

FY2024 Proposed Strategic Roadmap Projects

**This is a draft document. The City Council will review and prioritize projects at the May 9, 2023 Strategic Roadmap Retreat.*

Enhance Community Safety & Quality of Life

There are 49 projects in this priority - Council will be able to dot vote for 16 first priority projects and 16 second priority projects

SUPPORT SAFE AND CLEAN NEIGHBORHOODS

Staff Proposed Projects

Invest in Community-Centered Crime Response and Enforcement Models

- Q1 - Continue to implement and measure the HEART Pilot Program
- Q2 - Implement the recommendations from the Dispatch Assessment
- Q3 - Conduct an assessment of the Jail and other Community Services Officer functions
- Q4 - Seek and implement CALEA accreditation for the Police Department

Strengthen Emergency Preparedness, Planning, and Response

- Q5 - Update comprehensive Emergency Management Plan
- Q6 - Reestablish the Hazardous Materials Response Team and research funding options for equipment

Invest in Cleanliness and Blight Reduction

- Q7 - Roll out a permanent illegal dumping prevention program
- Q8 - Engage owners of vacant building properties to encourage activation, starting in the downtown
- Q9 - Finalize community preservation ordinance to combat blight and enhance neighborhood livability
- Q10 - Create an analysis of the staffing and funding needs to create a public art program

SUPPORT VIBRANT COMMUNITIES

Implement Community Enrichment and Social Support Programming

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

Activate Public Spaces

- Q15 - Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage
- Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza

Invest in Community-Wide Internet Infrastructure and Access

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

Strengthen Justice and Belonging

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

Council Proposed Added Projects

- QC1 - Expand the HEART Pilot Program to 24-hours

QC2 - Provide a report on how Council can help bolster community policing as a model in collaboration with HPD

QC3 - Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications.

QC4 - Reestablish the Neighborhood Watch program. Increasing conversations and establishing contacts will help foster better communications.

QC5 - Provide an informational report to Council in FY2024 to determine which sworn officer responsibilities can be delegated to Community Service Officers to improve responsiveness and drive down staffing costs.

QC6 - Increase coordination around human trafficking, truancy, and child abuse

QC7 - Work with hospitals to provide street medicine to those in need through the MIHU/HEART program

QC8 - Find ways to reduce armed traffic stops; Review ways to provide unarmed response when feasible, Review ways to provide unarmed response when feasible. Ex:) Can tickets be mailed for minor things and cars do not look suspicious?

QC9 - Enhance background checks for gun ownership and gun storage rules

QC10 - Develop an opt-in list of seniors and differently abled folks the City can coordinate check-ups as part of the City's Emergency Management Plan. The action steps would be to develop a Vulnerable Needs Registry through HFD's Emergency Services division and in partnership with our local service providers that allows senior, housing-insecure, and disabled residents to opt-in to a secure database that will improve emergency responsiveness.

QC11 - Implementation of an outside complaint system through the City Manager's office (instead of through the police).
Action Steps: Staff will present a report to Council in FY24 on the implementation progress of creating a complaint system through the City Manager's Office (instead of through HPD) already approved by Council. Success looks like the process being live for residents within the next two years.

QC12 - Create a 311 line to supplement Access Hayward. Examples include SJ, LA, NY

QC13 - Create a Task Force for reparations and guarantee basic income to understand state actions and how Hayward residents can benefit including descendants of Russell City

QC14 - Launch an Education City conference to focus on growing Hayward families

QC15 - Implement a yearly recognition with signs and social media graphics that celebrates Hayward graduates. Tie it with local restaurants and other retailers to promote products related to graduate

QC16 - Develop community events/resources (like markets or concert series) to improve neighborhood cohesiveness and identity

QC17 - More engagement with the Chamber of Commerce and HARD on public facing events. Hoping to improve the flow of communication for desired outcomes and for event scheduling.

QC18 - Increase the number of Community Meeting Rooms in Hayward, at Southland Mall or anywhere possible; Provide a report to Council on the process for reserving facilities through the Library, City building, and HARD

QC19 - Have staff work with HUSD and HARD to activate community centers and pilot opening specific school campuses after instructional hours to provide residents access to their facilities. Success looks like 2-3 campuses open for public use with a funding and staffing structure agreed upon by the partner agencies.

QC20 - Provide a report on the fireworks response program that was adopted in 2022 and the cost to expand the program

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

QC22 - Add additional enforcement against owners of empty storefronts

QC23 - Create more permanent art downtown, Hesperian, mission, Tennyson

QC24 - Explore an Art & Culture Commission. These projects (including the two below) deal with the diverse culture of our City, for better quality of life, celebration of who we are, and create pride in our city. Once finished, these projects will lead our Residents to Downtown, crating traffic for our businesses, and more City pride.

QC25 - Create a Mini Fault Park by old City Hall, with poems and photos, and poetry stands throughout the city.

QC26 - Create a disc golf course, for example at Skywest or as part of La Vista

QC27 - Create a Task Force to plan for Hayward's 150th year

Preserve, Produce, and Protect Housing for All

There are 24 projects in this priority - Council will be able to dot vote for 8 first priority projects and 8 second priority projects

Staff Proposed Projects

Invest in Programs to House and Support People Experiencing Homelessness

H1 - Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises

H2 - Continue to oversee operations of the Navigation Center

H3 - Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program

H4 - Continue to explore safe parking options along with encampment management

H5 - Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding (including hotel/motel conversion, tiny home, and single-family home conversion)

Incentivize Housing Production for All

H6 - Create objective residential development standards & update zoning regulations to ensure conformance with the General Plan

H7 - Explore program to convert tax-defaulted properties to affordable housing

H8 - Continue to create marketing materials to incentive housing production

H9 - Continue work on updating the Affordable Housing Ordinance

H10 - Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types

Protect the Affordability of Existing Housing

H11 - Continue to pilot a Tenant Relocation Emergency Fund

H12 - Continue to implement the Foreclosure Prevention Program

H13 - Evaluate available funding to issue a Notice of Funding Availability (NOFA)

H14 - Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)

Council Proposed Added Projects

HC1 - Help people stay in their homes with additional subsidized rent/mortgage payments

HC2 - Support public banking. Supporting Public Bank East Bay can help the city get more projects funded by being an alternate source of loans, as well as by guaranteeing project viability.

HC3 - Provide creative financing like down payment assistance or loan restructuring. Down payment assistance can help more buyers get unrestricted-deed properties. Loan restructuring, such as by offering a payment assistance loan or a balloon loan (due on sale), keeps people in their homes if they are otherwise subject to foreclosure.

HC4 - Strengthen the rent protection ordinance

HC5 - Explore the creation of a residential and commercial vacancy tax. Action steps: Staff will provide an informational report to the Budget and Finance Committee in FY24 on the creation of a residential and commercial vacancy tax to disincentivize real estate speculation, activate our businesses corridors, and introduce more housing stock into the market to relieve housing costs.

HC6 - Develop a light-weight tenant "right to counsel" program. Action Steps: Housing Staff to present a proposal for a Right to Council-Lite that connects legal resources to our pre-existing tenant mediation services through ECHO Housing to help facilitate the program.

HC7 - Develop an enforceable rental registry. Action steps: Have Housing Staff develop a proposal for an enforceable Rental Registry that allows the city to track rent and rent increases across the city (we currently rely on an honor system), streamlining tenant/landlord mediation and allowing staff to track the impact of housing policy more effectively. More information: [HTTPS://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries](https://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries)

HC8 - Explore housing for teachers

HC9 - Provide an informational report to Council in FY2024 outlining potential options for Safe Parking Sites to support unhoused individuals living out of their vehicles and reducing trash and illegally parked vehicles in neighborhoods across Hayward

HC10 - Work with BART to encourage Transit Orinted Development at the two Hayward stations

Confront Climate Crisis and Champion Environmental Justice

There are 20 projects in this priority - Council will be able to dot vote for 7 first priority projects and 7 second priority projects

Staff Proposed Projects

Reduce Greenhouse Gases and Dependency on Fossil Fuels

C1 - Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)

C2 - Continue to collaborate with EBCE to provide public EV charging facilities

C3 - Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)

C4 - Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems

Reduce Waste by Promoting a Circular Economy

C5 - Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward

C6 - Continue to partner with Alameda County All In Eats to encourage food recovery

Mitigate Environmental Impacts through Resilient Design and Environmental Health Programs

C7 - Prepare an ordinance to create smoke-free multifamily housing

C8 - Plant 1,000 trees annually, directly and through work with community groups

C9 - Update Tree Preservation Ordinance

C10 - Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities

C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council

C12 - Continue to pursue water conservation measures like increasing recycled water supplies

Council Proposed Added Projects

CC1 - Explore a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances to help community members make the transition from gas to electric

CC2 - Pursue grant dollars through the Green House Gas Reduction Fund (for building electrification, supporting a shuttle service, partnering with trades on a Just Transition)

CC3 - Work with banks to finance electrification with no change in payment or LTV (no penalty to new buyers, just tack it onto an existing mortgage); or have PG&E finance it, or finance it through public grants. Electrification of a pre-existing structure will cost about \$40,000 (panel and wiring upgrades, replacing gas lines with electrical wiring, etc.). If required as part of a property sale, the added cost will impact lower income buyers disproportionately unless we establish mechanisms to protect them.

CC4 - Ban new gasoline stations and limit expansion of existing gasoline stations

CC5 - Ensure that work done to produce EV chargers also benefit e-bike and not just electric cars

CC6 - Sustainability Staff will work to improve e-bike adoption through the creation of an e-bike rebate program and ensuring that electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars.

CC7 - Offer free trees by neighborhoods (max amount of trees by areas)

CC8 - Increase the number of trees planted annually to 5,000

Invest in Infrastructure

There are 31 projects in this priority - Council will be able to dot vote for 10 first priority projects and 10 second priority projects

Staff Proposed Projects

Invest in Multi-Modal Transportation

R1 - Continue to implement major corridor traffic calming initiatives

R2 - Develop a micro-mobility policy (eBikes, eScooters)

R3 - Complete construction of Mission Boulevard phase 3

R4 - Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia

R5 - Implement six intersections for Safe Route for Seniors in the downtown area

R6 - Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents

Invest in City Facilities & Property

R7 - Break ground on the Stack Center and continue fundraising for project needs

R8 - Continue to work towards construction of La Vista Park

R9 - Complete Jackson Corridor landscape beautification

R10 - Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11

R11 - Continue Corporation Yard safety upgrades (ARPA project)

R12 - Continue upgrades to Fleet facilities (ARPA project)

R13 - Continue upgrades to Animal Control facilities (ARPA project)

R14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard

R15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building

R16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants

Invest in Water Supplies, Sanitation Infrastructure & Storm

R17 - Replace an average of 3 miles of water pipelines annually

R18 - Replace an average of 3 miles of sewer lines annually

R19 - Design Water Pollution Control Facility Phase II upgrade

R20 - Develop a Recycled Water Master Plan

R21 - Implement Sustainable Groundwater Plan

Council Proposed Added Projects

RC1 - Elevate the alternatives to the downtown loop. Additional Council Comments: Begin reforming the loop and making changes to discourage commuter traffic through downtown; Make A St. two way in order to begin DeLooping our City. Transportation Staff to pursue AB1386 dollars (and other grant dollars) to fund the assessment and improvement of the Hayward Loop in partnership with the Hayward Area Planning Association. This will begin to do away with our City being a pass through city, which in turn will make us being a Destination City, and that should reduce our Carbon Footprint. More folk in our Downtown will be the result, as well as a reduced foot print.

RC2 - Plant greenery/drought resistant/native plants/flowers in areas that are barren and ugly looking, especially carnations, our City flower. Beautification is important as we strive with Cleaning & Greening our City. When folk see Clean they being, hopefully, to litter less. A cleaner city is the result.

RC3 - Implement beautification at the intersection of Tennyson and Calaroga

RC4 - Create a pilot project for either a city shuttle service, or a last mile car service, focusing on getting people to BART or to downtown ; Explore shuttle alternatives with BART

RC5 - Develop a Bike and Pedestrian Advisory Committee

RC6 - At the police station - renovate bathrooms, replace carpet, and add public art painting on the exterior. Hoping to improve the quality of life for HPD employees.

RC7 - Build a parking garage behind Buffalo Bills

RC8 - Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue

RC9 - Expand the Hayward Beautiful Yard contest to commercial properties

RC10 - Work with AC Transit to beautify bus shelters

Grow the Economy

There are 23 projects in this priority - Council will be able to dot vote for 8 first priority projects and 8 second priority projects

Staff Proposed Projects

Invest in Programs that Support Hayward Business and Workers

E1 - Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall

E2 - Complete remaining "Restaurant Relaunch" and façade program projects

E3 - Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses

Invest in Plans and Programs that Create Thriving Commercial Corridors

E4 - Continue to roll out Downtown District Activation pilot program that includes performance art

E5 - Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license

Grow Educational Pathways and Workforce Development Pipelines

E6 - Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods

E7 - Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program

E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services agreement with Chabot

E9 - Continue the IT Department's internship program

E10 - Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements

Strategically Dispose of City Property

E11 - Continue to work on Route 238 Corridor lands dispositions and development

E12 - Release solicitation for City Center disposition and development

E13 - Study the options for disposing of Successor Agency parcels on Mission Blvd

Council Proposed Added Projects

EC1 - Provide a Council report analyzing the impact of graffiti on businesses and service options/costs for the City to assist in keeping store alcoves, sidewalks, and walls clean when businesses are dealing with graffiti/blight/homelessness

EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them.

EC3 - Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).

EC4 - Launch a Haywardjobs.com website with local jobs across sectors, in partnership with HARD, HUSD, and the Chamber, including a job clearing house for teens

EC5 - Explore closing B St. (Foothill to Mission) and/or Main St. (A to C Sts.) to cars on weekends. This will begin to do away with our City being a pass through city, which in turn will make us being a Destination City, and that should reduce our Carbon Footprint. More folk in our Downtown will be the result, as well as a reduced foot print.

EC6 - Build a parking garage behind Buffalo Bills Economy recovery and renovation are key to a healthy local economy for us. The parking that we have will not be enough when every empty storefront is rented, thus another parking garage. We will see Residents in our Downtown, especially on B and Main St.

EC7 - Facilitate Valet Parking for downtown business

EC8 - Partner with HARD to use underutilized buildings as commercial and food spaces

EC9 - Create a density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities

EC10 - Identify central locations with facilities to support street vendors

EC11 - Study the restaurants and food offerings in the industrial area to see if there are service gaps for workers and residents

Strengthen Organizational Health

There are 20 projects in this priority - Council will be able to dot vote for 7 first priority projects and 7 second priority projects

Staff Proposed Projects

Strengthen Fiscal Stability and Transparency

R1 - Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model

R2- Expand financial transparency and data sharing through platforms like OpenGov

Strengthen and Streamline Customer Service and Access

R3 - Conduct a language access assessment

R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward

R5 - Continue to implement and assess hybrid meetings options for Board and Commissions

Strengthen Employee Engagement, Professional Development, and Retention

R6 - Develop talent acquisition plan for citywide and critical positions

R7 - Audit existing policies and HR processes for compliance including areas for revision and general enhancement

R8 - Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace

Invest in a Safe Work Environment

R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements

R10 - Develop the Police Department's Wellness program

Optimize Access to Workforce Technology

R11 - Optimize ERP solution by supporting use of different modules, including the City's procurement system

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

Council Proposed Added Projects

RC1 - Explore the creation of a residential and commercial vacancy tax as part of the City's vacancy ordinance

RC2 - Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place

RC3 - Launch a "Mock Government" program with local schools (Urban Land Institute Urban Plan for High School Students)

RC4 - Implement an annual participatory budgeting process. Action Steps: Have Community Services Staff develop a proposal for a sustainable People's Budget model to ensure the long-term implementation and success of the program.

RC5 - Prioritize Hayward's involvement in the creation of a Public Bank, creating the potential for our city to divest in fossil fuels, unlock capital for development and small business investments, and securing decision-making power through the Bank's governance structure

RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area

RC7 - As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads that includes feedback from subordinates, enabling the City Manager to provide better support to personnel and make more informed decisions regarding staffing. Management evaluations should be summarized and presented to Council on a regular basis.

RC8 - Partner with our downtown businesses to provide more fitness classes for employee (yoga, boxing, etc.)