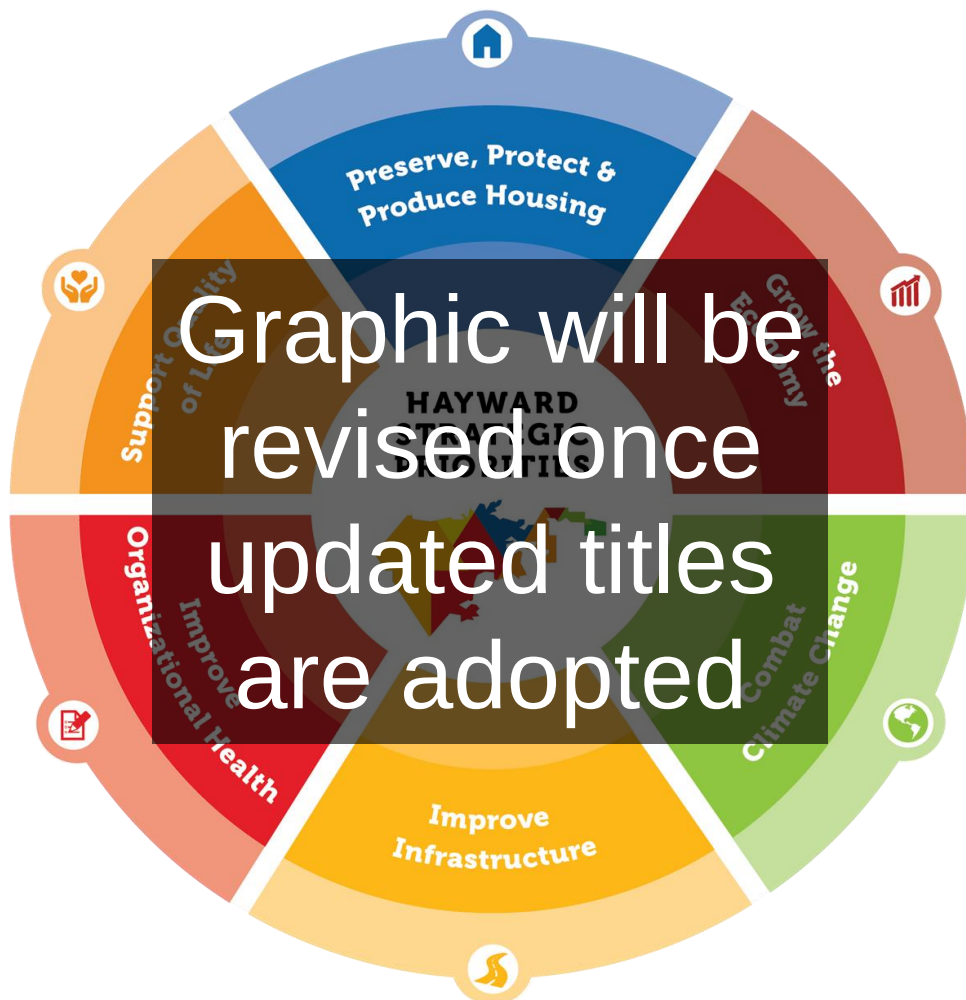




City of Hayward Strategic Roadmap FY2021 to FY 2023

Updated [DATE], 2022



City Council adopted the original Roadmap on January 28, 2020.
City Council adopted this updated Roadmap on [DATE], 2022.

About the Roadmap

The Roadmap starts with a shared Hayward vision for 2024. From that shared vision, we identified six core priorities required to achieve the vision. To accomplish each priority, we developed key projects, named responsible departments, and created a timeline.

Strategic 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.

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 city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City is streamlining processes and using technology more effectively to provide better customer service. Hayward is also developing important partnerships between education institutions, 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.

Strategic Priorities

The critical focus areas to achieve the vision.



Enhance Community Safety & Quality of Life

- Community-based response models
- Emergency preparedness
- Cleanliness and blight reduction
- Library and educational programs
- Celebrate heritage & confront inequities



Preserve, Protect & Produce Housing For All

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



Confront Climate Crisis & Champion Environmental Justice

- Reduce greenhouse gases and dependency on fossil fuels
- Promote a circular economy
- Mitigate climate crisis impacts through resilient design



Invest in Infrastructure

- Multi-Modal Transportation
- City-Owned Facilities & Property
- Water Supplies, Sanitation & Sewers
- Community-wide Internet Infrastructure & Access



Grow the Economy

- Invest in the future through businesses support services
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors



Strengthen Organizational Health

- Fiscal sustainability
- Employee engagement and retention
- Communications, transparency, and community engagement
- Safe & collaborative work environment

Racial Equity Focus Projects

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

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



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

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

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

Strategic Roadmap FY2021 to FY2023 Project List



Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project ✧ = Needs Funding ☉ = Statutory Requirement ✓ = Completed → = Continuous **Bold (X)** = Y3 Work Plan

Projects		Y1	Y2	Y3	Y3+	Lead	Support
Support Safety through Community-Centered Response and Enforcement Models							
Q1	Assess findings from County's comprehensive assessment teams (CAT) pilot in preparation to roll out permanent program outside of County	✓				PD, FD	LB, CS
Q2	Implement a vaping ban	✓				DS	
Q3	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice	✓	→	→	→	PD	
Q4	Implement Hayward Police Department Community Advisory Panel	✓	→	→	→	PD	
Q5	Community Safety Public Engagement and Policy Innovation Workshop Pilots/Projects						
Q5a	Conduct community engagement and public polling to understand community concerns	✓				CM, PD	All
Q5b	Implement Policy Innovation Workshop to design potential policy solutions	✓				CM, PD	All
Q5c	Implement Dispatch Needs Assessment and Capacity ✦			X		CM, FD, PD	
Q5d	Pilot Behavioral/Mental Health Coordinator Position ✦			X		CM, FD, PD	
Q5e	Implement Pilot Mobile Mental Health Response Team ✦			X		CM, FD, PD	
Q5f	Implement District Command Behavioral Health Clinician ✦			X	→	CM, FD, PD	
Q5g	Community Feedback and Complaint Liaison ✦			X		CM, PD	CA
Q5h	Implement CSO Response to Property Crimes ✦			X	→	PD	
Q5i	Implement HPD Training Curriculum Working Group ✦			X		PD, HR, CM	
Q5j	Implement Neighborhood Participatory Budgeting ✦			X		CM, Fin	
Q6	Bring work session to Council on gun control options			X			
Support Safety through Emergency Preparedness, Planning, and Response							
Q7	Covid-19 Response						
Q7a	Establish Graffiti Relief Program	✓				DS	
Q7b	Launch and run Food Distribution Operation ✦	✓				CM, CS	FD, MS
Q7c	Launch and run Covid-19 Testing and Vaccine Operations ✦	✓	→			FD	MS
Q7d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci	✓				FD	All
Q8	Conduct a 'risk & resilience' assessment of water system and update emergency response plan ☉	✓				PW	FD
Q9	Update comprehensive emergency services plan for community and staff			X		FD	MS, PW, PD
Q10	Update and adopt Fire Department strategic plan			X		FD	
Q11	Expand emergency shelter sites in Hayward*		✓	→	→	HS	FD
Invest in Cleanliness and Reduce Blight							
Q12	Create and implement Interdepartmental Homeless Encampment Task Force	✓	→	→	→	CS, DS, PD, HS, MS	
Q13	Adopt and Enforce Vacant Building Property Ordinance**	✓	→	→	→	DS	
Q14	Engage owners of vacant building properties and encourage activation of vacant sites ✧**			X		ED	

Strategic Roadmap FY2021 to FY2023 Project List



Enhance Community Safety and Quality of Life

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Q15	Revamp community preservation ordinance to combat blight and enhance neighborhood livability **			X	→	DS	
Q16	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	CA, DS, PW, FD, PD, MS
Q17	Implement targeted illegal dumping prevention programs						
Q17a	Operation Clean Sweep	✓	→			MS	
Q17b	Pilot programs and analysis ✦			X		MS	PD
Q17c	Roll out permanent program (if funded) ✧					MS	PD
Enhance Library, Educational, and Neighborhood Programs							
Q18	Implement Census 2020 community engagement	✓				CM, LB	CS
Q19	Plan library operations and hours to leverage the new facility						
Q19a	Launch library Curbside Service	✓	→			LB	
Q19b	Expand online Library programming offerings	✓	→	→	→	LB	
Q19c	Launch Bookmobile Program ✧		✓	→	→	LB	MS
Q19d	Conduct survey of library hours need and analysis of use		✓			LB	
Q19e	Conduct stage one of strategic planning and implementation ✦			X		LB	
Q20	Negotiate updated Master Lease Agreement with Hayward Recreation and Park District ✦			X		CM	CA
Celebrate Hayward's Heritage & Confront Racial Inequities							
Q21	Work across Strategic Roadmap priorities to include racial equity lens (see Exhibit A) ✦			X		CM, GARE	All
Q22	Onboard more staff to join the Government Alliance for Racial Equity (GARE) staff team ✦			X		CM, GARE	All
Q23	Create an internal racial equity training program and policy ✦			X		CM, GARE	All
Q24	Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage ✦			X		CM	LB, MS
Q25	Work with the survivors and descendants of Russell City to determine appropriate restitution ✧ ✦			X		CM	
Q26	Create a needs assessment that identifies culturally competent ways to recognize the contributions of BIPOC Hayward residents through murals, signages, roadway improvements, and other City projects ✧ ✦			X		CM	

Strategic Roadmap

FY2021 to FY2023 Project List



Preserve, Protect, and Produce Housing for All

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Invest in programs to house and support people experiencing homelessness							
H1 Sustain the Navigation Center to House and Support the People Experiencing homelessness							
H1a	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring) ✦	✓	→	→	→	CS	
H1b	Identify Sustainability funding source for the navigation center	✓	→	→	→	CS	FN
H1c	Oversee operations of the Navigation Center Annex (i.e. funding administration, contract management, data collection, and performance monitoring) ✦			X		CS	
H2 Implement Let's House Hayward: the Homelessness Reduction Strategic Plan							
H2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	✓				CS	HS, PL, PD, M
H2b	Pilot Shallow Subsidy Program ✦			X		CS	
H2c	Explore Safe Parking Site ✦			X		CS	
H2d	Leverage partnerships to support the creation of eligible home key projects, including hotel conversations ✦			X		CS	
H3	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature) ✦	✓	→	→	→	CS	DS, H, PD
Incentivize housing production for all							
H4 Implement housing incentives and production work plan in accordance to state housing limits							
H4a	Explore moderate-income financing model	✓				HS	
H4b	Amend Density Bonus Ordinance ⊕ ✦			X		DS	
H4c	Develop updated residential objective standards in response to recent State housing legislation to allow residential properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation ✦			X		DS	
H4d	Explore program to convert tax-defaulted properties to affordable housing ✦			X		HS	
H4e	Create marketing materials for incentivizing housing production ✦			X		HS	
H4f	Update Accessory Dwelling Unit (ADU) ordinance ⊕ ✦					DS	
H5 Evaluate the Affordable Housing Ordinance							
H5a	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	✓				HS	
H5b	Hold work session for potential revisions ✦			X		HS	
H6 Expend the Affordable Housing Trust funds							
H6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	✓				HS	
H6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities ✦					HS	

Strategic Roadmap

FY2021 to FY2023 Project List



Preserve, Protect, and Produce Housing for All

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
H7 Pursue state housing funding opportunities							
H7a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	✓	→	→	→	HS	All
H7b	Apply for state housing funding to support strategic partnerships and Council priorities	✓	→	→	→	HS	All
H8	Update the Housing Element ⊕ ✦			X		DS	
Protect the affordability of existing housing							
H9 Recommend updates to the Rent Stabilization Ordinance							
H9a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments	✓				HS	
H9b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	✓	→	→	→	HS	
H9c	Implement Tenant Relocation Assistance Ordinance adopted after 6 month Update ✦		✓	→	→	HS	
H9d	Tenant Relocation Emergency Fund ✦			X		HS	
H10	Implement a Soft Story Ordinance		✓	→	→	DS	
H11 Covid-19 Response							
H11a	Implement and monitor eviction moratorium	✓				HS	
H11b	Implement CV-19 rent relief program	✓				HS	
H11c	Analyze alternative rent increase thresholds	✓				HS	
H11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID	✓				HS	
H11e	Allocate and administer CDBG-CV funding for homelessness and housing services ✦	✓				CS	H
H11f	Foreclosure Prevention Program ✦			X	→	HS	
H11g	Wealth Building/ Universal Income Program ✦			X	→	HS	

Strategic Roadmap

FY2021 to FY2023 Project List



Confront Climate Crisis & Champion Environmental Justice

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Reduce greenhouse gases and dependency on fossil fuels							
C1	Ban natural gas in new residential buildings	✓				PW	DS
C2	Require EV charging infrastructure in new construction	✓				PW	DS
C3	Adopt and implement the 2019 Building Code & Fire Code	✓				DS	FD
C4	Transition electricity use in city operations to 100% renewable energy		✓			PW	MS
C5	Adopt & implement 2030 GHG Goal & Roadmap along with other General Plan Elements ✧✦			X	→	PW	DS
C6	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities					MS	PW
C7	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers))			X	→	MS	DS
C8	Transition 15% of total city fleet to EV/hybrid models ✧			X		MS	PW
C9	Work with EBCE to transition citywide electricity use to 100% carbon free					PW	MS
C10	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)					PW	DS, ED
Reduce waste by promoting a circular economy							
C11	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts		✓			PW	DS
C12	Conduct outreach regarding AB1276 - single-use disposables			X		PW	DS
C13	Explore funding opportunities to increase the circular food economy in Hayward as part of the Alameda County All in Eats Initiative ✦			X		CM	PW, CS
Mitigate climate crisis impacts through resilient design and community engagement							
C14 Shoreline Master Plan							
C14a	Complete Shoreline Master Plan	✓				DS	PW
C14b	Implement Shoreline Master Plan, including mitigating sea level rise in the industrial corridor through building requirements and outreach			X	→	DS	PW
C15	Update Tree Preservation Ordinance			X		DS	MS
C16	Pursue on water conservation measures like increasing recycled water supplies			X		PW	

Strategic Roadmap

FY2021 to FY2023 Project List



Invest in Infrastructure

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Invest in Multi-Modal Transportation							
N1 Improve access and mobility in downtown Hayward							
N1a	Implement downtown parking plan	✓				PW	MS
N1b	Prepare Downtown Specific Plan Implementation Plan					PW	DS
N2 Implement major corridor traffic calming initiatives							
N2a	Complete Hayward Boulevard feasibility study					PW	
N2b	Implement Hayward Boulevard traffic calming plan					PW	
N2c	Complete Tennyson Road feasibility study					PW	
N2d	Implement Tennyson Boulevard traffic calming plan					PW	
N2e	D Street Traffic Calming Plan Feasibility Study					PW	
N2f	Implement D Street Traffic Calming Plan					PW	
N2g	Patrick Ave Complete Street Improvements			X		PW	
N2h	Campus Drive Traffic Calming			X		PW	
N3	Develop and submit a Traffic Impact Fee		✓			PW	
N4 Increase transit options and ridership							
N4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	✓	→	→	→	PW	CS
N4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	✓	→	→	→	PW	DS
N4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	✓	→	→	→	PW	DS
N4d	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel	✓	→	→	→	DS	
N4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward	✓	→	→	→	CM	
N5 Maintain and improve pavement							
N5a	Maintain Pavement Condition Index (PCI) at 70 ✦	✓	→	→	→	PW	
N5b	Prepare OHHA pavement improvement program design and financing structure	✓				PW	
N5c	Construct various OHHA pavement improvements		✓	→	→	PW	
N6	Develop a micro-mobility policy (eBikes, eScooters)			X		PW	
N7 Improve Mission Boulevard as a key 'Gateway to the City'							
N7a	Complete construction of Mission Boulevard Phase 2	✓				PW	
N7b	Explore funding of Mission Boulevard Phase 2 and Linear Park			X		PW	
N7c	Complete design of Mission Boulevard Phase 3 and construction ✦			X	→	PW	
N8 Implement the Bike & Ped Master Plan							
N8a	Add 2 miles of sidewalks per year ✦	✓	→	→	→	PW	
N8b	Add 10 lane miles of bike lanes per year	✓	→	→	→	PW	
N8c	Assess Safe Routes to School	✓	→			PW	
N8d	Implement Safe Routes School ✦			X	→	PW	
N8e	Assess Safe Route for Seniors in the downtown area			X		PW	

Strategic Roadmap FY2021 to FY2023 Project List



Invest in Infrastructure

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
N8f	Implement Safe Route for Seniors in the downtown area ✦			X		PW	
N8g	Conduct a feasibility study of Jackson Street Improvements ✦					PW	
N9	Expand EV charging infrastructure for city fleet and employees						
N9a	Conduct analysis of future demand	✓				MS	PW
N9b	Construct additional EV charging facilities ✦			X		MS	PW
Invest in City Facilities & Property							
N10	Construct the fire station and Fire Training Center			X		PW	FD
N11	Investigate major municipal building upgrade needs						
N11a	Conduct a site and cost analysis of a new Police building					PW	PD
N11b	Conduct a needs assessment of upgrading the Corp Yard					PW	MS
N11c	Investigate funding options for new Police building and Corp Yard					CM	PW, FN
N12	Upgrade and maintain Airport infrastructure and facilities						
N12a	Rehabilitate the pavement in phases	✓	→	→	→	PW	
N12b	Design and construct capital improvements to Airport hangars	✓	→			PW	
N12c	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways					PW	
N12d	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L					PW	
N13	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)						
N13a	Finalize financing ✦			X		CM	LB, CS
N13b	Design and construct center ✦			X	→	PW	CM
N13c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor ✦			X	→	CM	LB, CS
N14	Complete La Vista Park						
N14a	Design La Vista Park			X		PW	
N14b	Construct La Vista Park			X	→	PW	
N15	Complete gateway and corridor landscape beautification ✦						
N15a	Complete Tennyson corridor landscape beautification	✓	→			MS	PW
N15b	Complete Jackson corridor landscape beautification			X		MS	PW
N16	Evaluate options for adding bathrooms to Heritage Plaza					PW	LD
N17	Corporation Yard renovation and building safety upgrades - COVID recovery			X			
Invest in Water Supplies, Sanitation Infrastructure & Storm Sewers							
N18	Upgrade water system infrastructure						
N18a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal			X		PW	FIN
N18b	Replace an average of 3 miles of water pipelines annually			X	→	PW	
N19	Update Water Pollution Control Facility Phase II Plan						
N19a	Design the upgrade			X		PW	
N19b	Construct the upgrade					PW	
N20	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually			X		PW	

Strategic Roadmap

FY2021 to FY2023 Project List



Invest in Infrastructure

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
N21	Implement phase 2 of solar project and investigate interim usages of additional energy	✓	→	→	→	PW	
N22	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
N22a	Install trash capture devices	✓	→	→	→	PW	
N22b	Perform related trash reduction activities	✓	→	→	→	PW	
N23	Expand recycled water facilities						
N23a	Complete RW project construction (initial phase)	✓				PW	
N23b	Develop a Recycled Water Master Plan			X		PW	
Invest in Community-Wide Internet Infrastructure and Access							
N24	Dark Fiber Optic Infrastructure to Improve Broadband						
N24a	Finalize implementation of dark fiber optic infrastructure grant	✓	→			CM	
N24b	Complete installation of dark fiber optic infrastructure	✓	→			PW	IT
N24c	Investigate the use of dark fiber optic infrastructure	✓	→			IT, PW	
N25	Provide technology devices and hotspots through the Library's Tech Lending program ✦			X	→	CM	
N26	Digital Divide Community Survey ✦			X		CM	

Strategic Roadmap

FY2021 to FY2023 Project List



Grow the Economy

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Strengthen marketing to support Hayward businesses							
E1 Update and implement a marketing plan, including an Opportunity Zone campaign							
E1a	Update the marketing plan	✓				ED	CMR
E1b	Implement the marketing plan		✓	→	→	ED	CMR
Invest in programs that support Hayward business and workers							
E2	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants	✓	→	→	→	ED	
E3	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	✓	→	→	→	DS	
E4	Develop and implement a local minimum wage ordinance	✓				ED	
E5	Revise alcohol use regulations to support existing and encourage more full-service restaurants			X		DS	
E6 COVID-19 Pandemic Response							
E6a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit requirements to be consistent with evolving health orders	✓	→			ED	
E6b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program	✓	→			DS, ED	CMR
E6c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments	✓				ED	CA
E6d	Sidewalk Vendor Ordinance			X		DS	
E7 COVID-19 Pandemic Recovery Business Assistance							
E7a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for black and other minority-owned business. ✦	✓	→			ED	
E7b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms		✓			ED	
E7c	Outdoor Gathering Permit established	✓	→			DS	
E7d	Outdoor Dining Permit established	✓	→			DS	
E7e	Temporary Outdoor Business Activities Permit	✓	→			DS	
E7f	"Get Digital" - Direct Technical Assistance to Small Business to Compete with Online Retailers ✦			X		ED	
E7g	"Restaurant Relaunch" - Technical Assistance for Adapting to Post COVID-19 Market Trends, Safety Requirements ✦			X		ED	
E7h	Small Business Assistance Grants - Grants to Businesses with 10 or Fewer Employees ✦			X	→	ED	
E7i	"Hayward Restore & Reopen Facade Program" - Grants and Loans to improve blighted storefronts, centers and corridors ✦			X	→	ED	

Strategic Roadmap FY2021 to FY2023 Project List



Grow the Economy

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Grow workforce development pipelines							
E8	Strengthen workforce development pipelines						
E8a	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses		✓	→	→	ED	
E8b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department					ED	
E8c	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline					ED	
E8d	Devise plan to maximize workforce development pipelines					ED	
E8e	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber					ED	
Strategically dispose of City property							
E9	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
E9a	Complete deconstruction	✓				CM	DS, PW
E9b	Commence discussions on property redevelopment	✓				CM	DS
E9c	Finalize disposition & development agreement			X		CM	DS
E9d	Implement disposition & development agreement			X	→	CM	DS
E10	Facilitate disposition and development of Route 238 Corridor lands ☉						
E10a	Finalize planning on redevelopment of 6 remaining parcel groups			X	→	CM	DS
E10b	Finalize disposition & development agreements for all parcels			X	→	CM	DS
E10c	Implement disposition & development agreements for all parcels					CM	DS
Invest in Plans and Programs that Create Thriving Commercial Corridors							
E11	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	✓				DS	
E12	Explore a public art program and prioritize gateway locations ✦			X	→	DS	
E13	Explore an outdoor marketplace that allows for a variety of vendors			X		CM	

Strategic Roadmap FY2021 to FY2023 Project List

Grow the Economy

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Projects		Y1	Y2	Y3	Y3+	Lead	Support
Strengthen Fiscal Sustainability							
R1	Maintain and expand fiscal sustainability						
R1a	Evaluate an increase to the Transient Occupancy Tax	✓				FIN	
R1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs	✓	→	→	→	FIN	
R1c	Redo the Business License Tax					FIN	
R2	Budget changes due to Covid-19						
R2a	Amend Budget to account for economic loss due to pandemic	✓	→			FIN	All
R2b	Apply for FEMA reimbursement	✓	→			FIN	All
Invest in Employee Engagement, Professional Development and Retention							
R3	Continue to support and build capacity for lean innovation throughout the organization	✓	→	→	→	CM	All
R4	Create Human Resources Department Strategic Plan			X		HR	All
R4	Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts ✦						
R4a	Develop talent acquisition plan for citywide and critical positions			X		HR	All
R4b	Develop and Implement a Recruitment and Re-engineering Plan				*	HR	All
R5	Increase employee homeownership by rolling out a down payment assistance program for City Staff	✓				FIN	HR, CM
R6	Re-engineer performance management process to align with organizational values		✓	→	→	HR	All
R7	Continue employee engagement initiatives and develop employee recognition program(s)		✓	→		HR, CM	
R8	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience						
R8a	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
R8b	Develop a template/checklist departments can use to standardize and ease on-boarding				*	HR	All
R8c	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
R9	Develop talent development initiatives and training platform						
R9a	Develop training academy to cultivate leadership skills				*	HR	All
R9b	Develop training calendar to expand and share resources citywide				*	HR	All
R9c	Explore a path to higher education for employees (i.e: working scholar’s)				*	HR	All
R9d	Develop an employee initiated talent development plan involving interdepartmental representation				*	HR	All
R10	Develop a managerial course to cultivate leadership skills						

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R10a	Identify training areas				*	HR	All
R10b	Roll out pilot course				*	HR	All
R10c	Integrate with performance evaluations				*	HR	All
R10d	Centralize training platforms to reap greater use and efficiencies				*	HR	All
R11 Employee Wellness during Covid-19							
R11a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol	✓	→			HR	
R11b	Develop and Implement a COVID-19 Testing Protocol	✓	→			HR	
R11c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan	✓	→			HR/MS	ALL
R11d	Enhance and Implement a more rigorous Employee Wellness Program				*	HR	
Expand Communications, Transparency, and Community Engagement							
R12	Create a language accessibility policy and program ✦			X	→	CM, GARE	All
R13	Maintain and expand communications efforts to better inform and gather input from the community						
R13a	Conduct a website audit and update		✓			CMR	
R13b	Conduct a public opinion survey on the Transient Occupancy Tax	✓				CMR	
R13c	Inform the public about the 2020 Census	✓				CMR	
R13e	Relaunch In the Loop - Internal Newsletter		✓	→		CMR	
R13f	Issue an RFP for translation services ✦			X	→	CMR	
R13g	Explore using additional social media channels to broadcast City Council Meetings	✓	→			CMR	
R13h	Create a CRM operations desk manual		✓			CMR	
R13i	Conduct the Biennial Resident Satisfaction Survey		✓			CMR	
R13j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	✓	→			CMR	
R14	Conducted additional outreach during the Boards & Commissions recruitment to build on the Measure OO charter amendment ✦	✓	→	→		CC	
Invest in an Efficient, Safe & Collaborative Work Environment							
R15	Increase security footprint and reduce system outages						
R15a	Establish an Information security awareness training and outreach program	✓	→			IT	
R15b	Upgrade water utility technology			X		PW	IT
R16	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 community members (data-driven)						
R16a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					FN	IT
R16b	Implement new online planning and permitting solution			X		DS	PW, IT
R17	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						

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R17a	Improve IT asset management program					IT	
R17b	Establish new mobile device management solution			X		IT	
R18	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
R18a	Replace aging fiber optic lines between City facilities	√	→	→	→	IT	
R18b	Upgrade City network connections and speeds					IT	
R19	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
R19a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.			X		FN	IT
R20	Remote work updates due to Covid-19						
R20a	Develop and Implement a Virtual Training/Resource Communication Strategy				*	HR	All
R20b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment	√	→	→	→	IT	

**Revisiting these Items - Timing TBD based on findings from HR Strategic Plan*