR
RC7	Implement 360 evaluations for all department heads and simultaneously implement executive coaching			HR, CM
<b>Invest in a Safe Work Environment</b>				
R9	Conduct a workplace safety assessment for all workplace locations and implement phased improvements ✦			HR, PD, FR, MS
R10	Develop the Police Department's Wellness program			PD
<b>Optimize Access to Workforce Technology</b>				
R11 + RC2	Ensure up to date technologies and processes including the City's procurement system by optimizing ERP solution through use of different modules			FIN, IT
R12	Implement an IT Governance workgroup to ensure business alignment with technology solutions			IT