



Strategic Roadmap

Fiscal Years 2024 to 2025+





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, and an inviting downtown. Its diverse and inclusive community is well supported with robust city services, and is kept healthy and safe through innovative programs. It continues to be 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 Six Priorities

In order to achieve the vision, what must the City prioritize? In answer to this question, we arrived at the six 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.



S Strategic Priorities



Enhance Community Safety & Quality of Life

- Invest in community-based crime response and enforcement models
- Strengthen Emergency preparedness
- Invest in cleanliness and blight reduction
- Implement Community Enrichment
- Activate Public Spaces
- Invest in community-wide internet access
- Strengthen justice and belonging



Confront Climate Crisis & Champion Environmental Justice

- Reduce greenhouse gases and dependency on fossil fuels
- Promote a circular economy
- Mitigate climate impacts through resilient design, emphasizing frontline communities



Preserve, Produce, & Protect Housing for All

- House and support people experiencing homelessness
- Incentivize housing production for all
- Protect the affordability of existing housing



Invest in Infrastructure

- Invest in multi-modal transportation
- Invest in City-owned facilities & property
- Invest in water supplies, sanitation, & sewers



Grow the Economy

- Invest in business support services
- Create thriving commercial corridors
- Grow workforce development pipelines
- Strategically dispose of City property



Strengthen Organizational Health

- Strengthen fiscal sustainability
- Streamline customer service & access
- Strengthen retention & recruitment
- Invest in a safe work environment
- Optimize workforce technology

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 City' lens.

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?

P Projects

Creating the Roadmap Projects

The initial project list for this Roadmap was created by surveying each City Council Member and key staff whose work tasks closely align with the six Strategic Priorities. Council then prioritized the projects through a dot voting exercise. The following pages detail the projects by priority area. Below is a key to the organization of information.

**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 |
|---|--|----|-----|-------------|
| Invest in Cleanliness and Blight Reduction | | | | |
| Q10 | Roll out a permanent illegal dumping prevention program + | | | MS |
| Q11 | Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts | | | CM, DS |
| Q12 | Finalize community preservation ordinance to combat blight and enhance neighborhood livability + | | | DS |

The timeline shows if staff will work on this project in Year 1 (FY24) or start work in Year 2+ (FY25+). It also shows if staff anticipates completing work in FY24 or continuing to future years.

Shows which departments have primary responsibility for project implementation

Departments Legend

CM City Manager

DS Development Services

FR Fire

FN Finance

HR Human Resources

IT Information Technology

MS Maintenance Services

LB Library

PD Police

PW Public Works

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 |
|---|--|----|-----|-------------|
| Support Safe and Clean Neighborhoods | | | | |
| Invest in Community-Centered Crime Response and Enforcement Models | | | | |
| 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 | 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 |
| Q5 | Conduct an analysis of the Community Advisory Panel for the Police Department | | | CM, PD |
| Q6 | Enhance background checks for gun ownership and gun storage rules | | | PD |
| Q7 | Provide a report on coordination around human trafficking, truancy, and child abuse | | | PD |
| Strengthen Emergency Preparedness, Planning, and Response | | | | |
| Q8 | Update comprehensive Emergency Management Plan | | | FD |
| Q9 | Reestablish the Hazardous Materials Response Team and research funding options for equipment | | | FD |
| Q10 | Explore solutions for ambulance transfer | | | FD |
| Invest in Cleanliness and Blight Reduction | | | | |
| Q11 | Roll out a permanent illegal dumping prevention program ✦ | | | MS |
| Q12 | Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts | | | CM, DS |
| Q13 | Finalize community preservation ordinance to combat blight and enhance neighborhood livability ✦ | | | DS |
| Q14 | Create an analysis of the staffing and funding needs to create a public art program | | | CM |
| Q15 | Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City | | | PW, MS |
| Support Vibrant Communities | | | | |
| Implement Community Enrichment and Social Support Programming | | | | |
| Q16 | Continue to provide educational, cultural, and social support programs at the Hayward Library ✦📖 | | | LB |
| Q17 | Continue to provide family support programs through the Youth and Family Services Bureau ✦📖 | | | PD |

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 |
|--|--|----|-----|-------------|
| Q18 | Continue to implement Hayward's People's Budget projects | | | CM |
| Q19 | Continue to work with HARD on understanding recreational programs through the Master Lease ✦ | | | CM |
| Activate Public Spaces | | | | |
| Q20 | Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage ✦ | | | CM, LB |
| Q21 | Work with partners to design programming for the future Stack Center Community Event Plaza 📖 | | | CM, LB |
| Q22 | Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 campuses open for public use | | | LB |
| Invest in Community-Wide Internet Infrastructure and Access | | | | |
| Q23 | Continue to provide internet connected devices and hotspots through the Library 📖 | | | LB |
| Q24 | Work with partners to identify funding for a strategic plan for Broadband | | | CM, IT, PW |
| Strengthen Justice and Belonging | | | | |
| Q25 | Continue to implement an internal racial equity training program ✦ | | | CM |
| Q26 | Use the Racial Equity Toolkit to implement pilots across departments, and assess and pilot inclusive recruitment, retention, and promotion practices ✦ | | | CM |
| Q27 | Work with the survivors and descendants of Russell City to determine appropriate restitution ✦ | | | CM |

Strategic Roadmap FY2024 to FY2025+ Project List



Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project 📖 = Education Focus Project

| Projects | | Y1 | Y2+ | Departments |
|---|---|----|-----|-------------|
| 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 ✦ | | | 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 |
| Incentivize Housing Production for All | | | | |
| 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 |
| HC11 | Work with BART to encourage Transit Oriented Development at the two Hayward stations | | | CM |
| Protect the Affordability of Existing Housing | | | | |
| H12 | Continue to pilot Tenant Relocation Emergency Fund ✦ | | | DS |
| H13 | Continue to implement the Foreclosure Prevention Program inclusive of loan restructuring, modification, and financial assistance ✦ | | | DS |
| H14 | Evaluate available funding to issue a Notice of Funding Availability (NOFA) | | | DS |
| H15 | Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397) | | | DS |
| H16 | Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties | | | DS |

Strategic Roadmap FY2024 to FY2025+ Project List



Confront Climate Crisis & Champion Environmental Justice

✦ = Racial Equity Focus Project 📖 = Education Focus Project

| Projects | | Y1 | Y2+ | Departments |
|--|---|----|-----|-------------|
| Reduce Greenhouse Gases and Dependency on Fossil Fuels | | | | |
| 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 |
| C5 | Explore a partnership with EBCE to offer incentives to purchase electric appliances to encourage community members make the transition from gas to electric | | | PW |
| C6 | 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 | | | PW |
| Reduce waste by promoting a circular economy | | | | |
| C7 | Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward | | | PW |
| C8 | Continue to partner with Alameda County All In Eats to encourage food recovery | | | CM |
| Mitigate climate crisis impacts through resilient design and community engagement | | | | |
| C9 | Prepare an ordinance to create smoke-free multifamily housing | | | DS |
| C10 | Plant 1,500 trees annually, directly and in partnership with community groups ✦ | | | MS |
| C11 | Update Tree Preservation Ordinance | | | DS, MS |
| C12 | Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities ✦ | | | PW |
| C13 | Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan and provide an update to Council | | | DS |
| C14 | Continue to pursue water conservation measures like increasing recycled water supplies | | | PW |

Strategic Roadmap FY2024 to FY2025+ Project List



Invest in Infrastructure

✦ = Racial Equity Focus Project 📖 = Education Focus Project

| Projects | | Y1 | Y2+ | Departments |
|---|--|----|-----|----------------|
| Invest in Multi-Modal Transportation | | | | |
| 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 |
| N7 | Work with AC Transit to beautify bus shelters and construct more seating at bus stops to improve the ridership experience | | | PW |
| N8 | Evaluate the alternatives to the Downtown Loop | | | PW |
| Invest in City Facilities & Property | | | | |
| N9 | Break ground on the Stack Center and continue fundraising for project needs 📖 | | | PW, LB |
| N10 | Construct La Vista Park | | | PW |
| N11 | Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue | | | MS, PW |
| N12 | Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11 | | | PW |
| N13 | Continue Corporation Yard safety upgrades (ARPA project) | | | MS, PW |
| N14 | Continue upgrades to Fleet facilities (ARPA project) | | | MS |
| N15 | Continue upgrades to Animal Control facilities (ARPA project) | | | MS, PD, PW |
| N16 | Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard | | | MS, PW |
| N17 | Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism | | | CM, MS, PW, PD |
| N18 | Create a preliminary concept plan for the Weekes Library to be eligible for potential grants ✦📖 | | | LB, MS, PW |
| Invest in Water Supplies, Sanitation Infrastructure & Storm Sewers | | | | |
| N19 | Replace an average of 2.5 miles of water pipelines annually | | | PW |
| N20 | Replace an average of 2.5 miles of sewer lines annually | | | PW |
| N21 | Design Water Pollution Control Facility Phase II upgrade | | | PW |
| N22 | Develop a Recycled Water Master Plan | | | PW |
| N23 | Implement Sustainable Groundwater Plan | | | PW |

Strategic Roadmap FY2024 to FY2025+ Project List



Grow the Economy

✦ = Racial Equity Focus Project 📖 = Education Focus Project

| Projects | | Y1 | Y2+ | Departments |
|---|---|----|-----|-------------|
| Invest in Programs that Support Hayward Business and Workers | | | | |
| 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 |
| Invest in Plans and Programs that Create Thriving Commercial Corridors | | | | |
| 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 |
| E6 | 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 | | | CM, DS |
| Grow Educational Pathways and Workforce Development Pipelines | | | | |
| E7 | Provide cradle to career educational programs for all ages through cross-agency pathways, in partnership with the Hayward Promise Neighborhoods ✦📖 | | | LB |
| E8 | Design and implement the ARPA Tuition Assistance program and job fair series with CSUEB, Chabot, EAROP and Hayward employers ✦📖 | | | CM |
| E9 | Continue the Fire Career Pathway Program with ROP and Chabot, and host 17 student fire fighters annually 📖 | | | FD |
| E10 | Continue the IT Department’s internship program 📖 | | | IT |
| E11 | Collaborate with Hayward’s educational institutions to streamline and amplify partner communications and achievements 📖 | | | CM |
| E12 | Develop recommendations for encouraging development of worker-cooperatives in Hayward 📖 | | | CM, FN |
| Strategically Dispose of City Property | | | | |
| E13 | Continue to work on Route 238 Corridor lands dispositions and development | | | CM |
| E14 | Release solicitation for City Center disposition and development | | | CM |
| E15 | Study the options for disposing of Successor Agency parcels on Mission Blvd | | | CM |

Strategic Roadmap FY2024 to FY2025+ Project List



Strengthen Organizational Health

✦ = Racial Equity Focus Project 📖 = Education Focus Project

| Projects | | Y1 | Y2+ | Departments |
|--|--|----|-----|----------------|
| Strengthen Fiscal Sustainability and Transparency | | | | |
| R1 | Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model | | | FN |
| R2 | Expand financial transparency and data sharing through platforms like OpenGov | | | FN |
| R3 | Prioritize Hayward's involvement in the creation of a Public Bank | | | FN |
| Strengthen and Streamline Customer Service and Access | | | | |
| R4 | Conduct a language access assessment ✦ | | | CM |
| R5 | Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward | | | CM |
| R6 | Assess hybrid meeting model for Board and Commissions and explore options to add additional meeting locations with hybrid capacity | | | CM, IT |
| R7 | Develop systems for tracking and responding to constituent requests for Council, such as using a ticketing system and having more informational updates online | | | CM |
| Strengthen Employee Engagement, Professional Development, and Retention | | | | |
| R8 | Develop talent acquisition plan for citywide and critical positions ✦ | | | HR |
| R9 | Audit existing policies and HR processes for compliance including areas for revision and general enhancement | | | HR |
| R10 | Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace | | | HR |
| R11 | Implement 360 evaluations for all department heads and simultaneously implement executive coaching | | | HR, CM |
| Invest in a Safe Work Environment | | | | |
| R12 | Conduct a workplace safety assessment for all workplace locations and implement phased improvements | | | HR, PD, FR, MS |
| R13 | Develop the Police Department's Wellness program | | | PD |
| Optimize Access to Workforce Technology | | | | |
| R14 | Ensure up to date technologies and processes including the City's procurement system by optimizing ERP solution through use of different modules | | | FN, IT |
| R15 | Implement an IT Governance workgroup to ensure business alignment with technology solutions | | | IT |