

CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Tuesday, December 17, 2019

6:00 PM

Conference Room 2A

City Council

SPECIAL CITY COUNCIL MEETING**CALL TO ORDER Pledge of Allegiance: Council Member Salinas****ROLL CALL****PUBLIC COMMENTS**

Limited to Items on the Agenda

WORK SESSION

Work Session items are non-action items. Although the Council may discuss or direct staff to follow up on these items, no formal action will be taken. Any formal action will be placed on the agenda at a subsequent meeting in the action sections of the agenda.

1. [WS 19-065](#) Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 - Fiscal Year 2023) (Report from City Manager McAdoo)

Attachments: [Attachment I Staff Report](#)
[Attachment II Hayward Three Year Strategic Roadmap](#)
[Attachment III May 11 Summary Notes](#)
[Attachment IV Community and Staff Engagement Summary](#)

ADJOURN TO REGULAR MEETING



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File #: WS 19-065

DATE: December 17, 2019

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Work Session on City of Hayward Three-Year Strategic Roadmap (Fiscal Year 2021 - Fiscal Year 2023)

RECOMMENDATION

That the City Council provides feedback on the proposed Hayward Three-Year Strategic Roadmap (Attachment II).

SUMMARY

On May 11, 2019, the City Council held its initial strategic roadmap retreat to commence discussions on visioning and strategic priorities. The Council and staff reviewed key accomplishments and lessons learned from the previous strategic initiatives process for the FY 2018-FY 2019 time period and began the process of developing a Citywide strategic plan for the next three years. The City engaged a local consulting firm, CivicMakers, to provide guidance in the development of a Citywide strategic roadmap that is anticipated to align Council's priorities with staff responsibilities and capacity responsive to employee and community feedback. Staff and CivicMakers returned to Council on October 7, 2019 for a joint City Council and Executive Team retreat to finalize a draft vision of Hayward for the next three years, and to develop a set of priorities and draft projects.

Between October 30th and November 18, staff and CivicMakers engaged the organization and the community to solicit feedback on the draft vision, priorities, and projects. Additionally, departments reviewed and amended the project lists, taking into consideration their own capacity, ongoing project lists, priorities, and statutory mandates. Additionally, the project team convened cross-departmental meetings by each strategic priority, to adjust, consolidate, and finalize updated project lists, including consideration of the broader employee and community feedback.

The draft list of projects created on October 7th has been analyzed by staff across the organization to create a realistic, feasible, and exhaustive list of organizational-wide projects right-sized to existing staff capacity. Staff recommends Council provides feedback on the strategic roadmap (Attachment II). Staff will return to Council on January 14th, 2020 for final adoption based on feedback received this evening.

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ATTACHMENTS

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Attachment II	Hayward Three Year Strategic Roadmap
Attachment III	May 11 th Council Retreat Summary Notes
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BACKGROUND

On May 11, 2019, Council held its initial strategic roadmap work session to commence discussions on visioning and strategic priorities. Council and staff reviewed key accomplishments and lessons learned from the previous strategic initiatives process for the FY 2018 through FY 2019 time period and began the initial process of the City's strategic planning process for the next three to five years. The May 11th meeting was split into two parts: the first half of the day was led by staff and focused on reviewing strategic accomplishments, lessons learned, and reviewing key themes and trends from employee and resident surveys. During this time, findings from the 2019 Residential Satisfaction Survey (RSS) were reviewed to highlight priority issues for the community, including: the rising cost of living, especially housing and homelessness; traffic congestion; neighborhood improvements; condition of roads and infrastructure; and safe neighborhoods. With this review in mind, the second half of the day was a facilitated discussion led by CivicMakers to begin the strategic planning process. Summary notes from May 11th can be found in Attachment III.

Following the May 11th retreat, CivicMakers held ten focus groups with staff across the organization to better understand staff capacity and priorities, and to gauge staff awareness and alignment with Council's draft vision and strategic priorities. Staff input gathered from these interviews was used to further flesh out the draft vision and priorities created on May 11th.

Staff and CivicMakers returned to Council on October 7, 2019 for a joint City Council and Executive Team retreat to finalize a draft vision and priorities, and to develop a first draft of projects within each priority. At the end of this meeting, the draft vision was finalized and five strategic priority areas were identified: 1) Preserve, Produce, and Protect Housing for All; 2) Grow the Economy; 3) Combat Climate Change; 4) Improve Infrastructure; and 5) Improve Organizational Health. Within each priority, a first list of draft projects was identified. [A summary of notes from the October 7th retreat can found online.](#)¹

Following the October 7th joint work session, staff and CivicMakers engaged staff and the community on the components of the draft strategic roadmap, including the draft vision, strategic priorities, and initial project lists. Gallery walks were held at five City offices (City Hall, Weekes Library, the Hayward Executive Airport, the Wastewater Pollution Control Facility, and the Utility Center). Interactive pop-ups were held throughout the City at the Weekes Branch Library, Farmer's Market, and Cal State University East Bay. Findings from staff and community engagement found strong support for the draft vision, priorities and projects. Affordable housing, reducing homelessness, multi-modal transportation, and

¹ October 7th, 2019 Hayward City Council meeting:
<https://hayward.legistar.com/MeetingDetail.aspx?ID=723878&GUID=63FC68FC-4836-4730-AC3C-E0B0F0A14506&Options=info&Search=>

planting new trees were among some of the top issues raised during these engagement efforts. Attachment IV provides a summary report of complete findings.

Additionally, department heads met with their teams to review the priorities and projects identified at the October 7th retreat. These meetings were an opportunity for department heads to work with staff to review and provide feedback on the proposed priorities and projects. Staff was encouraged to incorporate existing workplans and prioritization sprints into their assessments to capture the entirety of work being performed within the organization and to right size the projects to existing staff capacity.

Then, six interdepartmental meetings were held to finalize the projects and priorities based on the feedback gathered from the departmental work sessions and employee and community engagement. Staff met in cross-department meetings by strategic priority to consolidate, debate, and create a final recommendation of an organizational-wide project list.

DISCUSSION

Project staff and CivicMakers have incorporated feedback from Council, staff, and the community into a proposed three-year strategic roadmap (Attachment II). The following provides a summary of each component of the strategic roadmap:

Vision

Ahead of the May 11th retreat, Council participated in a survey regarding the future of Hayward. From this survey, the following themes and characteristics emerged: happy families; inclusive, active transportation; active public spaces; clean streets; attractive public realm; new development and less blight; public safety; reduced crime; trees and landscaping; education; and prosperity (Attachment III). Using these core tenets, CivicMakers created a draft vision that is responsive to the needs of the community and organization and was endorsed by Council on October 7th. Using this draft vision to engage with staff and the community, a majority of those who participated in the engagement efforts supported the vision. Comments on the vision included support for the focus on housing and a desire for increased focus on housing affordability and support for emphasis on transportation and mobility.

A few participants raised questions around removing the reference to Silicon Valley, concerns about traffic congestion, and a desire to see more focus on diversity and inclusion in the vision. Comments and questions have been incorporated into an updated vision, which can be found in Attachment II.

Priorities

During the October 7th retreat, five priorities were identified to focus on in order to reach the vision set out by Council and the executive team. These priorities are:

- 1) Preserve, Protect, and Produce Housing for All
- 2) Grow the Economy
- 3) Combat Climate Change

- 4) Improve Infrastructure
- 5) Improve Organizational Health

Following the October 7th retreat, an overwhelming piece of feedback gathered from employees was that the City's operational services were not represented in these priorities. Staff from the Police Department, Fire Department, Maintenance Services, Library, and Public Works & Utilities felt as though the work being done within these departments was missing from the strategic roadmap, which is consistent with the findings from the 2018 Employee Engagement Survey that less than half of employees believe that the City has the right strategic priorities and goals.

In response to this feedback, staff recommends that a sixth strategic priority be created, "Support Quality of Life." This priority focuses on special projects being performed by operational departments that often go unseen. Projects from Police, Fire, Maintenance Services, Library, Development Services, and Public Works & Utilities are included within this new priority area.

Projects

Following the October 7th retreat, department heads were encouraged to incorporate existing workplans and prioritization sprints into their assessments to capture the entirety of the work already being performed and planned by staff. The strategic roadmap is a complete list of over 100 projects by priority area that are being recommended by staff in order to achieve the vision set out by Council. Some of these are new projects and some are already underway.

The recommended project list is more expansive than the initial list generated on October 7th because it provides an exhaustive list of projects that staff is already working on or planning to work on over the next three years right sized to existing staffing capacity. Should additional projects be identified in the future, it will be necessary to assess staff capacity, budgets, and timelines for the existing projects to determine the potential fiscal, staffing, and/or prioritization impacts of adding a new project.

Staff recommends Council provides feedback on the strategic roadmap, which will then return to Council on January 14th, 2020 for final adoption.

FISCAL IMPACT

All projects were assessed to determine if current staffing capacity would support completion of the project within the three-year time frame. Projects that will require additional funding have been identified with an asterisk to indicate that the feasibility of project completion is dependent on securing additional funding, either through City funds or through securing external funding. Staff will use the Council approved roadmap to inform future annual budget preparation and specific budget requests. Should funding not be made available for these projects, it will be necessary to assess the potential impacts, including timeline and feasibility.

NEXT STEPS

Staff will return to the Council on January 14th, 2020, for final approval of the Strategic Roadmap based on feedback received this evening.

Prepared by: Jessica Lobedan, Management Analyst II

Recommended by: Jennifer Ott, Deputy City Manager

Approved by:

A handwritten signature in black ink, appearing to read "K. McAdoo".

Kelly McAdoo, City Manager

Strategic Roadmap

FY2021 to FY2023 Project List

Revised December 10, 2019



Key

City Manager (CM)		Community Services (CSD)		Development Services (DSD)	
Economic Development (ED)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)			

Revised Vision

(The yellow color shows what has changed since the last Joint Council/E-Team meeting.)

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Recognized as an extension of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. 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 affordable housing options, with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has 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. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive services to our community. The City is streamlining processes and using technology more effectively to provide better customer service. Hayward is also developing important partnerships between CSUEB, transit services, and other regional agencies.

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.

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
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Police (PD)		Public Works & Utilities (PW&U)		CMR	

City of Hayward Strategic Roadmap
Preserve, Protect, and Produce Housing for All

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless						
	Identify sustainable funding source for the Navigation Center*	CSD	FIN				
	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD					
2	Create a Homelessness Reduction Strategic Plan						
	Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
	Implement the Homelessness Reduction Strategic Plan	CSD					
3	Provide winter temporary shelters						
	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
	Continue partnership with Alameda County to implement winter shelters*	CSD					
4	Implement housing incentives and production work plan in accordance to state housing limits						
	Explore moderate-income financing model	H					
	Amend Density Bonus Ordinance**	DSD					
	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
	Explore program to convert tax-defaulted properties to affordable housing	H					

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	Create marketing materials for incentivizing housing production	H					
	Expand emergency shelter sites in Hayward	H					
5	Evaluate the Affordable Housing Ordinance						
	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals	H					
	Hold work session for potential revisions	H					
6	Expend the Affordable Housing Trust funds						
	Hold a work session on establishing funding priorities for Affordable Housing Trust including affordable rental housing, homeownership, and shelter opportunities	H					
	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	H					
7	Recommend updates to the Rent Stabilization Ordinance						
	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	H					
	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	H					
8	Pursue state housing funding opportunities						
	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	H	All				
	Apply for state housing funding to support strategic partnerships and Council priorities	H	All				
9	Update the Housing Element Plan	DSD					
10	Implement a soft story ordinance	DSD					

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City of Hayward Strategic Roadmap
Grow the Economy

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
	Update the marketing plan	ED	CMR	■			
	Implement the marketing plan	ED	CMR		■	■	■
2	Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites						
	Enforce ordinance*	DSD		■	■	■	■
	Engage owners and encourage activation of vacant sites	ED		■	■	■	■
3	Strengthen workforce development pipelines						
	Devise plan to maximize workforce development pipelines	ED		■			
	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED			■	■	■
	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College and Life Chiropractic to assist in connecting their training, internship, and placement programs with local businesses	ED			■	■	■
	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline	ED			■	■	■
4	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
	Complete deconstruction	CM	DSD PW&U	■			
	Commence discussions on property redevelopment	CM	DSD	■			
	Finalize disposition & development agreement	CM	DSD		■		
	Implement disposition & development agreement	CM	DSD			■	■

City Manager (CM)	■	Community Services (CSD)	■	Economic Development (ED)	■
Development Services (DSD)	■	Finance (FIN)	■	Fire (FD)	■
Housing (H)	■	Human Resources (HR)	■	Information Technology (IT)	■
Library (LIB)	■	Maintenance (MS)	■	Planning (PL)	■
Police (PD)	■	Public Works & Utilities (PW&U)	■	CMR	■

5	Facilitate disposition and development of Route 238 Corridor lands**						
	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD	■			
	Finalize disposition & development agreements for all parcels	CM	DSD		■		
	Implement disposition & development agreements for all parcels	CM	DSD			■	
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	DSD		■	■	■	■
7	Develop and implement a local minimum wage ordinance*	DSD		■	■	■	■
8	Revise alcohol use regulations to encourage more full-service restaurants	DSD		■			
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	DSD		■			
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	DSD			■		
11	Explore a public art program	DSD			■		
12	Explore the concept of a business incubator with CEDC	ED				■	



City of Hayward Strategic Roadmap Combat Climate Change

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Reduce dependency on fossil fuels						
	Ban natural gas in new residential buildings	PW&U	DSD				
	Require EV charging infrastructure in new construction	PW&U	DSD				
	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PW&U	DSD ED				
2	Work with EBCE to transition citywide electricity use to 100% carbon free	PW&U	MS				
3	Transition electricity use in city operations to 100% renewable energy	PW&U	MS				
4	Adopt & implement 2030 GHG Goal & Roadmap**	PW&U	DSD				
5	Adopt ordinance regulating single-use plastic food ware in restaurants						
	Adopt ordinance regulating single-use plastic food ware in restaurants and coordinate with county-wide efforts.	PW&U	DSD				
	Conduct outreach for single-use plastic ban	PW&U	DSD				
6	Plant 800 trees annually (300 by private developers)	MS	DSD				
7	Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	MS	PW&U				
8	Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9	Complete Shoreline Master Plan	DSD	PW&U				
10	Update Tree Preservation Ordinance	DSD	MS				

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City of Hayward Strategic Roadmap

Improve Infrastructure

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
OVERALL: Investigate outside funding opportunities: Look for outside funding from state, federal, and regional sources for new infrastructure projects like the recycled water facility, the corp yard, and a new police station							
Multi-Modal Transportation							
1	Improve access and mobility in downtown Hayward						
	Implement downtown parking plan	PW&U	MS				
	Prepare downtown specific plan feasibility study	PW&U	DSD				
2	Implement major corridor traffic calming initiatives						
	Complete Hayward Boulevard feasibility study	PW&U					
	Implement Hayward Boulevard traffic calming plan	PW&U					
	Complete Tennyson Road feasibility study	PW&U					
	Implement Tennyson Boulevard traffic calming plan	PW&U					
3	Develop and implement a multi-modal impact fee						
		PW&U					
4	Increase transit options						
	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
5	Maintain pavement						
	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
	Prepare OHHA pavement improvement program design and financing structure	PW&U					

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	Construct various OHHA pavement improvements	PW&U					
6	Develop a micro-mobility policy (eBikes, eScooters.)	PW&U					
7	Improve Mission Boulevard as a key 'Gateway to the City'						
	Complete construction of Mission Boulevard Phase 2	PW&U					
	Explore funding of Mission Boulevard Phase 2 park	PW&U					
	Complete design of Mission Boulevard Phase 3 and construction*	PW&U					
8	Implement the Bike & Ped Master Plan						
	Add 2 miles of sidewalks per year*	PW&U					
	Add 5 miles of bike lanes per year	PW&U					
	Assess Safe Routes to School	PW&U					
	Implement Safe Routes School*	PW&U					
	Assess Safe Route for Seniors in the downtown area	PW&U					
	Implement Safe Route for Seniors in the downtown area*	PW&U					
	Conduct a feasibility study of Jackson Street Improvements*	PW&U					
9	Expand EV charging infrastructure for city fleet and employees*						
	Conduct analysis of future demand	MS	PW&U				
	Construct additional EV charging facilities	MS	PW&U				
City Buildings & Facilities							
10	Investigate major municipal building upgrade needs						
	Conduct a site and cost analysis of a new Police building	PW&U	PD				
	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD				
	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN				
11	Upgrade and maintain Airport infrastructure and facilities						
	Rehabilitate the pavement in phases	PW&U					



	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U					
	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U					
	Design and construct capital improvements to Airport hangars	PW&U					
12	Construct the fire station and Fire Training Center	PW&U	FD				
Water Supply, Sanitation & Storm Sewers							
13	Upgrade water system infrastructure						
	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN				
	Update Water Pollution Control Feasibility Plan	PW&U					
	Replace 4-6 miles of water pipelines annually	PW&U					
14	Update Water Pollution Control Feasibility Plan						
	Design the upgrade	PW&U					
	Construct the upgrade	PW&U					
15	Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually	PW&U					
16	Implement phase 2 of solar project and investigate interim usages of additional energy	PW&U					
17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
	Install trash capture devices	PW&U					
	Perform related trash reduction activities	PW&U					
18	Expand recycled water facilities						
	Complete RW project construction (initial phase)	PW&U					
	Develop a Recycled Water Master Plan	PW&U					

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Information Technology

19	Improve broadband network						
	Investigate the use of dark fiber	IT					
	Finalize implementation of fiber grant	CM					
	Complete installation of dark fiber	PW&U	IT				

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City of Hayward Strategic Roadmap
Improve Organizational Health

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
	Evaluate an increase in the Transient Occupancy Tax	FIN					
	Investigate funding strategies for Other Post-Employee Benefits (OPEB) liability	FIN					
	Redo the Business License Tax	FIN					
Racial Equity							
2	Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)						
	Create a language accessibility policy	CM GARE	All				
	Create a training policy	CM GARE	All				
3	Work across Strategic Roadmap priorities to include racial equity lens	CM GARE	All				
4	Continue city participation in the Government Alliance for Race and Equity	CM	All				
Employee Engagement, Professional Development & Retention							
5	Continue to support and build capacity for lean innovation throughout the organization	CM	All				
6	Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	FIN	HR All				

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	Develop talent acquisition plan for citywide and critical positions	HR					
7	Increase employee homeownership by rolling out a downpayment assistance program for City Staff	FIN	HR, CM				
8	Re-engineer performance management process to align with organizational values	HR	All				
9	Continue employee engagement initiatives and develop employee recognition program(s)	HR CM					
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience	HR	All				
	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge	HR	All				
	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All				
	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities	HR	All				
	Use technology to create efficiencies	HR	All				
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	All				
	Develop training academy to cultivate leadership skills	HR	All				
	Develop training calendar to expand and share resources citywide	HR	All				
	Explore a path to higher education for employees (i.e: working scholar's)	HR	All				
12	Develop a managerial course to cultivate leadership skills						
	Identify training areas	HR	All				
	Roll out pilot course	HR	All				
	Integrate with performance evaluations	HR	All				
13	Centralize training platforms to reap greater use and efficiencies	HR	All				

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

Efficient, Safe & Collaborative Work Environment

14	Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security & business continuity)						
	Establish an Information security awareness training and outreach program	IT					
	Upgrade water utility technology	IT					
15	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents (data-driven)						
	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT					
	Implement new online planning and permitting solution	IT	DSD PW&U				
16	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
	Improve IT asset management program	IT					
	Establish new mobile device management solution	IT					
17	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
	Replace aging fiber optic lines between City facilities	IT					
	Upgrade City network connections and speeds	IT					
18	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT				

Communications

19	Maintain and expand communications efforts to better inform and gather input from the community						
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City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

Conduct a website audit and update	CMR					
Conduct a public opinion survey on the Transient Occupancy Tax	CMR					
Inform the public about the 2020 Census	CMR					
Reconstitute the Citywide Communications Committee	CMR					
Relaunch In the Loop	CMR					
Issue an RFP for translation services	CMR					
Broadcast City Council meetings on Facebook Live	CMR					
Create a CRM operations desk manual	CMR					
Conduct the Biennial Resident Satisfaction Survey	CMR					

City Manager (CM)		Community Services (CSD)		Economic Development (ED)	
Development Services (DSD)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)		CMR	

City of Hayward Strategic Roadmap
Support Quality of Life

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
	Finalize financing	CM	Lib, CS	■			
	Design and construct center	PW&U		■	■	■	■
2	Complete gateway and corridor landscape beautification*						
	Complete Tennyson corridor landscape beautification	MS	PW&U	■			
	Complete Jackson corridor landscape beautification	MS	PW&U		■	■	■
3	Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources						
	Assess findings from pilot	PD, FD	Lib, CS	■			
	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS	■	■	■	■
4	Update comprehensive emergency services plan for community and staff						
	Update and approve community emergency plan	FD	MS PW&U PD	■			
	Implement updated plan	FD	All		■	■	■
	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD	■			
5	Update Fire Department strategic plan						
	Update and adopt strategic plan	FD		■			
	Implement strategic plan	FD			■	■	■
6	Plan library operations and hours to leverage the new facility						
	Conduct survey of library hours need and analysis of use	Lib		■			

City Manager (CM)	■	Community Services (CSD)	■	Economic Development (ED)	■
Development Services (DSD)	■	Finance (FIN)	■	Fire (FD)	■
Housing (H)	■	Human Resources (HR)	■	Information Technology (IT)	■
Library (LIB)	■	Maintenance (MS)	■	Planning (PL)	■
Police (PD)	■	Public Works & Utilities (PW&U)	■	CMR	■

	Conduct strategic planning and implementation	Lib							
7	Implement targeted illegal dumping prevention program*								
	Pilot programs and analysis	MS	PD						
	Roll out permanent program	MS	PD						
8	Implement Hayward Police Department Community Advisory Panel	PD							
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice	PD							
10	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources.	CM	CAO DSD PW&U FD,PD MS						
11	Implement a vaping ban	DSD							
12	Complete La Vista Park								
	Design La Vista Park	PW&U							
	Construct La Vista Park	PW&U							



Summary Report

Hayward City Council

Strategic Priorities Retreat

City Hall - Conference Room 2A
May 11, 2019 @ 9am - 3:30pm

June 7, 2019



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Executive Summary

Morning: Looking back and considering the present

During the first part of the day, staff shared data and reflections on past accomplishments, lessons learned, and outstanding work yet to-be-complete. Council commented on staff's presentation.

The following themes emerged from their comments. The numbers following each bullet point represents the number of times the item recurred during council commentary.

- Accomplishments (what did staff miss in their presentation?):
 - Partnership & Collaboration (4)
 - Housing & Homelessness (3)
 - Fiscal responsibility (2)
- Outstanding Initiatives (what did staff miss in their presentation?):
 - Children & youth (2)
 - Housing is still a big issue (2)
- Top issues/challenges facing Hayward today:
 - Schools (4)
 - Affordable housing / Anti-displacement / all types of housing (4)
 - Transportation (2)
 - Safety (2)
- How to improve Strategic Initiatives Process:
 - Reorganize and better define priorities - e.g., affordable housing, complete streets (3)
 - Clarify how “safe, clean, green and thriving” relate to strategic priorities and staff's daily work (2)

Afternoon: Looking to the future

For the second part of the day, the City's strategic consultant CivicMakers presented findings from a Council survey regarding the future of Hayward and facilitated a series of interactive activities to understand Council's vision for the City in 3 - 5 years.

- Describe your vision of Hayward in 3 -5 years:
 - Happy Families
 - Inclusive
 - Active transportation
 - Active Public Spaces
 - Clean streets
 - Attractive Public Realm
 - New development and less blight
 - Safe in public

- Less crime
- Collaborative
- Trees and landscaping
- Education and Prosperity

- Priority Categories:

Lamnín	Marquez	Zermeño	Mendall	Halliday	Salinas	Wahab
1. Balance	1. Protect, preserve, and produce Affordable Housing	1. Financial, educational, personal and youth Health	1. Combat Climate Change	1. Expand, improve and increase Affordability of Housing for All	1. Support and value Youth	1. Balance (equal city) - including housing, economic development, etc..
2. Traffic & Parking	2. Economic Development (job pipeline, attract good employers)	2. Housing	2. Inclusive Affordable Housing	2. Protect Environment	2. Opportunities for Lifelong Learning	2. Safe
3. Retention & Empowerment (staff, residents, etc...)	3. Infrastructure /climate change (sustainable CIP)	3. Infrastructure	3. Improved Transportation System	3. Support for Youth	3. Business-friendly Community	3. Innovative (infrastructure, tech use, etc...)
4. Complete Communities	4. Organizational Health / Community Wellbeing	4. Connectivity (coordination of council, staff and community)	4. Fiscal Sustainability	4. Shift from Auto-based to Active Transportation	4. Safe City	4. Prosperous (jobs, education, etc..)

- Strategic Priorities (*numbers indicate recurrence*):
 - Affordable Housing + Housing for All (9)
 - Define & Implement Complete Communities Vision (5)
 - Catalyze Local Businesses & Create Jobs (5)
 - Climate Resilience (5)
 - Education / Jobs Pipeline (4)
 - Innovative & strategic organizational culture (4)
 - Vibrant & Safe Public Spaces (4)
 - Optimize and Fund Roads & Parking (4)
 - Open the Library (3)
 - Services for the Unhoused (3)
 - Collaboration & Partnerships (3)
 - Active Transportation infrastructure (3)
 - Waste Reduction + Water Recycling (3)

- Electric fleet + Renewable energy (3)
- Invest in Children & Youth (3)
- Fiscal Responsibility (3)
- Grow City Staff (2)

Detailed report follows....

Meeting Overview

Agenda

Time	Item
9:00 – 9:15	Welcome & Introductions
Looking Back	
9:15 – 10:15	Strategic Accomplishments & Outstanding Items <i>Council discussion: Did we miss any accomplishments? What key efforts are still outstanding and of priority to Council with respect to the Strategic Initiatives?</i> <i>Reference Materials</i> <ul style="list-style-type: none">• General Plan• General Plan Annual Report Guiding Principles: Safe, Clean, Green, and Thrive <ul style="list-style-type: none">• Strategic Initiatives• Complete Streets• Complete Communities• Tennyson Corridor• Fiscal Year 2020 Proposed Budget• Fiscal Years 2020 – 2029 Recommended Capital Improvement Budget
10:15 – 10:45	Lessons Learned <i>Council discussion: Did the Strategic Initiative Process meet your expectations? What has been working and what has been challenging with respect to the Strategic Initiatives and other special projects?</i>
10:45 – 10:55	Break
What We Know Now	
10:55 – 11:20	Internal Challenges & Opportunities: Findings from Employee Engagement Survey and Initial Departmental Prioritization Sprints <i>Council discussion: What are your initial thoughts on how to better connect Council priorities with employee workload?</i>
11:20 – 12:00	External Changes & Trends <i>Reference Materials</i> <ul style="list-style-type: none">• Resident Satisfaction Survey• Community Needs Assessment <i>Council discussion: What are the top issues and challenges faced by Hayward today?</i>
12:00 – 12:30	Lunch

Looking to the Future

12:30 – 1:30 **Visioning**

Council discussion: What's your vision for the City over the next three to five years?

1:30 – 3:00 **Prioritization**

*Council discussion: What are three or four key priority areas/strategic categories that, if taken in the next three to five years, will radically improve the quality of life in Hayward? What are **specific and supporting projects** that the City should be focusing on?*

3:00 – 3:30 **Closing & Next Steps**

Council discussion: Reflections on proposed next steps.

Purpose

- Acknowledge and understand accomplishments and lessons learned
- Review and provide comments on key themes from recent surveys and work prioritization sprints
- Develop a strategic vision for Hayward and a framework for future priority setting

Participants

- **City Council:** Mayor Barbara Halliday, Councilmember Francisco Zermeño, Councilmember Al Mendall, Councilmember Sara Lamnin, Councilmember Elisa Márquez, Councilmember Mark Salinas, Councilmember Aisha Wahab
- **City Staff:** City Manager Kelly McAdoo, Assistant City Manager Maria Hurtado, Deputy City Manager Jennifer Ott, City Clerk Miriam Lens, City Attorney Michael Lawson, Chief of Police Mark Koller, Fire Chief Garrett Contreras, Dustin Claussen, Laura Simpson, Todd Rullman, Jayanti Addleman, Nina Collins, Chuck Finnie, Adam Kostrzak, Alex Ameri, Captain Bryan Matthews, Monica Davis, Mary Thomas, Jessica Lobedan
- **CivicMakers (consultants):** Jim Rettew (VP Strategy), Cristelle Blackford (Chief Engagement Officer)

Reflection on Past Accomplishments

Prompt: *What additional key accomplishments and lessons learned do you want to highlight?*

- Collaboration (4)
 - Interdepartmental collaboration
 - Community collaboration
 - Partnerships (e.g. chabot, cal state, HARD, HUSD)
 - Regional collaboration (mayor's conference, league of cities)
- Housing (3)
 - Homeless and housing commission
 - How we are approaching homelessness
 - Inclusionary housing
- Fiscal responsibility (2)
 - Budget discipline
 - Fiscal stability
- Infrastructure committee
- Cannabis initiative (enforcement)
- Agile depts
- Transparency
- Sanctuary city
- Awareness of city functions
- Neighborhood amenities - grocery stores, police etc..
- CALEA (Commission on Accreditation for Law Enforcement Agencies) re-certification
- Renewal of promise neighborhoods grant
- Reflection on what was difficult and how we can learn from our struggles
- Staff doing outreach to neighborhoods (eg., disseminating info, student engagement, etc..)

Prompt: *What key efforts are still outstanding and priority for the Council with respect to the Strategic Initiatives?*

- Housing (2)
 - Get ahead of housing issues
 - Housing could/should have been a stand-alone initiative
- Children & Youth (2)
 - Keep an eye on kids
 - Include students in everything we do
- Regional issues
- Expand benefits of Tennyson across the City
- Regional partnerships to address regional issues

- Community input early on to confirm understanding of issues and involve those impacted in solutions
- Change the culture of the city (itemize how it changes what and what we should do going forward)
- Stick to our plans!
- (Re)define “complete communities”

Reflection on Current Issues

Prompt: *What are the top issues in Hayward today?*

Challenges (council)

- Housing (4)
 - Affordable housing (+1)
 - Anti-displacement
 - Housing
- Schools (+3)
- Community outreach and engagement (2)
 - Be relevant to community needs
 - Talk to resident... What, when, how why we do what we do
- Transportation (+1)
- Safety/lighting (+1)
- Climate change and sea level rise (+1)
- Transportation (+1)
- Safety/lighting (+1)
- Resources
- Multi-lingual materials
- Growth (more employees?)
- Service coordination
- Traffic/parking
- Community Appearance
- Recycling and waste reduction
- Financial stability

Challenges (staff)

- Infrastructure needs (city and community) (+1)
- Anti-displacement
- Reserve space for emerging issues
- Growth → match with resources
- Community education and outreach regarding city services (culturally appropriate)
- Efficiency and service improvements (collaboration and process improvements)
- Affordable housing and job creation

- Education
- Healthy foods
- Retention of staff
- Implement downtown specific plan and multi-modal plan
- Census

Reflection on Strategic Initiative Process

Prompt: *Did the Strategic Initiative Process meet your expectations? What has been working and what has been challenging with respect to the Strategic Initiatives and other special projects?*

Plus (what went well):	Delta (what could be improved):
<p>Council:</p> <ul style="list-style-type: none"> • Internal collaboration/coordination • Clear and achievable tasks & specific actions with good follow-through • Good job implementing complete streets • Increasing in-lieu housing fees • Infrastructure committee • Small business Loans • Leadership development within staff 	<p>Council:</p> <ul style="list-style-type: none"> • Not enough money, not fast enough • How do we measure completion? • Lack of consistency about complete communities • Affordable housing should have been a bigger focus • Need to refine complete communities - what do we really mean by this? • Tennyson - How do we create a more unified vision; how do we make these kinds of projects part of city's culture (not so one-off)
<p>Staff:</p> <ul style="list-style-type: none"> • Interdepartmental collaboration • Small business Loans • Tennyson Corridor • Complete streets • Having opportunities to report progress to council 	<p>Staff:</p> <ul style="list-style-type: none"> • Complete streets and communities could have been incorporated into all the work • Use Access Hayward for some of the referrals that come up in the community • Lack of clear direction and oversight/leadership • Strategic priorities shifted focus away from other work • Redundant/duplicity • Not enough staff resources

Reflection on Connecting Council Priorities to Staff Workloads

What are your initial thoughts on how to better connect Council priorities with employee workload?

- Narrow focus to 3 - 5 years
- Define and organize priorities (+1)
- Safe, clean, green and thriving = value system (+1)
- Strategic initiatives -> shorter timeline
- How do safe/clean/green/thriving and strategic initiatives relate?
- Don't separate daily work from strategy
- Simplify
- Internal goals / external goals
- Educate staff on complete streets
- "Slow our Roll"
- Rethink neighborhood partnership meeting
- Employees - what is missing? (+1)

Vision for Hayward in 3 - 5 Years

Prompt: *What's the Picture in Your Head? Picture the ideal version of the City in three to five years after you've been wildly successful at achieving your dreams.*

- Happy Families
 - The sound of families and kids
 - Children playing
 - Friendly
 - I hear kids laughing at our Park Plaza
- Inclusive
 - Welcome and inclusive
 - Belonging in a neighborhood
- Active transportation
 - I hear positive comments from content residents as I visit City Hall Plaza and hear less honking and more bike bells
 - I see smooth, complete streets
 - Fewer cars
 - Full busses and trains
 - Fewer cars and more bikes
- Active Public Spaces
 - Music from local cafes
 - People laughing and talking outside
 - Active public spaces

- Full and vibrant storefronts
- Businesses offering attractive goods and services
- Vibrant
- I feel happy because I see people walking about, eating in our restaurants, playing in our parks
- Clean streets
 - Clean streets, beautiful trees and no litter on the streets
 - Clean, well-paved streets
- Attractive Public Realm
 - Public art
 - Public art and trees
 - Attractive well-kept buildings in neighborhood hubs
- New development and less blight
 - New developments of all types
 - No blight or vacant properties or empty storefronts
- Safe in public
 - Safe walking down the street
 - Safe any time we are in public
 - Safe
 - Safe on foot
- Less crime
 - 20% decrease in domestic disputes
 - 20% decrease in property and quality of life call for service/crimes
- Collaborative
 - At ease during a council meeting
 - Accomplished by the work done for our community
 - I'm feeling excited to interact with constituents
 - A diverse community of residents and employees working together
- Trees and landscaping
 - Trees and attractive landscaping
 - Lots of trees and landscaping
 - Birds chirping and the sound of the wind through the trees
 - A clean tree-filled city with no empty storefronts
- Education and Prosperity
 - Families are telling me they have highly educated families, wonderfully employed, and living in healthy neighborhoods
 - I see more graduates from Chabot and Cal State Hayward with pride in their faces
 - I see a balanced city: wealth, education, opportunity, attention and a voice for everyone

Priority Categories

Prompt: *Thinking of the categories that originated from the vision, the ones from the survey, and 'Safe, Green, Clean, and Thriving', pick your top four categories to focus on for the next three to five years.*

Lamnin	Marquez	Zermeño	Mendall	Halliday	Salinas	Wahab
1. Balance	1. Protect, preserve, and produce Affordable Housing	1. Financial, educational, personal and youth Health	1. Combat Climate Change	1. Expand, improve and increase Affordability of Housing for All	1. Support and value Youth	1. Balance (equal city) - including housing, economic development, etc..
2. Traffic & Parking	2. Economic Development (job pipeline, attract good employers)	2. Housing	2. Inclusive Affordable Housing	2. Protect Environment	2. Opportunities for Lifelong Learning	2. Safe
3. Retention & Empowerment (staff, residents, etc...)	3. Infrastructure /climate change (sustainable CIP)	3. Infrastructure	3. Improved Transportation System	3. Support for Youth	3. Business-friendly Community	3. Innovative (infrastructure, tech use, etc...)
4. Complete Communities	4. Organizational Health / Community Wellbeing	4. Connectivity (coordination of council, staff and community)	4. Fiscal Sustainability	4. Shift from Auto-based to Active Transportation	4. Safe City	4. Prosperous (jobs, education, etc..)

Strategic Initiatives

Prompt: Looking at all the initiatives from the Council survey, community survey, and any other considerations, pick your top eight. Write down one per post-it note and insert below the appropriate Priority Category (your own or someone else's).

NOTE: Each bullet point represents one post-it, as they were placed by Council during the retreat.

Strategic Initiatives organized by Council Person

Lamnin
1. Balance <ul style="list-style-type: none"> Implement/fully realize our new and existing initiatives, including 1) downtown specific plan, 2) library, 3) police advisory committee, 4) recycled water, 5) recruiting, 6) climate actions (SL)
2. Traffic & Parking <ul style="list-style-type: none"> Arterial transport (SL) Understand parking issue so that responsive carrot & stick policies can be created (SL)
3. Retention & Empowerment (staff, residents, etc...) <ul style="list-style-type: none"> Educated, empowered, employed residents (SL) Broad assortment of housing with specific focus on starter home market (own and rent) (SL)
4. Complete Communities <ul style="list-style-type: none"> Clearly articulate what a complete community includes so that we can enforce

Marquez
1. Protect, preserve, and produce Affordable Housing <ul style="list-style-type: none"> Provide affordable housing & revamp Rent Stabilization Ordinance (EM) Produce more housing for all income levels (MS)
2. Economic Development (job pipeline, attract good employers) <ul style="list-style-type: none"> Job-pipeline and business incubator (EM)
3. Infrastructure/climate change (sustainable CIP) <ul style="list-style-type: none"> Innovative and strategic planning (SL) Infrastructure (roads, station #6, Library, lighting) (EM)
4. Organizational Health / Community Wellbeing <ul style="list-style-type: none"> Address housing, services and resources for unhoused individuals (EM) Census 2020 (EM) Neighborhood Centric (EM) Provide more community functions - free, family-friendly events (EM)

Zermeño

1. Financial, educational, personal and youth Health
 - City Chamber, HUSC, Chabot, Cal State, Catholic Schools, Charter Schools, Partnerships (FZ)
 - Youth activities (FZ)
2. Housing
 - Housing for all (FZ)
 - Understand and remove obstacles to housing and other development (SL)
3. Infrastructure
 - Electric vehicles (FZ)
 - More bicycle paths (FZ)
 - Adequate personnel (FZ)
4. Connectivity (coordination of council, staff and community)
 - Collaboration with all in City limits (FZ)

Mendall

1. Compat Climate Change
 - 100% renewable energy (AM)
 - 100% all-electric vehicle fleet (AM)
 - Build the recycled water system (AM)
2. Inclusive Affordable Housing
 - Broad assortment of housing (AM)
 - Codify the complete communities vision in our building codes (AM)
3. Improved Transportation System
 - Repair roads and transportation infrastructure (solve the transportation funding challenge) (AM)
4. Fiscal Sustainability
 - Redevelop blighted properties (caltrans, city center, main street) (AM)
 - Improve fiscal sustainability (balance long-term city budget and fully fund OPEB) (AM)
 - Fiscal sustainability (TOT, Caltrans) (EM)
 - Improve fiscal sustainability (MS)

Halliday

1. Expand, improve and increase Affordability of Housing for All
 - Create more shelter and improve services to transition people from unhoused to sheltered (BH)
 - Develop program to track and address excessive rent increases (BH)

2. Protect Environment

- Continue energy and water reduction efforts (facilities, landscaping, fleet) (BH)
- Develop and implement strategies to address sea level rise (BH)

3. Support for Youth

- Expand youth programs during summer and school vacation (BH)
- Attract more youth and family friendly businesses and other opportunities (BH)

4. Shift from Auto-based to Active Transportation

- Finish and implement bike and ped plan (BH)
- Work with BART and AC Transit and other transportation providers to make transit use easier and more convenient (BH)

Salinas

1. Support and value Youth

- School/college to career pipelines (MS)

2. Opportunities for Lifelong Learning

- Open library (MS)

3. Business-friendly Community

- Finish Tennyson Corridor (MS)
- Increase Business Opportunities (MS)
- Healthier retail relevant to neighborhoods (MS)

4. Safe City

- Expand programs for youth and families when school isn't in session (MS)

Wahab

1. Balance (equal city) - including housing, economic development, etc..

- Housing at all income levels and different types (AW)

2. Safe

- Better Data/Response using Statistics (AW)
- Mental Health & De-escalation (AW)
- Climate crisis (collaborate regionally to address track in/around the Bay) (AW)

3. Innovative (infrastructure, tech use, etc..)

- Reduce workload, mundane tasks and increase innovation through technology (AW)
- Prepare for disaster, growth, future (AW)

4. Prosperous (jobs, education, etc..)

- Education city / Keep jobs in Hayward / Business incubator (AW)

Strategic Initiatives Organized by Theme

- Affordable Housing + Housing for All (9)
 - Broad assortment of housing with specific focus on starter home market (own and rent)
 - Provide affordable housing & revamp Rent Stabilization Ordinance
 - Produce more housing for all income levels
 - Address housing
 - Housing for all
 - Understand and remove obstacles to housing and other development
 - Broad assortment of housing
 - Develop program to track and address excessive rent increases
 - Housing at all income levels and different types
- Define & Implement Complete Communities Vision (5)
 - Clearly articulate what a complete community includes so that we can enforce
 - Codify the complete communities vision in our building codes
 - Finish Tennyson Corridor
 - Healthier retail relevant to neighborhoods
 - Neighborhood Centric
- Catalyze Local Businesses & Create Jobs (5)
 - Business incubator
 - Increase Business Opportunities
 - Keep jobs in Hayward
 - Attract more youth and family friendly businesses and other opportunities
 - Business incubator
- Climate Resilience (5)
 - Roll out climate actions
 - Develop and implement strategies to address sea level rise
 - Climate crisis (collaborate regionally to address track in/around the Bay)
 - Prepare for disaster, growth, future
 - Station #6
- Education / Jobs Pipeline (4)
 - Education city
 - Educated, empowered, employed residents
 - School/college to career pipelines
 - Job-pipeline
- Innovative & strategic organizational culture (4)
 - Innovative and strategic planning
 - Better Data/Response using Statistics
 - Census 2020
 - Reduce workload, mundane tasks and increase innovation through technology
- Vibrant & Safe Public Spaces (4)
 - Implement downtown specific plan
 - Lighting
 - Provide more community functions - free, family-friendly events

- Redevelop blighted properties (caltrans, city center, main street)
- Optimize and Fund Roads & Parking (4)
 - Arterial transport
 - Understand parking issue so that responsive carrot & stick policies can be created
 - Roads
 - Repair roads and transportation infrastructure (solve the transportation funding challenge)
- Open the Library (3)
 - Build Library
 - Open library
 - Library
- Services for the Unhoused (3)
 - Mental Health & De-escalation
 - Create more shelter and improve services to transition people from unhoused to sheltered
 - Services and resources for unhoused individuals
- Collaboration & Partnerships (3)
 - Partnerships - City Chamber, HUSC, Chabot, Cal State, Catholic Schools, Charter Schools
 - Collaboration with all in City limits
 - Roll out police advisory committee
- Active Transportation infrastructure (3)
 - More bicycle paths
 - Finish and implement bike and ped plan
 - Work with BART and AC Transit and other transportation providers to make transit use easier and more convenient
- Waste Reduction + Water Recycling (3)
 - Continue energy and water reduction efforts (facilities, landscaping, fleet)
 - Implement recycled water
 - Build the recycled water system
- Electric fleet + Renewable energy (3)
 - 100% renewable energy
 - 100% all-electric vehicle fleet
 - Electric vehicles
- Invest in Children & Youth (3)
 - Youth activities
 - Expand youth programs during summer and school vacation
 - Expand programs for youth and families when school isn't in session
- Fiscal Responsibility (3)
 - Improve fiscal sustainability (balance long-term city budget and fully fund OPEB)
 - Fiscal sustainability (TOT, Caltrans)
 - Improve fiscal sustainability
- Grow City Staff (2)

- Recruiting
- Adequate personnel

Bike Rack¹ of Initiatives:

- Improve fiscal outlook
- Tackle dumping litter and graffiti (AM)
- Address homelessness (AM)
- Neighborhood speeding (AM)
- Literless
- Urban forest
- Shoreline planning (AM)
- Building electrification (Eliminate natural gas in new developments) (AM)

Bike Rack (general):

- Want time to go into the details of how we go about these priorities
- Let's do a staff/council work session on things we want to stop doing

Community Engagement Discussion

Prompt: *Should the community be engaged in the development of Strategic Plan for the City of Hayward?*

- no
- yes, at a high level
- vet draft with community; keep it focused, not a huge and involved process
- hold community partnership meetings and/or survey to get input on draft document (or just high level buckets) - we are an elected body and the more we get community input the more credibility we have
- am open to community input, but am concerned this would be
- currently approaching 65,000 emails in Haystack (email list?) - share back what we heard from survey, here is what council and staff think, what do you think? keep it short. Then do 4 community meetings (1. at library, 1. at cabot, 1. at Jimenez community center, and 1 at elementary school to reach all main neighborhoods. But really don't want to see a taskforce and don't want to delay the process further. keep the survey short (only a handful of questions), not 20 questions.
- we did a satisfaction survey, we know how community members feel, we tend to delay things, so I feel most comfortable sharing what we came up with and then asking

¹ Like a metaphorical "Parking Lot" - A place to put topics to take up again at a later time.

community how they would rank it. Make it quick and simple, and within 30 days of when we figure out our plan.

- There should be some opportunity for feedback (when we have draft document we could get some input, invite comments). We represent the community and this should be based on what we've heard from the public and satisfaction survey. Let's do a little more than a typical agenda item. Maybe a community work session.
- One of our goals was to hold a council meeting outside of Council chambers, which we did last September, and it was one of our best attended
- SUMMARY: some limited community engagement; not huge in scope.

Next steps:

- Finalize scope and timeline and bring it back to Council
- Timeline should be 6 - 9 months to inform budget for the coming year

Reflection on Today's Retreat (Council)

- Consider what is viable, desirable and attainable
- Fiscal viability supports everything else
- Safe, clean, green and thriving are values (+1)
- Clean should be changed to "attractive" (+1)
- We are generally in agreement (reaffirmed by this process) / Surprised by how much alignment there is (+1)
- We differ on HOW to achieve our shared vision
- Create diverse opportunities for kids in our City / Kids could be a top value
- Surprised at the disconnect of staff and council priorities
- Super valuable to hear from staff

<p>Plus:</p> <ul style="list-style-type: none">• Survey questions were good and it was good to think about those things before today.• Appreciate having all the department heads here / Loved having the executive team present - want more opportunities to work with them (+ 2)	<p>Delta:</p> <ul style="list-style-type: none">• Survey was difficult to use (should have been released in a different way). Took way longer than 20 minutes.• Spent an hour on the survey. Wanted a way to print the survey responses.
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<ul style="list-style-type: none"> • BBQ was good (+ 1) • Thank you to staff for being here! • Appreciated the planning & printouts of the data • Made a lot of progress toward getting organized around our big goals 	<ul style="list-style-type: none"> • Want to hear more from department heads (+ 1) • Would have liked to have all of our answers to the survey available on hand • More opportunities for small group discussion (+ 1) • Wanted more time to address how we are going to tackle big goals → more focus on specifics
--	---

Final Comments/Questions (Staff)

- How will staff's ideas be integrated?
- Thank you! This executive team is so collaborative and works together, and council has always been the same way. Have always felt very supported by this council, which is extremely important for Police Dept.



City of Hayward Three-Year Strategic Roadmap Community and Staff Engagement Summary

December 10, 2019

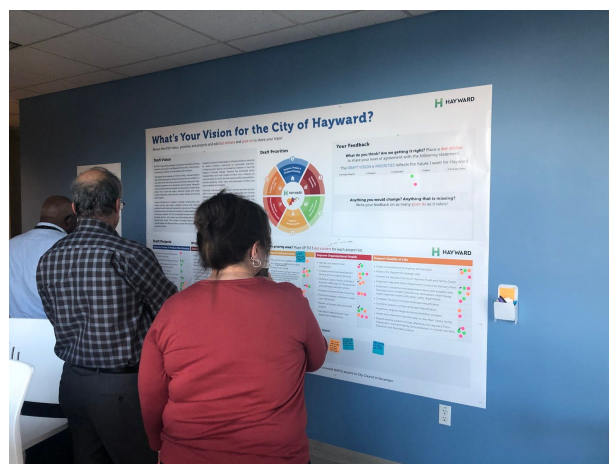
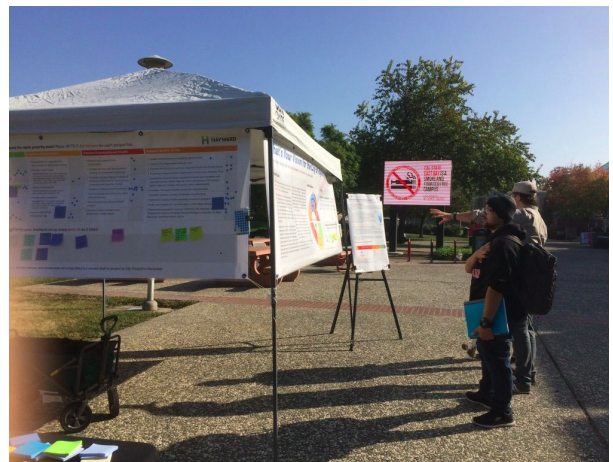


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1. Executive Summary

Overview

To gather input on the City's Three-Year Strategic Roadmap from staff and community members, City staff and CivicMakers hosted a series of pop-up events in City buildings and public places from October 30 to November 18, 2019. Each event included a set of engagement posters to share project information and solicit input on the draft vision, priorities, and projects for the Strategic Roadmap.

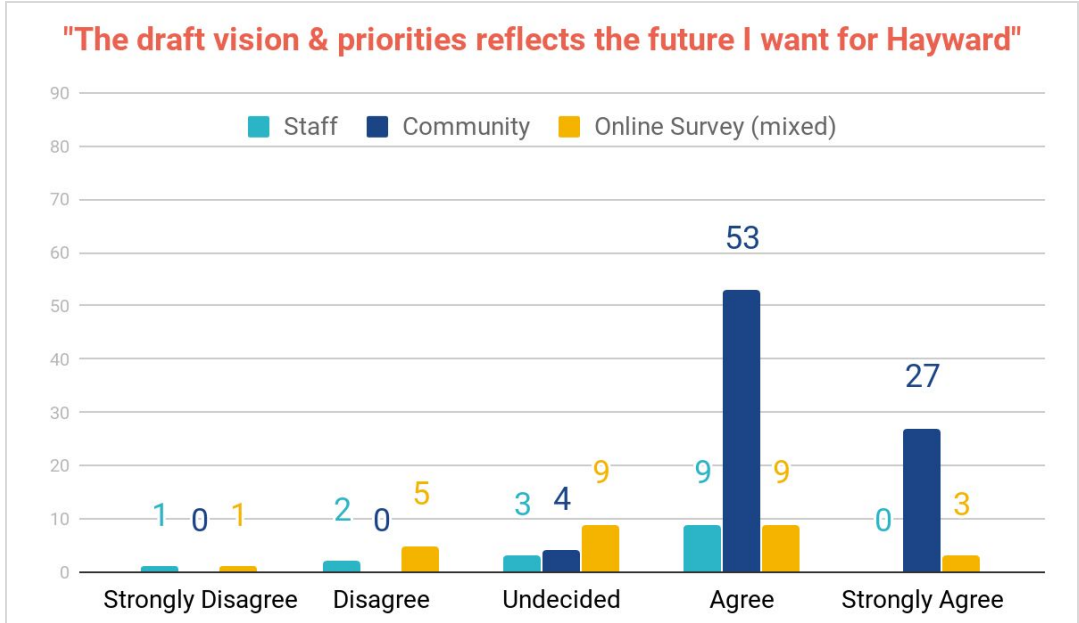
An estimated 130+ community members and 50+ staff people participated, while many more learned about the effort.

Summary of Findings

The summary below is a synthesis of findings from the community pop-ups, staff input, and an online survey. The input collected during this process adds to and reconfirms what City staff heard from the 2019 Residential Satisfaction Survey, which was a widespread, diverse, representative survey of the community.

Input on Vision & Priorities

A majority of the staff and community members who participated in the pop-up activities agree with the draft vision and priorities for Hayward. The survey results show mostly agreement and neutral responses, with some disagreement.



Comments:

- Multiple community members emphasized transportation and mobility as a priority, whether that be alleviating traffic congestion or improving public transit.
- Multiple community members reiterated that housing is a top priority, specifically underlining the importance of affordability.

Input on Projects by Priority Area

Top Votes & Comments

Community	Staff
<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <ul style="list-style-type: none"> • Provide mental health training to Police Officers to help with homelessness crisis (+3) <p>Revise Affordable Housing Ordinance (26)</p> <ul style="list-style-type: none"> • Streamline building permits (+4) • Concerns about displacement by trying to make Hayward Silicon Valley (+3) • High cost of living not addressed (+2) <p>Grow the Economy Get rid of bad commercial landlords (20) (+) Thriving local business environment</p> <ul style="list-style-type: none"> • Organic/natural food stores (+8) • More bars, restaurants & entertainment downtown (+7) • More farmers markets, public art, theater, bowling alley <p>Combat Climate Change Plant 1000 trees a year (36)</p> <ul style="list-style-type: none"> • Conserve/create more green open space <p>Ban single use plastics (26) Transition to 100% renewable energy (26)</p>	<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <p>Grow the Economy “Cradle to Career” workforce pipelines (19)</p> <ul style="list-style-type: none"> • Increase City’s participation in youth mentorship programs, internships, etc. <p>Mobile shower/laundry service (18)</p> <p>Combat Climate Change Ban single use plastics (20)</p> <p>Improve Infrastructure Provide multi-modal enhancements (17)</p> <p>Improve Organizational Health Increase professional development, training, and succession planning (21) Increase employee home ownership (18)</p> <ul style="list-style-type: none"> • Also active transit/public transit employee commuter incentives <p>Perform a resource allocation/staff analysis.</p> <ul style="list-style-type: none"> • Hire more people; staff is stretched too thin. <p>Support Quality of Life Life Skills Education and Restorative Justice in Youth Family Services (21)</p>

Improve Infrastructure

Provide traffic mitigation management (26)

- Address roadway safety at specific locations (mostly intersections), especially the loops
- Increase public transit options and improve sidewalks

Support Quality of Life

Plant 1000 trees a year (36)

Life Skills Education and Restorative Justice in Youth Family Services (21)

- High cost of living and food insecurity is not addressed

Targeted illegal dumping prevention program (19)

Rebuilt South Hayward Youth & Family Center (19)

(+) Improve Public Education in Hayward

- "Make education the #1 priority / improve schools" (+10)

(+) Increase transparency and community engagement

- Take council meetings to the neighborhoods (+2)
- Improve gov't transparency and public information, esp budget and infrastructure spending (+3)"

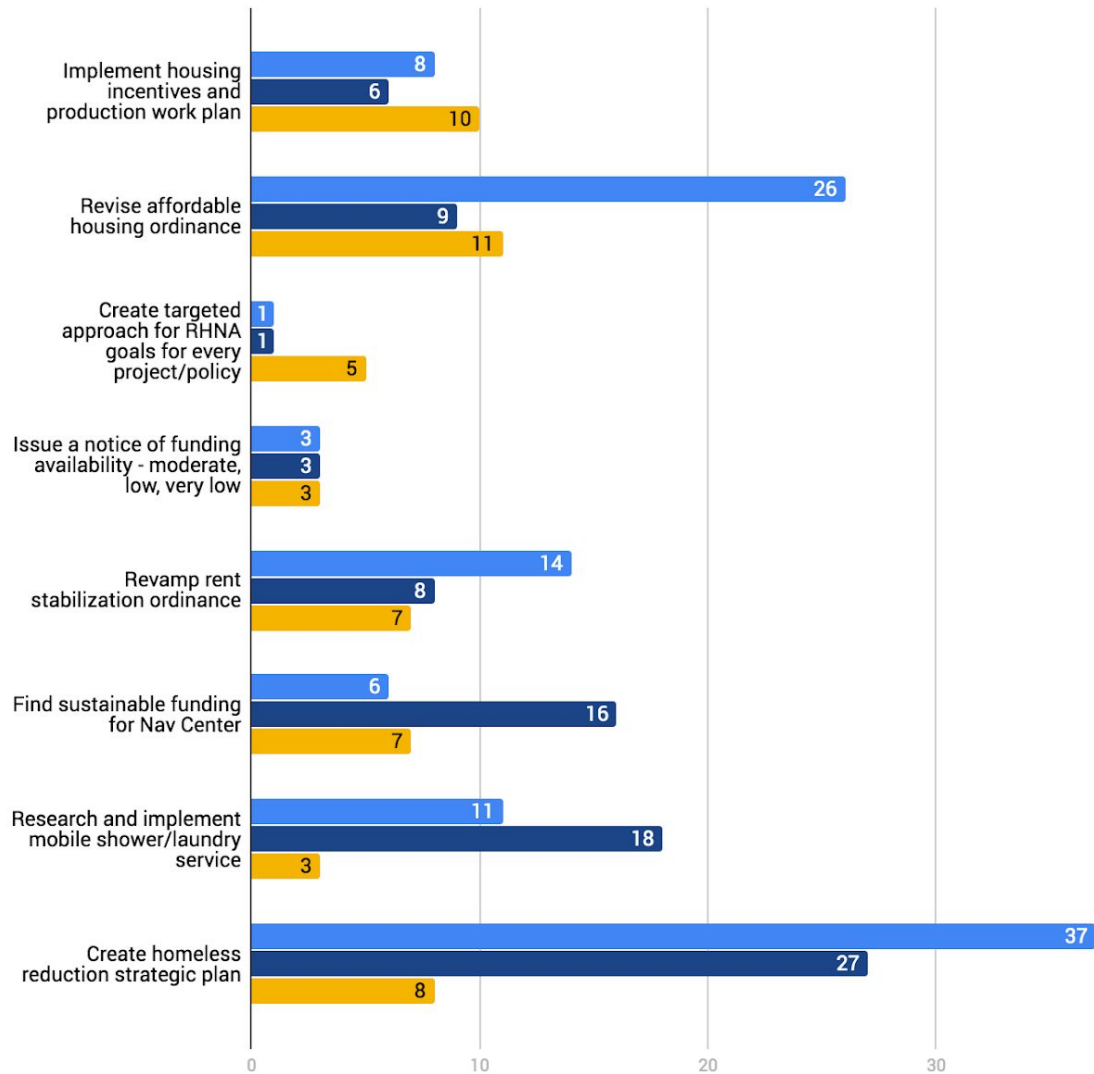
(+) Address crime to make Hayward safer

Priority 1: Preserve, Protect, and Produce More Housing

Dot Votes



"What do you think are the 3 most important projects?"



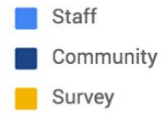
Key Themes from Comments:

- Psychological/mental health training and support programs for Police in order to help reduce homelessness.
- Streamlined building permits to speed up the development process.
- Concerns about gentrification.
- Concern about the impacts of housing and growth on existing infrastructure and service capacity.

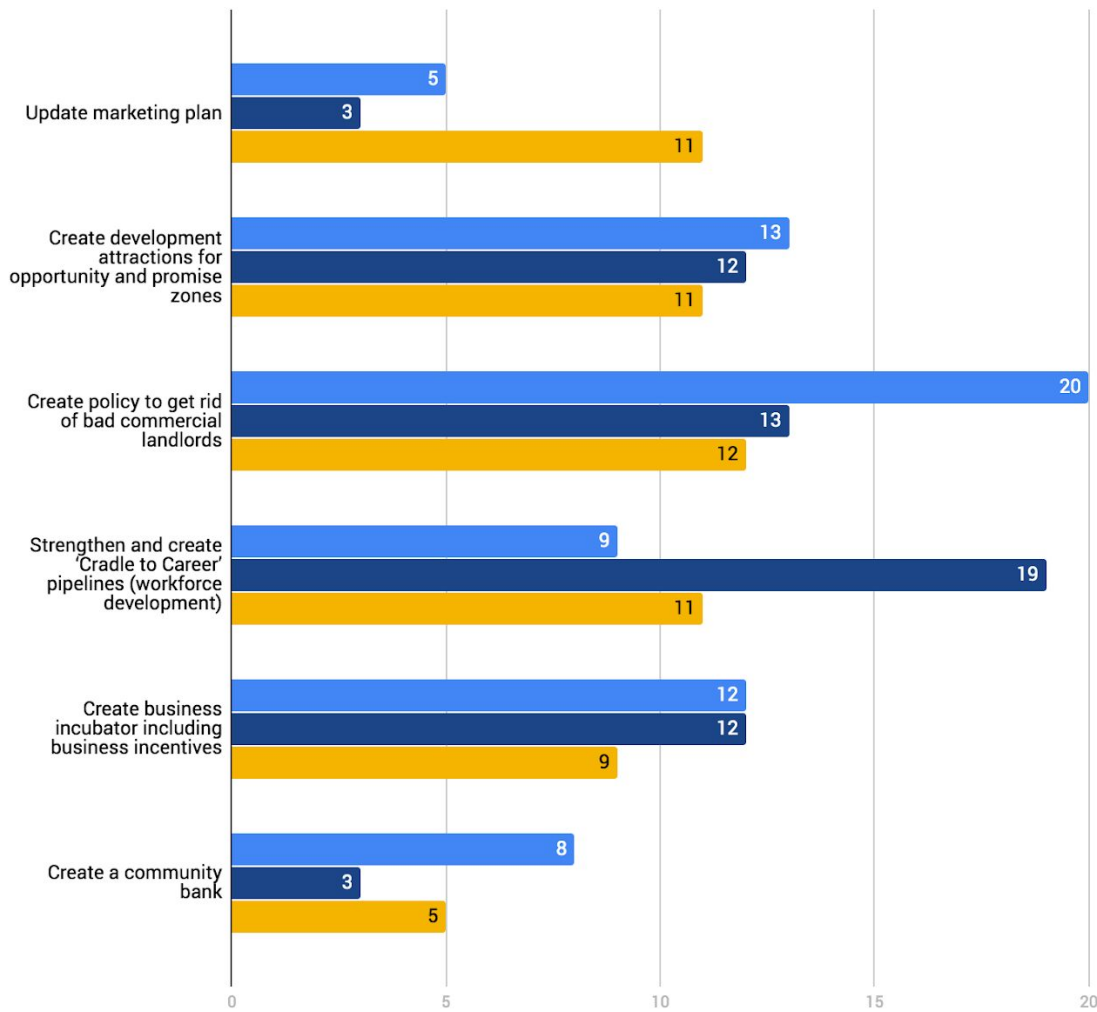
- Staff provided revisions to the language of many of the listed projects in order to clarify that these projects will benefit existing Hayward residents, homeless, and city workers.

Priority 2: *Grow the Economy*

Dot Votes:



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Numerous participants expressed a desire for the City to “bring in a Trader Joes / Sprouts / Whole Foods” type grocery store.
- A number of public comments suggested a desire for more bars.
- Similar to housing, at least one public commenter expressed concern over tech companies increasing commercial rents.

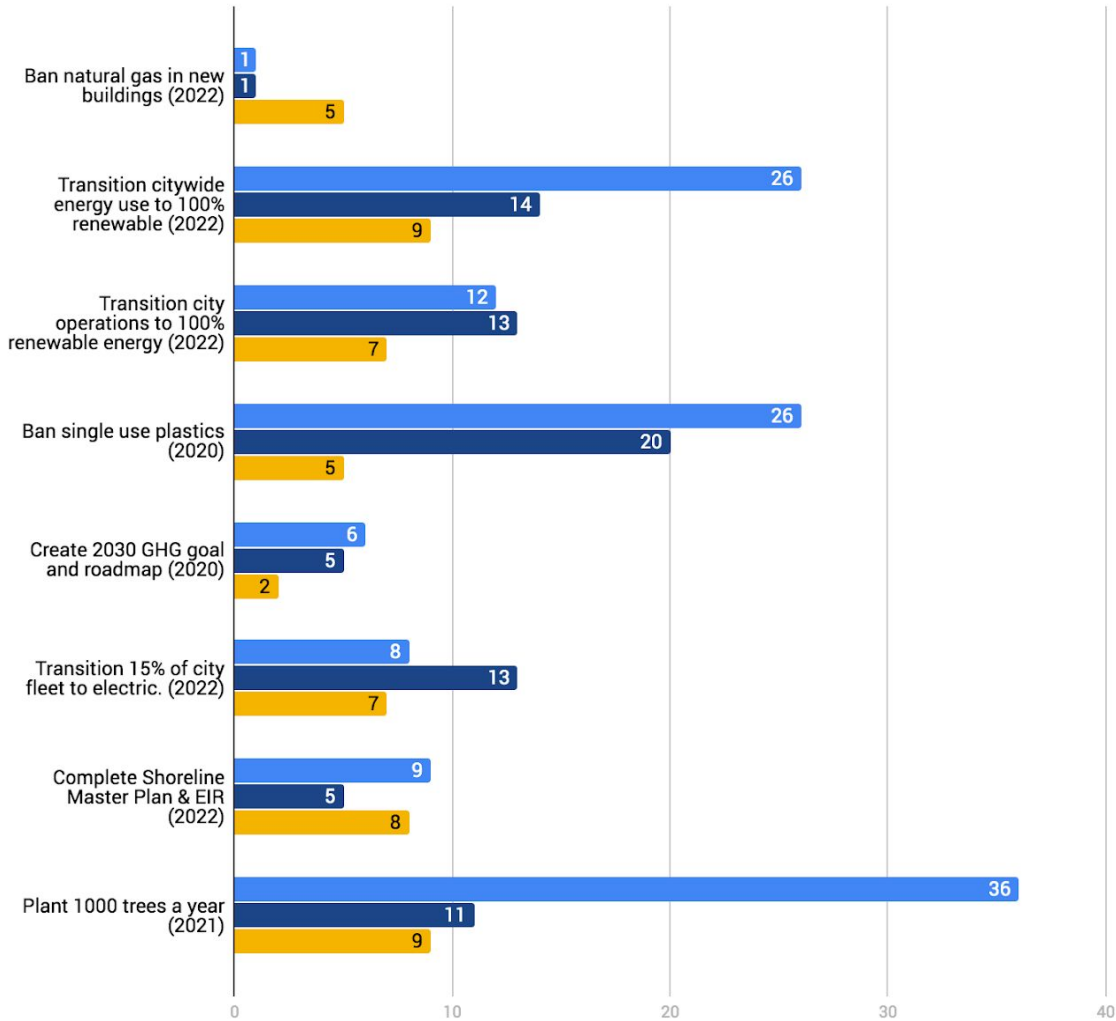
- One staff comment (also echoed in the Quality of Life category) suggested the City participate in more youth mentorship programs.

Priority 3: *Combat Climate Change*



Dot Votes

"What do you think are the 3 most important projects?"

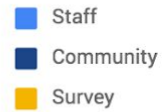


Key Themes from Comments:

- Some participating community members felt that “Combat Climate Change” may be too narrow in focus as it doesn’t address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.
- Several projects were suggested by staff, including organic food diversion and recovery, green infrastructure projects, and banning weed killers in city landscaping.

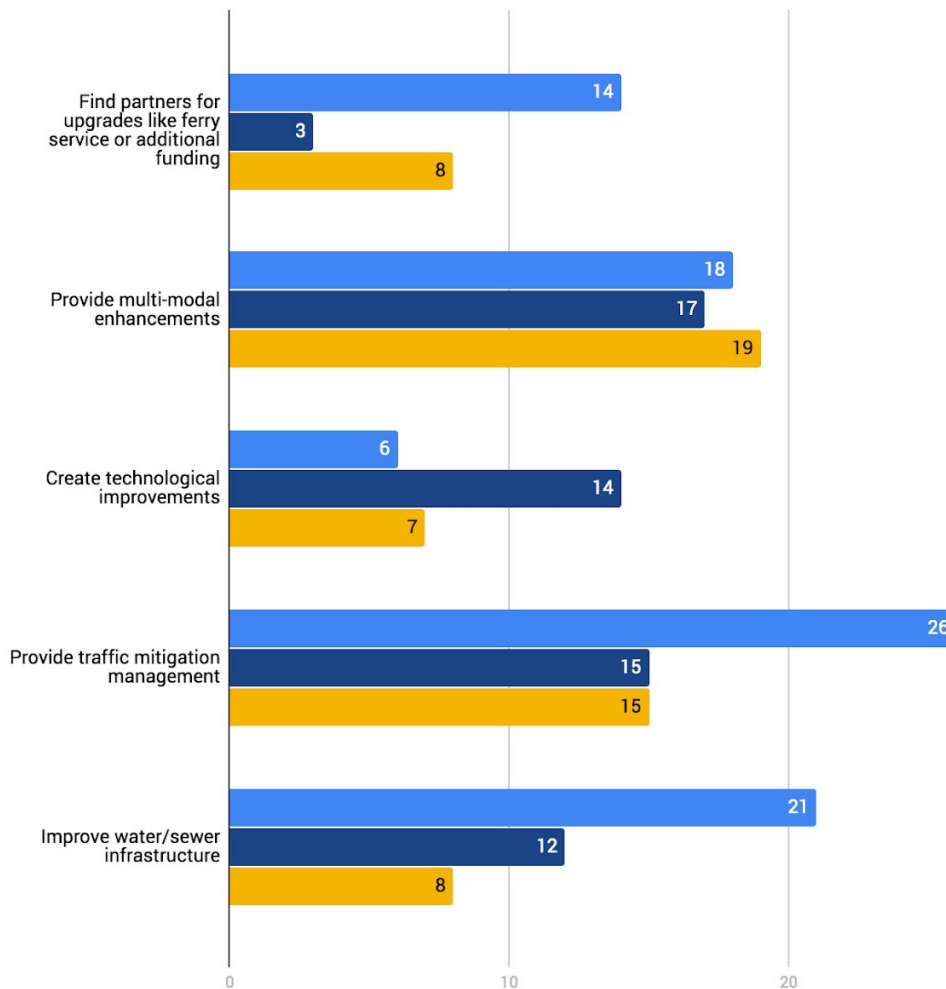
- Some staff members wondered if the targets of 100% renewable energy and the goal of electrifying 15% of the city fleet are the right targets and want to see baseline metrics.

Priority 4: Improve Infrastructure



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many participating community members and staff suggested specific roadway safety and traffic improvement projects, such as doing away with the loops, intersection video surveillance, and improvements to Highland Blvd, Jackson and B/D., D & Foothill, Freeway exists, Mission & Fourth, and other key intersections.

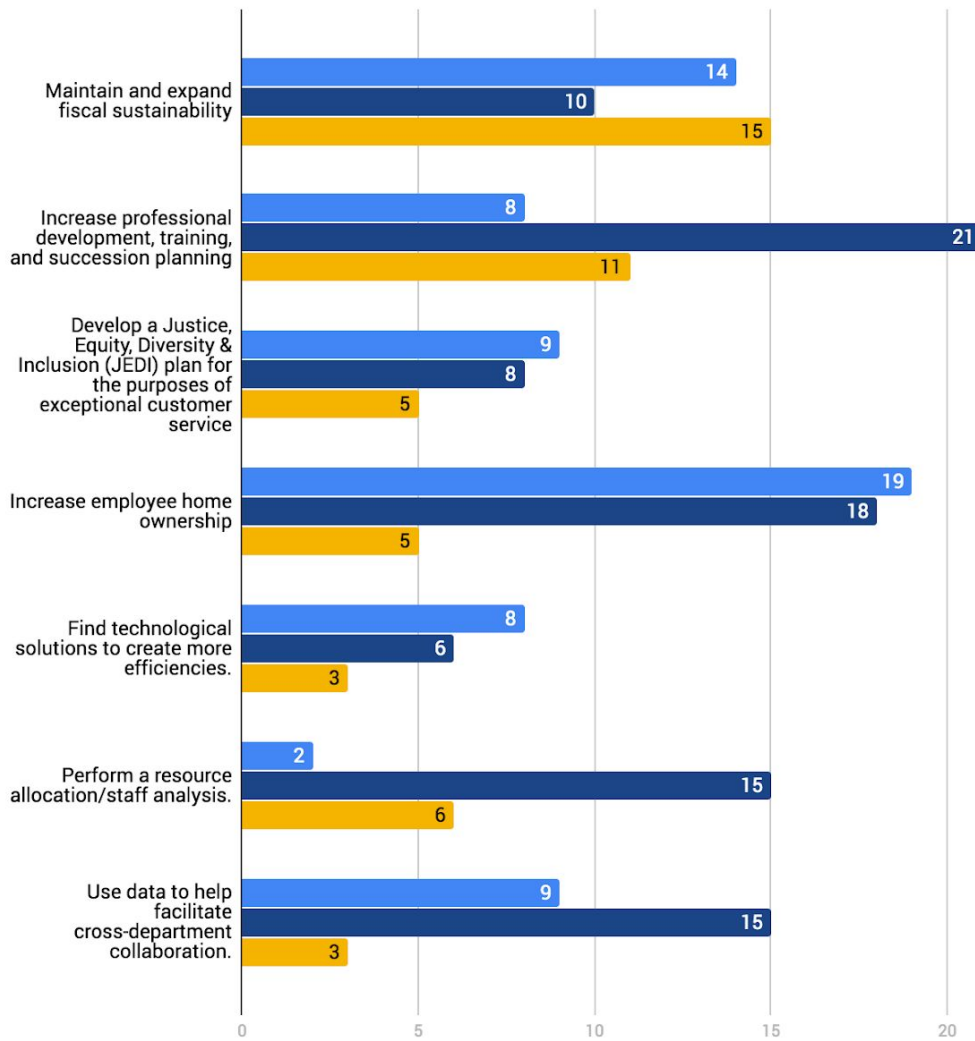
- There are some community members who worry that multimodal improvements may mean less parking and more congestion.

Priority 5: Improve Organizational Health

Dot Votes



"What do you think are the 3 most important projects?"

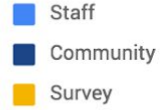


Key Themes from Comments:

- A few community members suggested additional mental health training programs for police.
- A number of staff comments expressed a need to hire more in-house staff to support these goals.

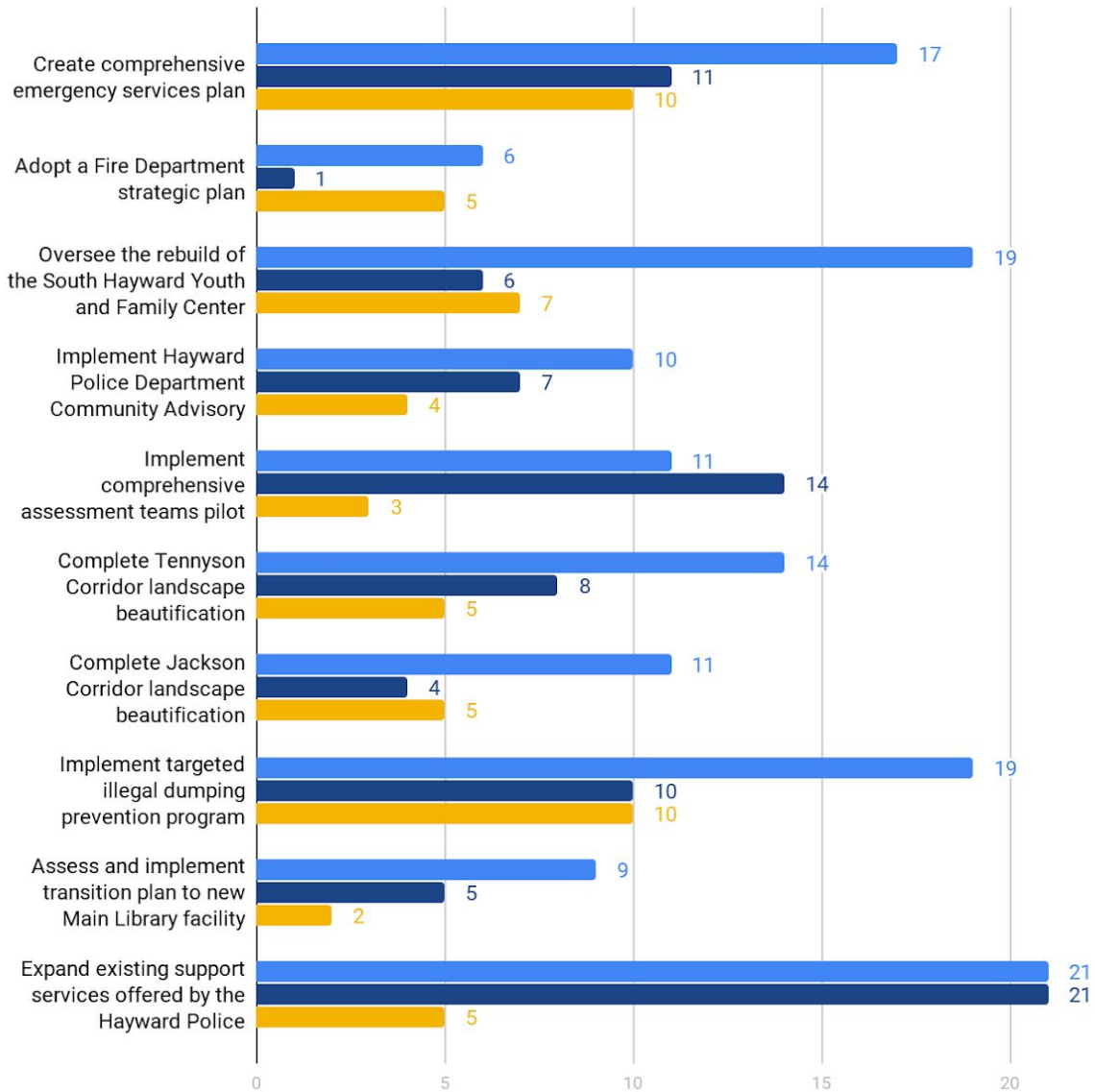
- A number of staff comments expressed the need for employee-issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff).

Priority 6: Support Quality of Life



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many community participants felt that improving the quality of public schools, supporting education, and supporting childcare were all important priorities missing from this list.
- Numerous comments from community members reiterated a general concern over crime and safety in Hayward and did not feel the project listed adequately address this.
- A few comments from the public indicated a desire for greater government transparency and proactive governance that encourages civic participation.
- Participating staff suggested more regional collaboration on emergency plans, more public information about the risks of illegal dumping, and collaborating with low income communities on the Police Department's Life Skills Education and Restorative Justice programs.

2. Engagement Efforts

Between October 30th and November 18, the City Manager's Office of the City of Hayward hosted a series of pop-up engagement events to gather input from the community (public) and city employees (staff) on the draft vision, priorities, and projects for the City's Three-Year Strategic Roadmap. An online survey was also posted on the City's website.

In addition, many department heads held meetings with key staff to discuss the projects that are relevant to their department. After these initial meetings, staff and CivicMakers organized six cross-departmental meetings to further refine the project lists.

Engagement Events

- 1. Public Engagement Events:** October 30 - November 7, 2019
 - a. Weekes Branch Library - Oct 30, 2019
 - b. Farmer's Market Pop-Up Event - Nov 2, 2019
 - c. Cal State University East Bay - Nov 7, 2019

- 2. Staff Engagement Events:** October 31 - November 18, 2019
 - a. City Hall
 - b. Library
 - c. Utility Center ("Corporation Yard")
 - d. Water Pollution Control Facility
 - e. Airport

- 3. Online Survey:** October 30 - November 26, 2019
 - a. Available at www.hayward-ca.gov/content/hayward-strategic-roadmap

Outreach & Engagement Methods

The community engagement events and online survey were promoted on the city's social media accounts and via the city's newsletter.

Staff engagement events were promoted via an internal email sent to all staff throughout the organization and departmental announcements. Project staff held five informational meetings at City offices across the City to solicit feedback and answer questions.

Each event included three engagement posters to share project information and solicit input on the draft Three-Year Strategic Roadmap.

The posters are shown on the following pages.

About the Hayward Strategic Roadmap

The City is working to create its first Strategic Roadmap! Here's what you need to know.

WHAT is a Strategic Roadmap?

A Strategic Roadmap is a shared vision for where the City wants to go in the near future (3 - 5 years), along with achievable next steps for how to get there. Through this process we will define a shared vision for the City and identify the top priorities and projects that need to happen in the coming years to address current gaps in achieving that vision.

WHY do we need a Strategic Roadmap?

The City is obligated to deliver essential day-to-day services, like public safety, permits and recycling. However, our community also faces critical emerging issues like homelessness and climate change. In order to continue our daily work to deliver key services (bottom of the iceberg) and also work toward solving pressing problems (tip of the iceberg), we need to decide together what to prioritize.

The Strategic Roadmap will help us minimize time-consuming reactive tasks (or "fire drills") so we can prioritize more meaningful work that will enable us to make progress toward longer-term, big-picture goals.



HOW will we create a Strategic Roadmap?

This is a collaborative effort between the community, City Council, and City staff. The draft vision, priorities, and projects shown here today were created with input from:

- **Community input:** 2018 Community Needs Assessment; 2019 Residential Satisfaction Survey.
- **Council input:** City Council retreats (May and October 2019).
- **Staff input:** 2018 Employee Engagement Survey; executive team workshops (September and October 2019); staff interviews and focus groups across departments and levels (September 2019); Employee Engagement Survey.

Now we are asking for your feedback on the Draft Roadmap! Before we finalize the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December, 2019.

WHEN will we create a Strategic Roadmap?



HOW can I share ideas and give input?

- Add your ideas to the poster nearby!
- Visit our website at www.hayward-ca.gov/hayward-strategic-roadmap



What's Your Vision for the City of Hayward?

Review the draft vision, priorities, and projects and add dot stickers and post-its to share your input.

Draft Vision

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home and it is becoming a community of choice for new families and employers.

Recognized as an extension of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. 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 affordable housing options, with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has 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. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive services to our community. The City is streamlining processes and using tech more effectively to provide better customer service. Hayward is also developing important partnerships between CSUEB, ferry/bus/train services, and other regional agencies.

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.

Draft Priorities



Your Feedback

What do you think? Are we getting it right? Place a dot sticker to share your level of agreement with the following statement.

The DRAFT VISION & PRIORITIES reflects the future I want for Hayward.

1-Strongly Disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

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Anything you would change? Anything that is missing?

Write your feedback on as many post-its as it takes!

Draft Projects

What do you think are the top 3 most important projects for each priority area? Place UP TO 3 dot stickers for each project list.

Preserve, Protect, & Produce More Housing	Grow the Economy	Combat Climate Change
<ul style="list-style-type: none"> • Implement housing incentives and production work plan • Revise affordable housing ordinance • Create targeted approach for RHNA goals for every project/policy • Issue a notice of funding availability—moderate, low, very low • Revamp rent stabilization ordinance • Find sustainable funding for Nav Center • Research and implement mobile shower/laundry service • Create homeless reduction strategic plan 	<ul style="list-style-type: none"> • Update marketing plan • Create development attractions for opportunity and promise zones • Create policy to get rid of bad commercial landlords • Strengthen and create 'Cradle to Career' pipelines (workforce development) • Create business incubator including business incentives • Create a community bank 	<ul style="list-style-type: none"> • Ban natural gas in new buildings (2022) • Transition citywide energy use to 100% renewable (2022) • Transition city operations to 100% renewable energy (2022) • Ban single use plastics (2020) • Create 2030 GHG goal and roadmap (2020) • Transition 15% of city fleet to electric (2022) • Complete Shoreline Master Plan & EIR (2022) • Plant 1000 trees a year (2021)

Improve Infrastructure	Improve Organizational Health	Support Quality of Life
<ul style="list-style-type: none"> • Find partners for upgrades like ferry service or additional funding • Provide multi-modal enhancements Examples: create more pathways to the shoreline, close streets in shopping areas, beautify and finish Jackson Street, add 7 miles of bike lanes each year, maintain pavement PCT at 70% • Create technological improvements Examples: improve city's cybersecurity, implement AMI • Provide traffic mitigation management Examples: develop and implement a traffic impact fee, implement traffic calming initiatives, reduce traffic congestion downtown • Improve water/sewer infrastructure 	<ul style="list-style-type: none"> • Maintain and expand fiscal sustainability • Increase professional development, training, and succession planning • Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service • Increase employee home ownership • Find technological solutions to create more efficiencies • Perform a resource allocation/staff analysis • Use data to help facilitate cross-department collaboration. 	<ul style="list-style-type: none"> • Create comprehensive emergency services plan • Adopt a Fire Department strategic plan • Oversee the rebuild of the South Hayward Youth and Family Center • Implement Hayward Police Department Community Advisory Panel • Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments • Complete Tennyson Corridor landscape beautification • Complete Jackson corridor landscape beautification • Implement targeted illegal dumping prevention program • Assess and implement transition plan to new Main Library facility • Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice

Your Feedback **Anything you would change? Anything that is missing?** Write your feedback on as many post-its as it takes!

*Before we finalize in the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December.

3. Engagement Findings

Overall, we estimate that 100+ community members and 30+ staff people participated in the pop-up events, and even more staff participated in department-level meetings on this topic. There were 27 participants in the survey, and many more learned about the effort.

Community input gathered through this process is aligned with findings from the 2019 Residential Satisfaction Survey, which identified the following key priorities:

- Rising cost of living, especially the importance of affordable housing
- Homelessness
- Traffic congestion
- Neighborhood improvements
- Condition of roads and infrastructure
- Safe neighborhoods

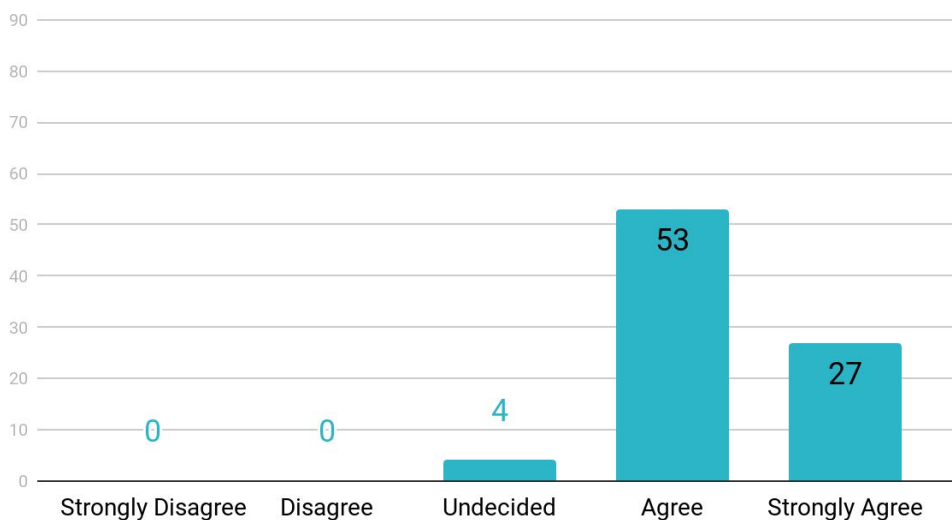
The Residential Satisfaction Survey represents a widespread, diverse, and representative survey of the Hayward community.

Overall Vision & Priorities

Public Input

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

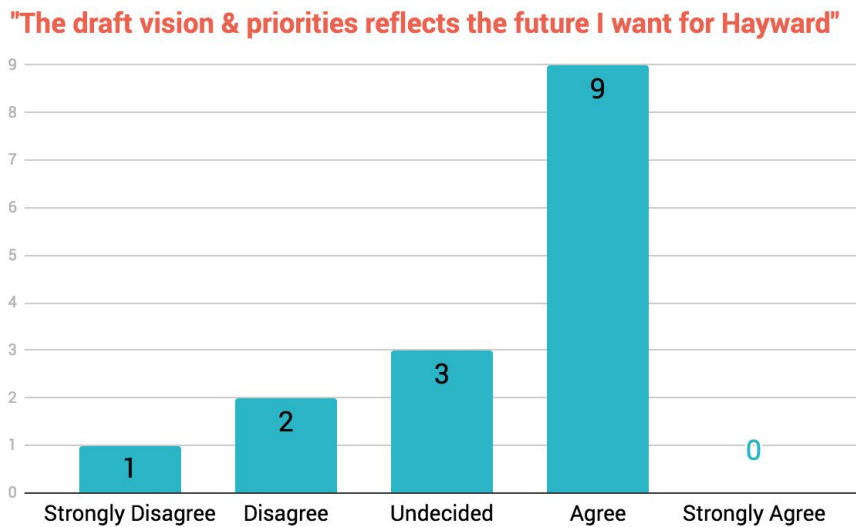
A majority of the public who participated in the pop-up activities agree with the draft vision and priorities for Hayward.

Comments

- Multiple comments (with 4 total supporting votes) reiterated housing as a priority—multiple underlining “affordability”
- Multiple comments (with 5 total supporting votes) emphasized transportation and mobility, whether that be improving traffic congestion or adding more public transit.
- Some comments suggested priorities related to food systems: food insecurity and access to healthier food options.
- Some comments suggested the priority “Combat Climate Change” could use language that is more inclusive of broader environmental goals, like protecting the environment and wildlife, green buildings or design, and water filtration.

Staff Input

Dot Votes



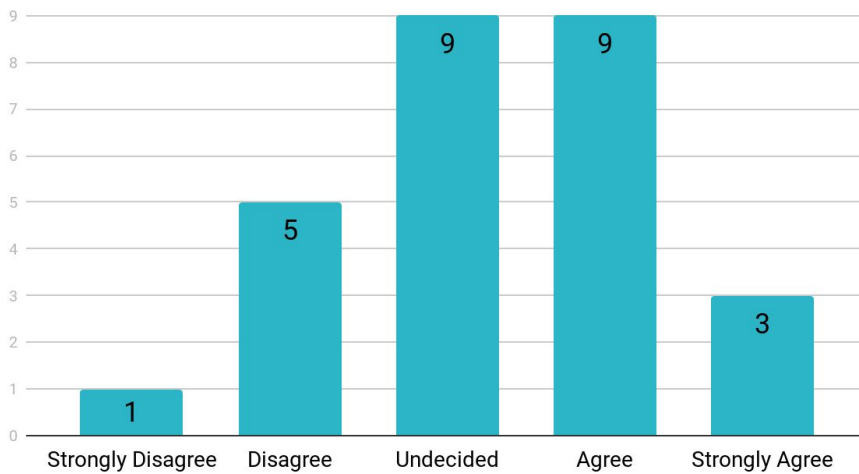
Takeaway:

A majority of staff who participated in the engagement activity agree with the draft vision and priorities for Hayward.

Online Survey (Mixed)

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

Participants of the online survey seemed to have mixed to positive feelings about the vision statement. Those who were undecided or disagreed commented that the vision was too vague or don't want growth and higher density due to frustrations with growing traffic congestion.

Comments

- Multiple comments promoted anti-growth sentiment and wanted to see traffic congestion more explicitly addressed in the vision.
- Two comments wanted to see language that promotes Hayward for its unique character, rather than just "an extension of Silicon Valley."
- Three comments emphasized housing as a goal, specifically in regards to prevent displacement. One wanted to see "diversity" explicitly stated in the language of the vision.
- Three comments emphasized attracting innovative businesses and higher paying jobs to Hayward.

Priority 1: Preserve, Protect, and Produce More Housing

Public Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	37
2	Revise affordable housing ordinance	26
3	Revamp rent stabilization ordinance	14
4	Research and implement mobile shower/laundry service	11
5	Implement housing incentives and production work plan	8
6	Find sustainable funding for Nav Center	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway:

The top priority of community participants is addressing homelessness in the community, especially as residents feel it affects their quality of life. Secondly, the creation and protection of affordable housing, especially for renters is also important.

Comments

Project List Suggestions:

Revisions:

- Re: Research and implement mobile shower/laundry service
 - "Mobile bathrooms (in addition to shower and laundry service) for homeless"
- Re: Create homeless reduction strategic plan
 - "Implement additional psychological/mental health training and support programs for Police (+1)"

New:

- "Streamline building permits (+3)"
- "Better public info for housing protection laws"

Concerns & Questions:

- Impacts of housing and growth on existing infrastructure and service capacity.
- Displacement not addressed. A couple of comments were wary about the “Silicon Valley -type” / tech companies leading to displacement of existing residents.
- Development on fault lines: “It is irresponsible to build on the Hayward fault”
- Unclear about terminology: “What is a Nav Center?”

Staff Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	27
2	Research and implement mobile shower/laundry service	18
3	Find sustainable funding for Nav Center	16
4	Revise affordable housing ordinance	9
5	Revamp rent stabilization ordinance	8
6	Implement housing incentives and production work plan	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway: A majority of staff voted to prioritize projects that tackle homelessness (see the top three projects).

Comments

Project List Suggestions:

Revisions:

- Re: Implement housing incentives and production work plan
 - “(Add language) For city workers”
 - “Build public housing. (No more private)”
 - “Less focus on ADUs to solve housing crisis”
- Re: Revise affordable housing ordinance
 - “ To help old and young Hayward residents”
- Re: Issue a notice of funding availability - moderate, low, very low

- "(Add language) Loans for new small business shops"
- Re: Find sustainable funding for Nav Center
 - "Sustainable funding for nav centers ≠ private funding"
- Re: Revamp rent stabilization ordinance
 - "(Add language)To help city workers + senior citizens"
- Re: Research and implement mobile shower/laundry service
 - "(Add language) For homeless people"
- Re: Create homeless reduction strategic plan
 - "(Add language) Help homeless to reunite with families or friends"

New:

- "Consider more public restrooms downtown"
- One commenter suggested providing "ALL field working employees" with literature or resource materials to distribute to the public about City services and resources like the Nav Centers.

Concerns & Questions:

- None

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Revise affordable housing ordinance	11
2	Implement housing incentives and production work plan	10
3	Create homeless reduction strategic plan	8
4	Find sustainable funding for Nav Center	7
5	Revamp rent stabilization ordinance	7
6	Create targeted approach for RHNA goals for every project/policy	5
7	Research and implement mobile shower/laundry service	3
8	Issue a notice of funding availability - moderate, low, very low	3

Takeaway: A majority of respondents want to see the affordable housing ordinance revised, housing incentives and production work plan implemented, and a homeless reduction strategic plan created.

Comments

Project List Suggestions:

Revisions:

- Re: Create homeless reduction strategic plan
 - Skills/workforce development for homeless

New:

- One commenter want to see the creation of affordable “workforce housing”

Concerns & Questions:

None

Priority 2: Grow the Economy

Public Input

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	20
2	Create development attractions for opportunity and promise zones	13
3	Create business incubator including business incentives	12
4	Strengthen and create 'Cradle to Career' pipelines (workforce development)	9
5	Create a community bank	8
6	Update marketing plan	5

Takeaway:

Overall, the public participants were most interested in the creation of a thriving local business environment that caters to their tastes: more restaurants, alcohol beverage serving establishments, "natural, organic" grocery stores, bowling alley, public art, theater, etc.

Comments

Project List Suggestions:

Revisions:

- Re: Create development attractions for opportunity and promise zones
 - "Memphis opportunity zone as a good example"
- Re: Create business incubator including business incentives
 - "Tie incubators to existing business + industry you want to target"
- Re: Update marketing plan
 - Support more public art

New:

- One comment with 7 votes expressed desire for the City to "bring in a Trader Joes / Sprouts / Whole Foods" type grocery store.
- A number of comments suggested a desire for more bars.
 - Some voters agreed with a comment that the city should permit beverage-only businesses.
 - Additionally, another commenter suggested the city should assist new food and drink businesses get permits.

- A couple commenters expressed disappointment with some recent bars that had to shut down or displeasure in the variety of bar options in the city.
- "Support worker co-ops"
- "Increase minimum wage!"

Concerns & Questions:

- Re: Create community bank - What about interest rate? Who is this meant to benefit?
- Similar to housing, at least one commenter expressed concern over tech companies increasing commercial rents.

Staff Input

Dot Votes

Rank	Project	Votes
1	Strengthen and create 'Cradle to Career' pipelines (workforce development)	19
2	Create policy to get rid of bad commercial landlords	13
3	Create development attractions for opportunity and promise zones	12
4	Create business incubator including business incentives	12
5	Update marketing plan	3
6	Create a community bank	3

Takeaway: Staff want to prioritize workforce development programs.

Comments

Project List Suggestions:

Revisions:

- Re: Strengthen and create 'Cradle to Career' pipelines (workforce development)
 - "Would love to see mentorship programs across the organization with HS students"

Concerns & Questions:

- "Not sure how effective a marketing plan is!"
- "Bad landlords litter the low income families or tenants when they litter the sidewalk with old furniture from vacancy"

Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	12
2	Strengthen and create 'Cradle to Career' pipelines (workforce development)	11
3	Create development attractions for opportunity and promise zones	11
4	Update marketing plan	11
5	Create business incubator including business incentives	9
6	Create a community bank	5

Takeaway: A majority of respondents want to see bad commercial landlords removed.

Comments

Project List Suggestions:

Revisions:

- Re: Update marketing plan
 - "Find partners to build a small theater/music hall downtown to attract visitors from around the Bay Area. The easy BART access supports this. (The Lescher Center in Walnut Creek, or the smaller venues in downtown Napa and downtown Pleasanton are models to check. (Two or three hundred seats are plenty"
 - In regards to lot and barn owned by U-Haul next to eastbound highway 92 near the SMH bridge toll plaza. "Partner with donors and the property owner or East Bay Parks to put a nice gateway monument there. It could also include a tasteful electronic billboard to advertise Hayward events and Hayward businesses."

New:

- "Consider an Economic Development Corporation along with the Community Bank to dramatically improve nimbleness and flexibility in responding to opportunities"
- More cooperation with Cal State East Bay and to integrate students into the city to benefit local economy—example: housing downtown.

Concerns & Questions:

None

Priority 3: Combat Climate Change

Public Input

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	36
2	Ban single use plastics (2020)	26
3	Transition citywide energy use to 100% renewable (2022)	26
4	Transition city operations to 100% renewable energy (2022)	12
5	Complete Shoreline Master Plan & EIR (2022)	9
6	Transition 15% of city fleet to electric. (2022)	8
7	Create 2030 GHG goal and roadmap (2020)	6
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Participants are most interested in seeing 1000 trees planted by 2022 followed by a ban on single use plastics and the Hayward’s transition to 100% renewable energy. However, some thought “Combat Climate Change” may be too narrow in focus as it doesn’t address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.

Comments

Project List Suggestions:

Revisions:

- Re: Transition citywide energy use to 100% renewable (2022)
 - “Electricity should come from solar panels (15% city fleet)”
- Re: Plant 1000 trees a year (2021)
 - “Arbor Foundation can help with [planting trees]”

New:

- Some comments (with 2 total supporting votes) expressed an interest in seeing the city’s list also tackle water conservation, sea level rise, and environment and wildlife protection projects.

- There were two comments that advocated the City push for a green economy, incentivizing “Hayward businesses to become greener and use sustainable and environmentally friendly business models.”

Concerns & Questions:

- Re: Banning single use plastics
 - “Not a large enough help”
 - “What is the impact of banning plastic?”
- Re: Transition citywide energy use to 100% renewable (2022)
 - “What is City's renewable energy use now?”
- Re: Ban natural gas in new buildings (2022)
 - “Don't ban natural gas”

Staff Input

Dot Votes

Rank	Project	Votes
1	Ban single use plastics (2020)	20
2	Transition citywide energy use to 100% renewable (2022)	14
3	Transition city operations to 100% renewable energy (2022)	13
4	Transition 15% of city fleet to electric. (2022)	13
5	Plant 1000 trees a year (2021)	11
6	Complete Shoreline Master Plan & EIR (2022)	5
7	Create 2030 GHG goal and roadmap (2020)	5
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Staff want to see a ban on single use plastics, a transition to 100% renewable energy, and 1000 trees planted. Staff want to see baseline metrics and data.

Comments

Project List Suggestions:

Revisions:

- Re: Ban natural gas in new buildings (2022)
 - “Natural gas ban for residential only. Commercial needs gas.”

- Re: Plant 1000 trees a year (2021)
 - "(Add language) To help clean the air and beautify the city"

New:

- "Meet all SB1383 organic diversion and food recovery regulations"
- "Complete 20% of city area converted with green infrastructure projects"
- "Ban use of weed killer roundup / glyphosate at all city landscapes and HOA common areas"

Concerns & Questions:

- General: "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition citywide energy use to 100% renewable (2022) / Transition city operations to 100% renewable energy (2022)
 - "Is 100% realistic? At what cost?"
 - "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition 15% of city fleet to electric. (2022)
 - Is 15% a bit low for electric vehicle goal?

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	9
2	Transition citywide energy use to 100% renewable (2022)	9
3	Complete Shoreline Master Plan & EIR (2022)	8
4	Transition city operations to 100% renewable energy (2022)	7
5	Transition 15% of city fleet to electric. (2022)	7
6	Ban natural gas in new buildings (2022)	5
7	Ban single use plastics (2020)	5
8	Create 2030 GHG goal and roadmap (2020)	2

Takeaway: A majority of respondents want 1000 trees planted by 2021 and the City to transition to 100% renewable energy.

Comments

Project List Suggestions:

New:

- "Conserve green park space in some areas such as Ruby Meadows"
- "Build a city operated recycling center to encourage residents to stop illegal dumping. Main replacement program to upgrade the current water distribution system. Start replacing the current 70% asbestos concrete pipe still in the ground. This work can be done in house within the water department."

Concerns & Questions:

- One commenter sees climate goals and projects as competing with economic development goals.

Priority 4: Improve Infrastructure

Public Input

Dot Votes

Rank	Project	Votes
1	Provide traffic mitigation management	26
2	Improve water/sewer infrastructure	21
3	Provide multi-modal enhancements	18
4	Find partners for upgrades like ferry service or additional funding	14
5	Create technological improvements	6

Takeaway:

Participating community members want to see traffic safety improvement projects explicitly listed. Many also support multi-modal enhancements, especially increasing public transit options and services. However, there are some skeptics who worry this may mean less parking and more congestion. Improvements to water/sewer infrastructure is also supported.

Comments

Project List Suggestions:

Revisions:

- Re: Provide traffic mitigation management
 - "Intersection Mission, D & Jackson is too crowded in AM"

New:

- Numerous comments expressed safety concerns over road infrastructure and design.
 - "Explicitly mention safe (in regards to traffic and roads)"
 - "Jackson and B St. traffic and accidents are bad"
 - "The Loop is a huge problem and will only get worse with more development" (+6)
 - "D. Street to Foothill - lines on the road are very confusing and unsafe" (+1)
 - "Improve Freeway exits (e.g., Southland Mall)"
 - "Synchronize signal light at Mission and Fourth"
- "Sidewalk improvements"
- "Improve public transport and parking"
 - "Free bus services to college campuses"

- "Lease extra city fiber optics so businesses and residents can get away from Comcast & AT&T" (+1)

Concerns & Questions:

- Re: Provide traffic mitigation management
 - "No! Waste of taxpayers' money."
- Re: Provide multi-modal enhancements
 - "Don't close streets to appraise bikes"
- Re: Create technological improvements
 - "Cybersecurity is a waste of money. Skeptical over use of AI."

Staff Input

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	17
2	Provide traffic mitigation management	15
3	Create technological improvements	14
4	Improve water/sewer infrastructure	12
5	Find partners for upgrades like ferry service or additional funding	3

Takeaway:

Priority projects of staff are mainly related to transportation and mobility.

Comments

Project List Suggestions:

Revisions:

- "Include ways for Dept. that have ongoing duties to see themselves in plan."
- Re: Create technological improvements
 - "How about safer exchange zone area in the PD parking lot for modern online transaction exchanges. Citrus heights has it. 24 hour video surveillance "
- Re: Provide traffic mitigation management
 - "Open Highland Blvd completely upper/lower to improve traffic."
 - "Get rid of the loops"
- Re: Improve water/sewer infrastructure

- "Include "Install- capture devices under " Improve infrastructure" to comply with storm water mandate."
- "Main replacement program to help reduce 70% of the asbestos pipe in Hayward water system."
- "Invite Union City & San Leandro to join lift stations and sewer lines for the water high flows on rainy..."
- "Get Water a new tractor with high pressure hydro excavation capabilities and let us keep the old sewer hand-me-down that we currently have too."

New:

- None

Concerns & Questions:

- Re: Find partners for upgrades like ferry service or additional funding
 - "Provide more specificity (ferry project description)"
 - "Ferry? Where that won't impact sea level rise and traffic?"

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	19
2	Provide traffic mitigation management	15
3	Improve water/sewer infrastructure	8
4	Find partners for upgrades like ferry service or additional funding	8
5	Create technological improvements	7

Takeaway: A majority of respondents want to see multi-modal enhancements and traffic mitigation projects.

Comments

None

Priority 5: Improve Organizational Health

Public Input

Dot Votes

Rank	Project	Votes
1	Increase employee home ownership	19
2	Maintain and expand fiscal sustainability	14
3	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	9
4	Use data to help facilitate cross-department collaboration.	9
5	Increase professional development, training, and succession planning	8
6	Find technological solutions to create more efficiencies.	8
7	Perform a resource allocation/staff analysis.	2

Takeaway:

Participating community members didn't have much specific feedback, though there is a general interest in supporting projects that improve organizational health.

Comments

Project List Suggestions:

Revisions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service / Increase professional development, training, and succession planning
 - "Implement additional psychological/mental health training and support programs for Police (+1)"

Concerns & Questions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service
 - "JEDI term is confusing"

Staff Input

Dot Votes

Rank	Project	Votes
1	Increase professional development, training, and succession planning	21
2	Increase employee home ownership	18
3	Perform a resource allocation/staff analysis	15
4	Use data to help facilitate cross-department collaboration	15
5	Maintain and expand fiscal sustainability	10
6	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	8
7	Find technological solutions to create more efficiencies.	6

Takeaway:

Many staff want to prioritize professional development and training, assistance programs that help retain City employee (reduce turnover over cost of living), as well as technological upgrades that create more efficiencies and improve communication.

Comments

Project List Suggestions:

Revisions:

- Re: Find technological solutions to create more efficiencies.
 - A number of staff comments expressed the need for employee issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff)
- Re: Increase professional development, training, and succession planning
 - One comment proposed offering employees memberships to online learning platforms
- Re: Use data to help facilitate cross-department collaboration.
 - "Share information between water utilities + sewer lift stations specifically for wet weather"

- “Work with Fire to look for opportunities to clear easements and possibly create fire breaks – get rid of invasive, non-native, highly flammable eucalyptus trees “
- Re: Maintain and expand fiscal sustainability
 - “Purchase trench plates rather than rent them all the time.”

New:

- There were at least two comments that expressed interest in engaging and mentoring youth interested in public sector careers
 - “Would love to see mentorship programs across the organization with HS students”
 - “Recruit more interns for different Dept's + Divisions”
- “Active transit and or public transit employee commute incentive program”

Concerns & Questions:

- Re: Increase professional development, training, and succession planning
 - One commenter promoted internal skill sharing between City staff and organizations: “Can current staffing support these goals? Create incentives + take on move or cross train/assist”
- A number of comments expressed a need to hire more in-house staff, pointing to employee stress, capacity-stretched departments, and frustrations managing projects outside contractors.
- One commenter expressed concern over inefficiencies and project failures caused miscommunication
 - “So there's a big communication gap between contractors and our project planners you will see a street just overlaid with asphalt and restripped two weeks later. A contractor is digging up a street for more.”

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Maintain and expand fiscal sustainability	15
2	Increase professional development, training, and succession planning	11
3	Perform a resource allocation/staff analysis.	6
4	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	5

5	Increase employee home ownership	5
6	Find technological solutions to create more efficiencies.	3
7	Use data to help facilitate cross-department collaboration.	3

Takeaway: Many respondents want fiscal sustainability maintained and expanded.

Comments

None

Priority 6: Support Quality of Life

Public Input

Dot Votes

Rank	Project	Votes
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement targeted illegal dumping prevention program	19
3	Oversee the rebuild of the South Hayward Youth and Family Center	19
4	Create comprehensive emergency services plan	17
5	Complete Tennyson Corridor landscape beautification	14
6	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	11
7	Complete Jackson Corridor landscape beautification	11
8	Implement Hayward Police Department Community Advisory Panel	10
9	Assess and implement a transition plan to new Main Library facility	9
10	Adopt a Fire Department strategic plan	6

Takeaway:

Projects that support education and crime prevention are general priorities for members of the public who participated.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “YFS should be managed under different dept than PD”

- Re: Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments
 - “Implement additional psychological/mental health training and support programs for Police (+1)”

New:

- Education is a top priority for the public. One comment that said “ Make education the #1 priority / improve schools” received an additional 10 votes.
 - “Work with school district to provide affordable childcare (+2)”
 - “Positive youth programs and activities (+3)”
 - “More support for immigrants (+1)”
- A few comments indicated a desire for greater government transparency and proactive governance that encourage civic participation.
 - “Improve voter turnout”
 - “Take council meetings to the neighborhoods (+2)”
 - “Improve govt transparency and public information / budget transparency, esp around city infrastructure (+3)”
- A few comments asked for increased crime prevention initiatives at:
 - BART (to/from)
 - Parks
- There was a general desire for public spaces and programming
 - One comment suggested temporary activation of empty lots via the creation of community gardens
 - “More Farmer’s Markets”
 - “Diverse community events”
 - More parks and community spaces according to a couple of comments
- “Offer more access to vaccines”

Concerns & Questions:

- Numerous comments and votes reiterated a general concern over crime and safety in Hayward.
- Food insecurity is not addressed
- High cost of living is not addressed

Staff Input

Dot Votes

Rank	Project	Votes
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	14
3	Create comprehensive emergency services plan	11
4	Implement targeted illegal dumping prevention program	10
5	Complete Tennyson Corridor landscape beautification	8
6	Implement Hayward Police Department Community Advisory Panel	7
7	Oversee the rebuild of the South Hayward Youth and Family Center	6
8	Assess and implement a transition plan to new Main Library facility	5
9	Complete Jackson Corridor landscape beautification	4
10	Adopt a Fire Department strategic plan	1

Takeaway:

Priority project: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “ Invite the low income neighborhoods + communities to inform educate”
- Re: Implement targeted illegal dumping prevention program
 - “Add on utilities bills information [about] how illegal dumping can be slow down make people aware of Big Fire”

- Re: Create comprehensive emergency services plan
 - “Ask neighbor cities for emergency plans floods earthquakes fires”
 - “[Hire] safety coordinator”

New:

- Identify opportunities for the creation of more open space
 - “Moratorium on building on the Hayward Hills”

Concerns & Questions:

- Re: Oversee the rebuild of the South Hayward Youth and Family Center
 - “Is Matt Jimenez Community Center a part of South Hayward Youth & Family Rebuild?”
 - “Matt Jimenez Community Center is fairly new and in good shape”
- Re: Assess and implement a transition plan to new Main Library facility
 - “Isn't it too late to “assess & implement transition plan to new library? We already transitioned.”

Online Survey (Mixed)

Dot Votes

Rank	Project	Vote s
1	Implement targeted illegal dumping prevention program	10
2	Create comprehensive emergency services plan	10
3	Oversee the rebuild of the South Hayward Youth and Family Center	7
4	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	5
5	Adopt a Fire Department strategic plan	5
6	Complete Jackson Corridor landscape beautification	5
7	Complete Tennyson Corridor landscape beautification	5
8	Implement Hayward Police Department Community Advisory Panel	4
9	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	3
10	Assess and implement a transition plan to new Main Library facility	2

Takeaway:

The priority project for respondents was to implement a targeted illegal dumping prevention program and create a comprehensive emergency services plan.

Comments**Project List Suggestions:**

New:

- Two commenters want to see more public art (“not just murals) and cultural events

Concerns & Questions:

None