

**SPECIAL CITY COUNCIL
WORK SESSION MEETING
TUESDAY, DECEMBER 17, 2019**

PRESENTATION

WORK SESSION ITEM #1 WS 19-065

**WORK SESSION ON CITY OF HAYWARD THREE-
YEAR STRATEGIC ROADMAP (FISCAL YEAR
2021 - FISCAL YEAR 2023)**



City of Hayward Strategic Roadmap Update

December 17, 2019

Jm Rettew, VP Strategy
Cristelle Blackford, Chief Engagement Officer

 **CivicMakers**

Agenda

The Journey to Get Here

01

Community and Staff Engagement

02

Vision, Priorities & Projects Update

03

Next Steps

04



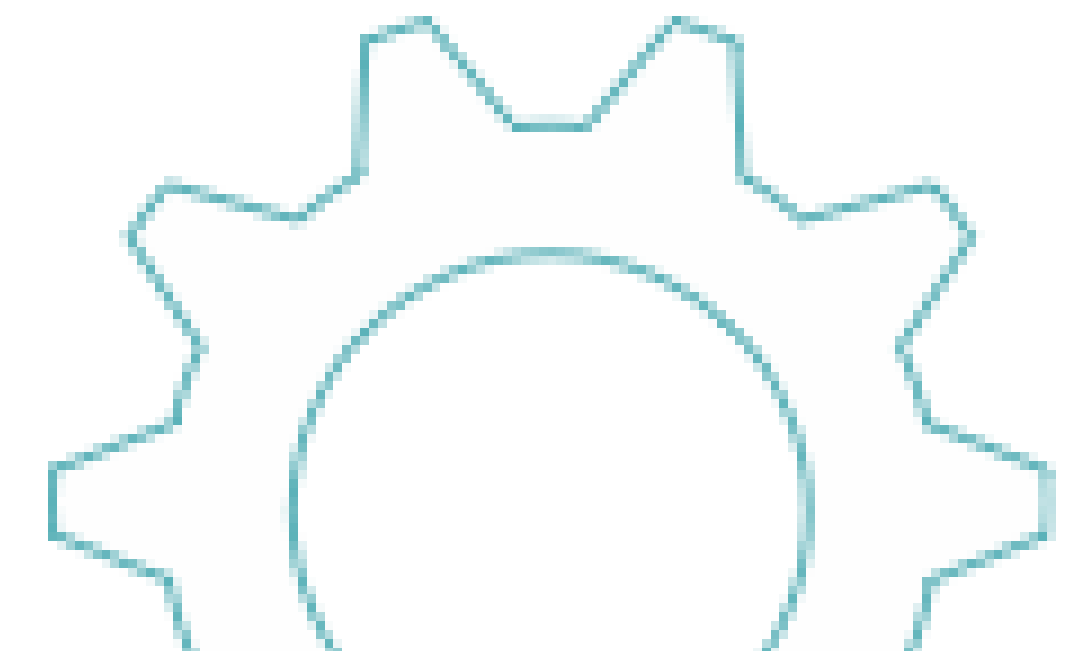
Definitions

Strategic Roadmap - A concise summary of where the City wants to go in the near future and how it plans to get there

- **Vision** - A clear, specific, compelling picture of what the city (external) & organization (internal) will look like in three years
- **Priorities** - The top areas of focus to achieve the vision
- **Projects** - The main activities to achieve each priority



The Journey to Get Here



Where Are We?

Council Input

Hold Council retreat to understand their vision and priorities.

May 2019

Staff Input

Hold E-Team meeting, two focus groups and seven small group staff interviews.

Sept 2019

- Two focus groups
- Seven intvs
- E-Team Mtg

Joint Council E-Team Workshop

Finalize preliminary vision, priorities, projects, and metrics.

Oct 2019

Community & Staff Input

Get community and staff feedback on preliminary vision & priorities.

Oct/ Nov 2019

- Management mtg
- Staff gallery walks
- Community pop-ups
- Cross dept project meetings

Council & E-Team Review

Council & E-Team review the projects to gauge capacity and interest.

Dec 2019

- Final capacity and funding check with departments
- Council work session

Finalize Report

Write up a final strategic roadmap that will guide the city for the next 3-5 years.

Jan 2020

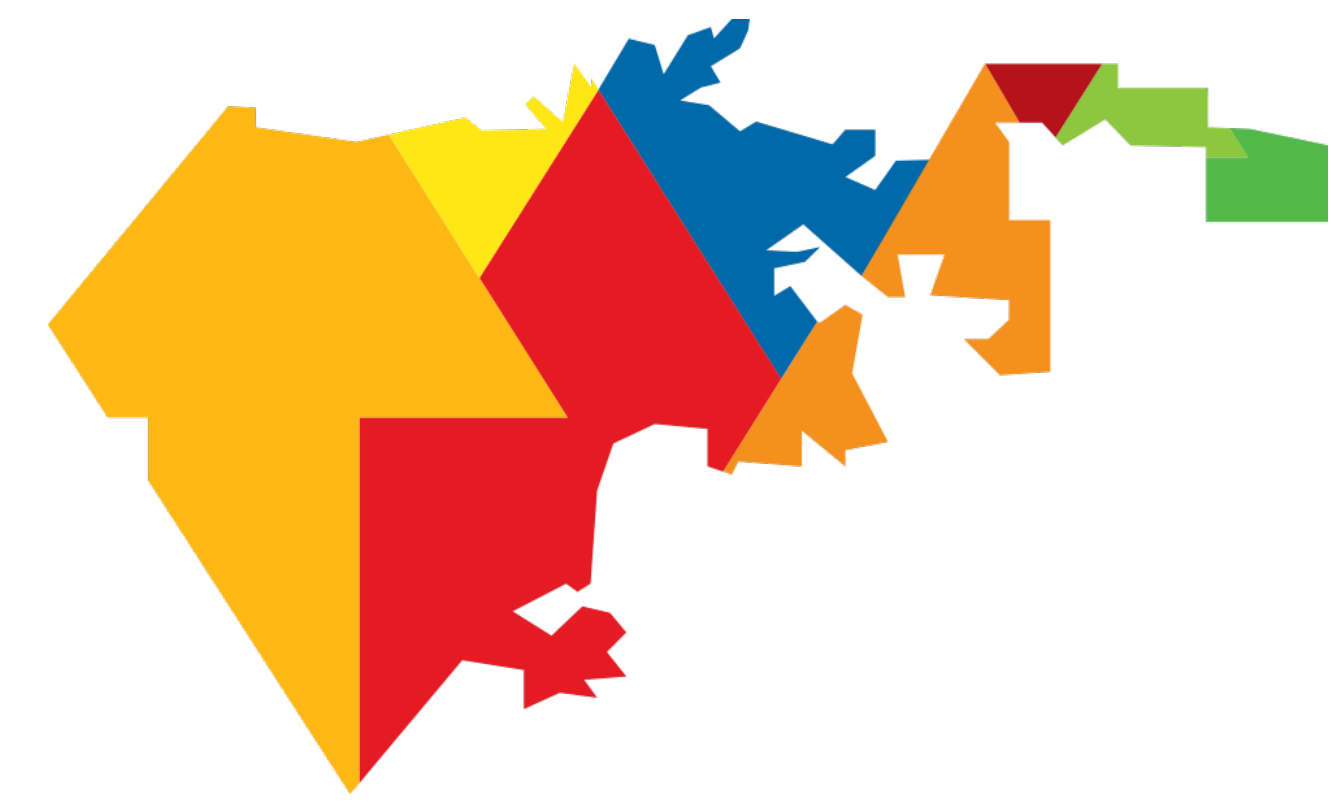
- Council approval

Execution Push

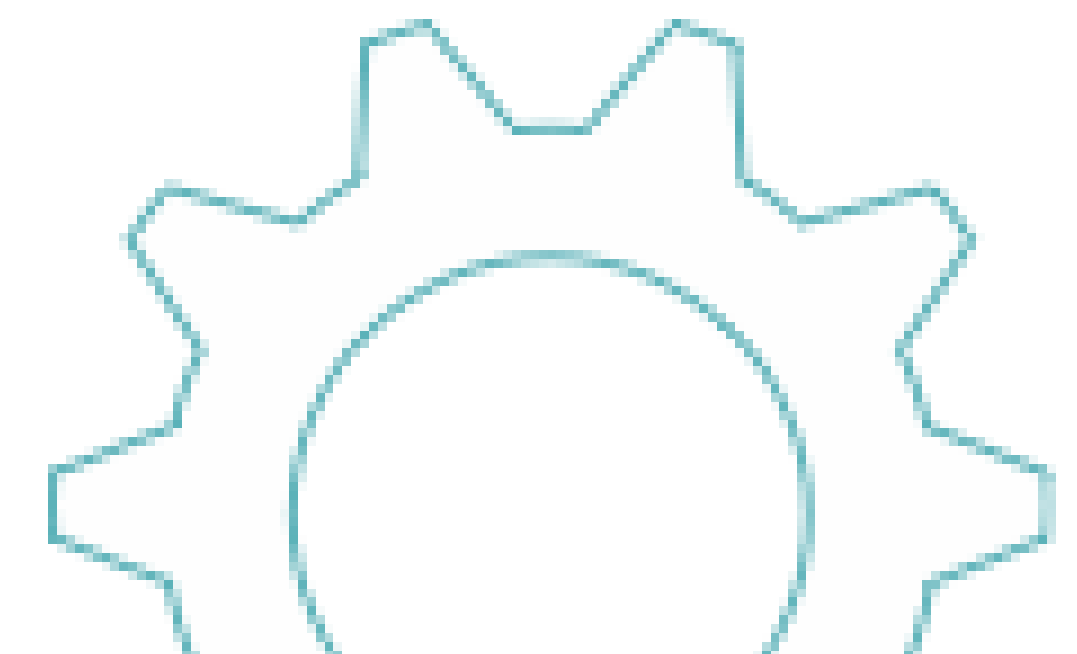
Integrate plan into budgeting, dashboards, prioritization sprints, and long-term schedule.

Feb 2020

- Quarterly review meeting
- Budget meeting
- Metrics
- Prioritization sprint coordination

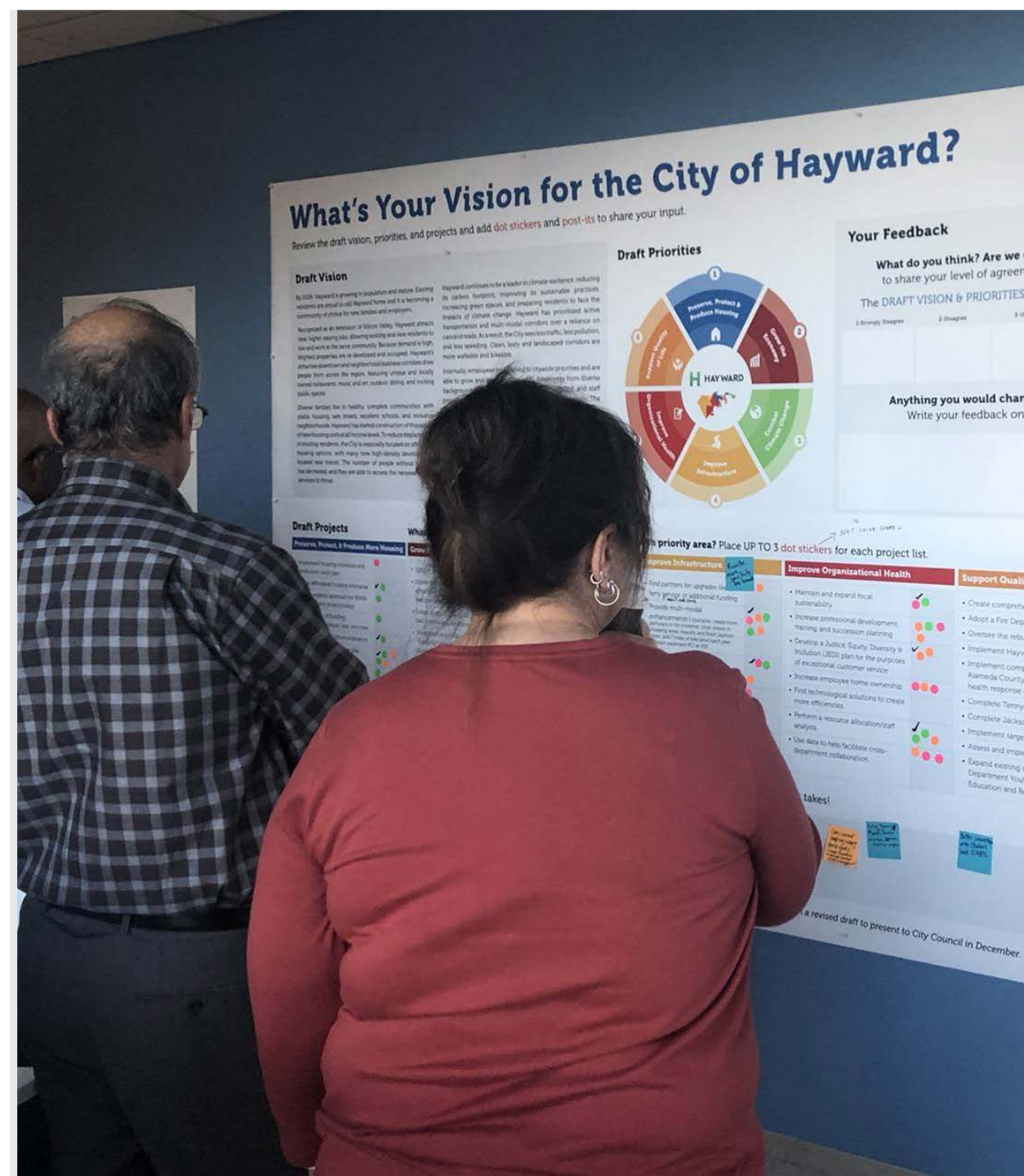


Community & Staff Engagement



Community Pop-Ups & Online Survey (130+ participants)

Weekes Library
Farmers Market
CSUEB



Staff Pop-Ups (50+ participants)

City Hall
Library
Airport
Corp Yard
Water Pollution
Control Facility

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.



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

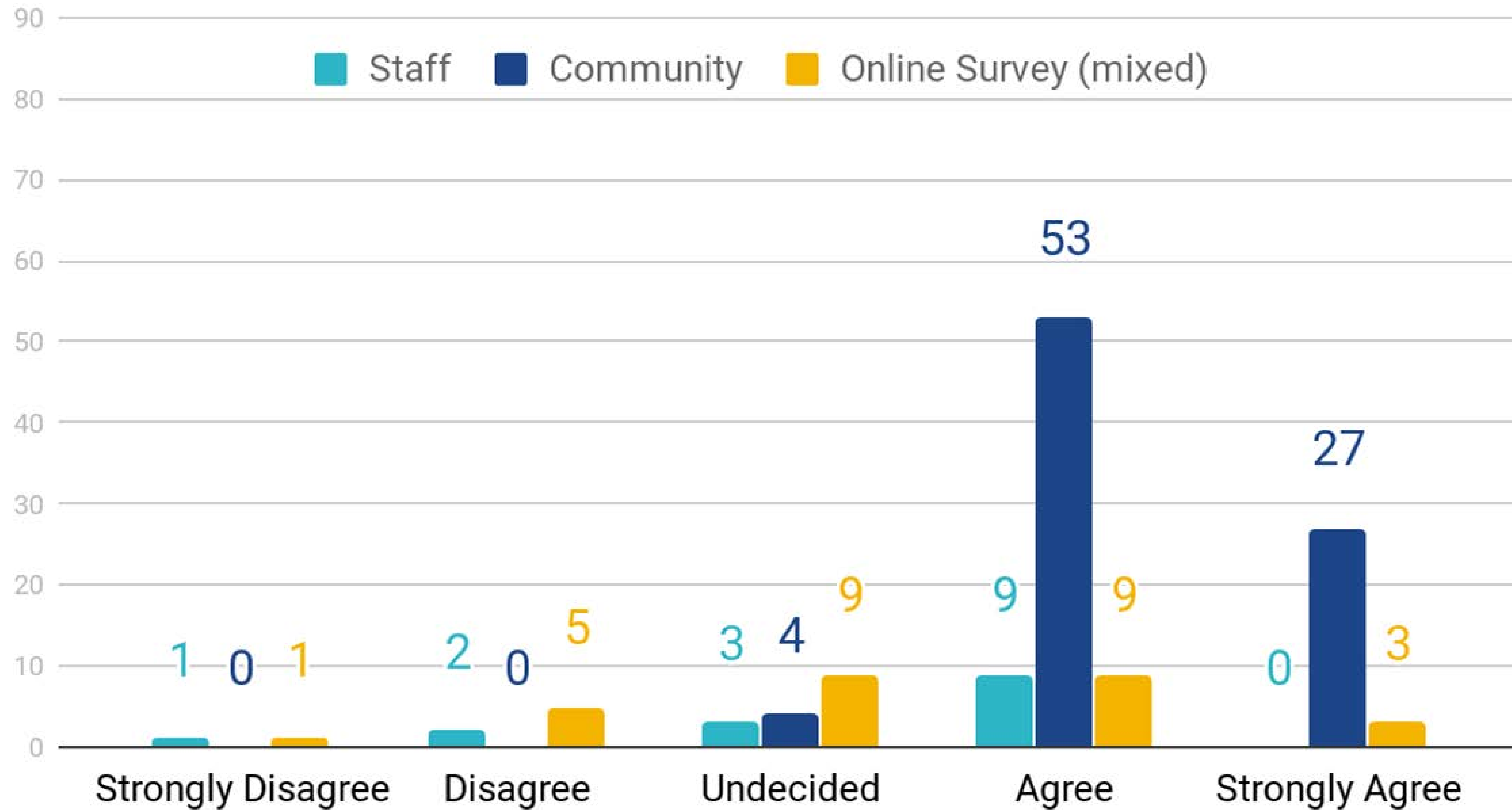
What do you think are the top 3 most important projects for each priority area? Place UP TO 3 dot stickers for each project list.

Preserve, Protect, & Produce More Housing	Grow the Economy	Combat Climate Change	Improve Infrastructure	Improve Organizational Health	Support Quality of Life
<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) 	<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 PCI at 70% Create technological improvements Example: 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 Terryson 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 missing? Write your feedback on as many post-its as it takes!

Most People Agreed with the Vision & Priorities



Themes - Community

Preserve, Protect, and Produce More Housing

Reduce homelessness (37)

Revise affordable housing ordinance (26)

Grow the Economy

Get rid of bad commercial landlords (20)

(+) Create a thriving local business environment

Combat Climate Change

Plant 1000 trees a year (36)

Ban single use plastics (26)

Transition citywide energy use to 100% renewable (26)

Improve Infrastructure

Provide traffic mitigation management (26)

Themes - Community

Support Quality of Life

Plant 1000 trees a year (36)

Life skills education and restorative justice in youth family services (21)

Targeted illegal dumping prevention program (19)

Rebuild South Hayward Youth & Family Center (19)

(+) Improve public education in Hayward

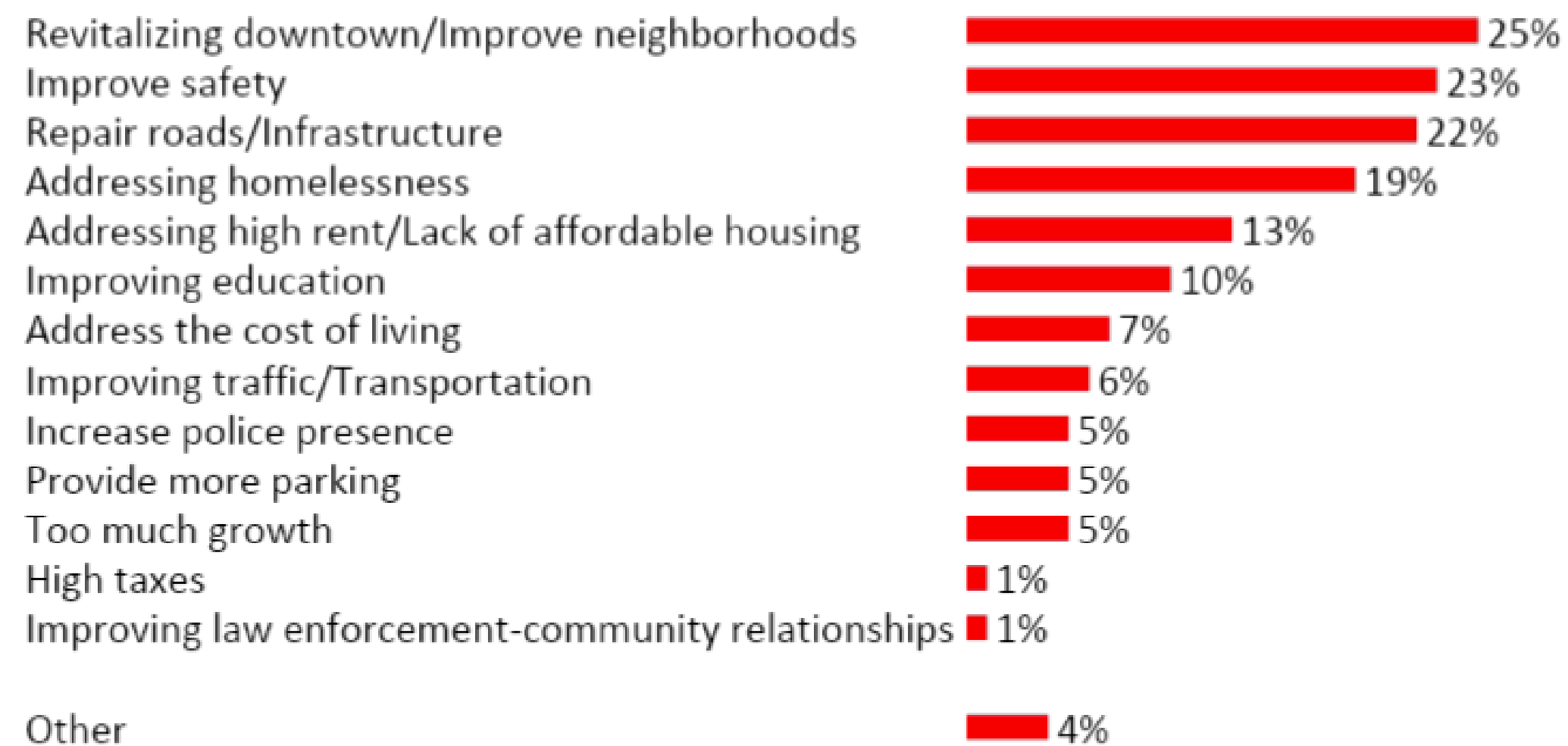
(+) Increase transparency and community engagement

(+) Address crime to make Hayward safer

Themes – Consistent with Community Survey

Those who are not satisfied with quality of life had a variety of ideas for improvement.

*In a few words of your own, what is the most important change that could be made to improve quality of life in Hayward?
(Open-Ended; Asked of Those Dissatisfied Only, N=146)*



FM3
RESEARCH Q2.

6

The themes we heard from the pop-ups and online survey were consistent with the opinions voiced in the latest community survey (2019 Residential Satisfaction Survey).

Themes - Staff

Staff Themes Mostly Mirrored the Community Themes

Reduce homelessness (37)

“Cradle to Career” workforce pipelines (19)

Mobile shower/laundry service (18)

Ban single use plastics (20)

Provide multi-modal enhancements (17)

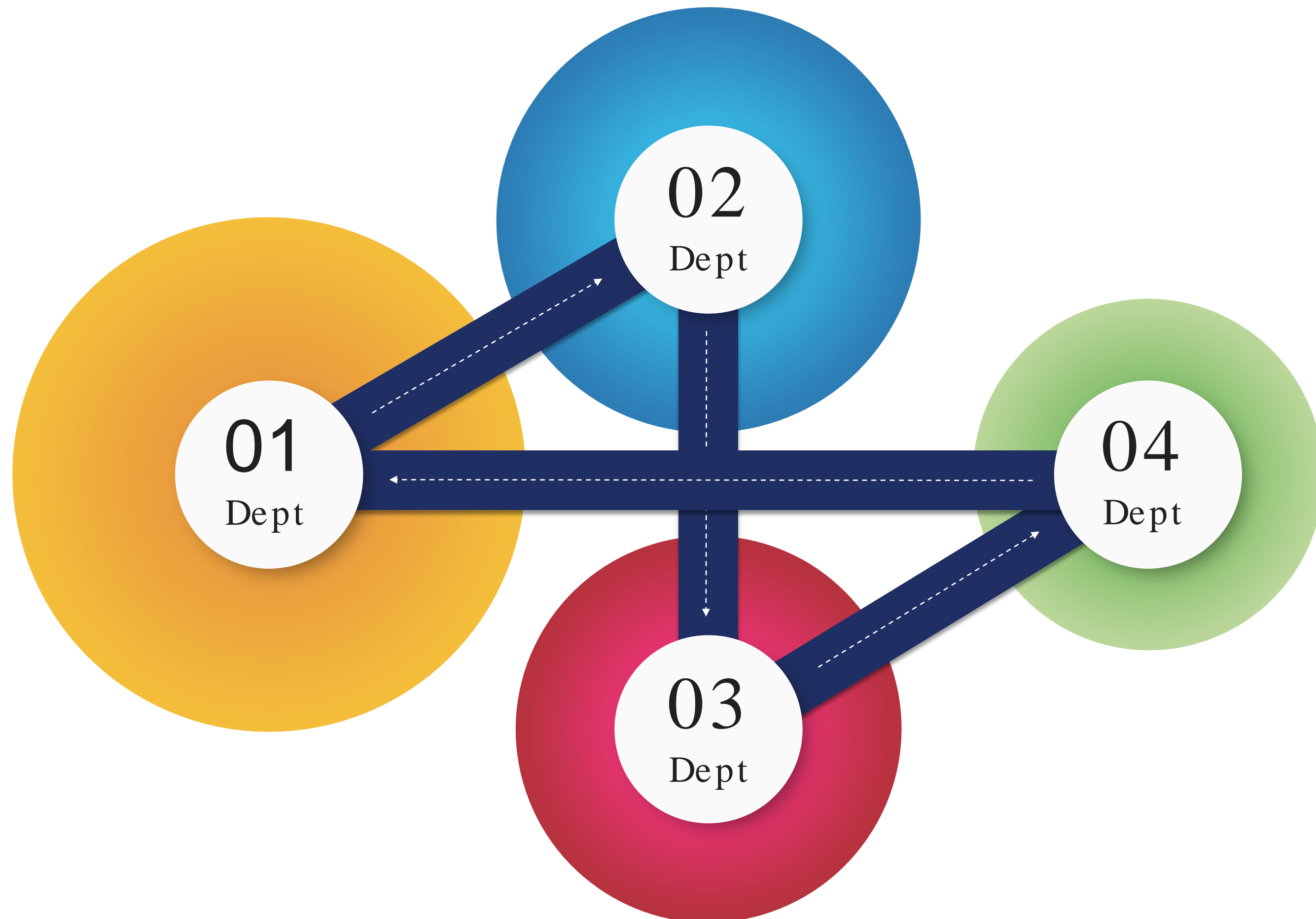
Increase professional development, training, and succession planning (21)

Increase employee home ownership (18)

Perform a resource allocation/staff analysis.

Life skills education and restorative justice in youth family services (21)

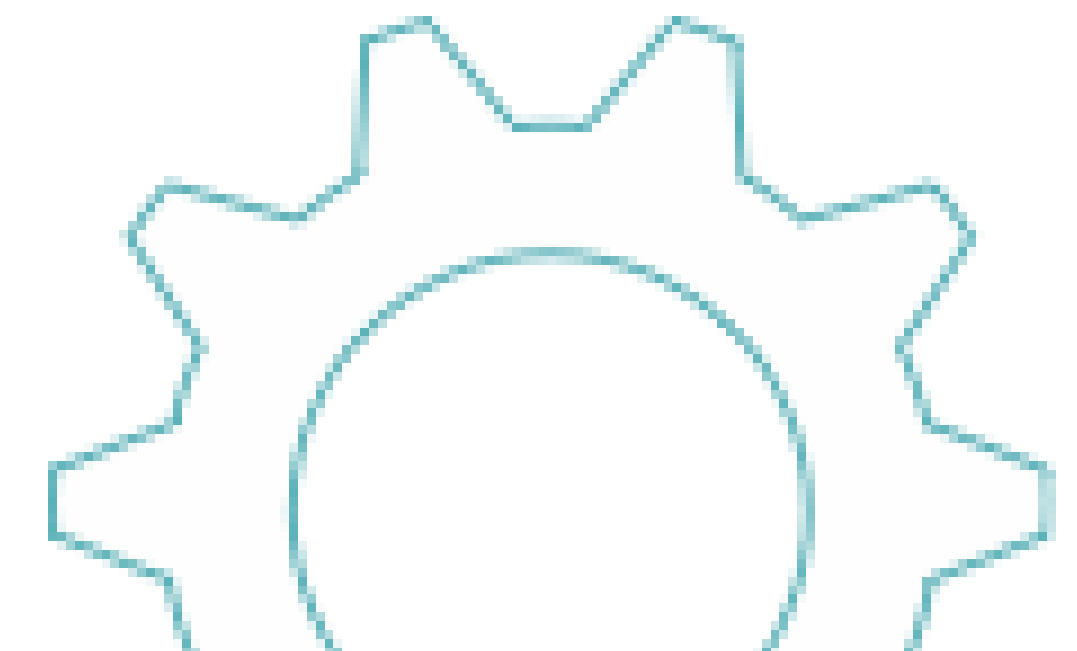
Departmental & Cross-Dept Meetings by Priority to Revise the Project Lists



- Opportunity for staff to incorporate past prioritization sprints, existing strategic plans, and current work plans
- 'Right sized' for existing staff capacity
- Consolidated and incorporated staff & community feedback



Vision, Priorities & Project Update



Original 'Near Term' Vision

By 2024, Hayward is growing in size and stature. It is becoming a community of choice for families and employers alike, offering services that promote wellbeing and happiness.

Recognized as an integral part of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing people to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's downtown draws people from across the region featuring unique restaurants, music and art, outdoor dining, and inviting public spaces.

Hayward allows diverse families to live in healthy 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. The City has started construction of thousands of new housing units at all income levels, including affordable housing options, with many new high-density developments near transit. The City's unhoused population has decreased, and people in need are able to access the necessary social services to thrive.

Hayward is becoming a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, 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, and the town is 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. The City is streamlining processes and using tech more effectively to provide better customer service.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

(Colors show subject-matter connection to the general plan vision)

Revised 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.

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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.

(Colors show change from the Council/E-Team Workshop)

Draft Priorities & Projects

Preserve, Protect, and Produce
More Housing

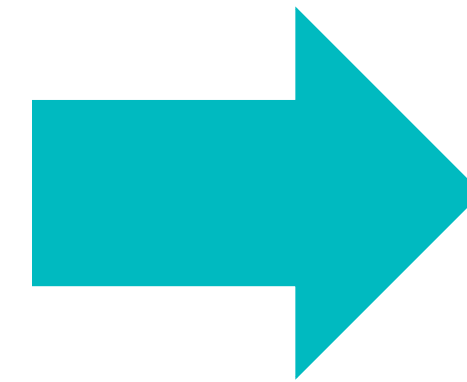
Grow the Economy

Combat Climate Change

Improve Infrastructure

Improve Organizational Health

**Added: “Support Quality of
Life”**



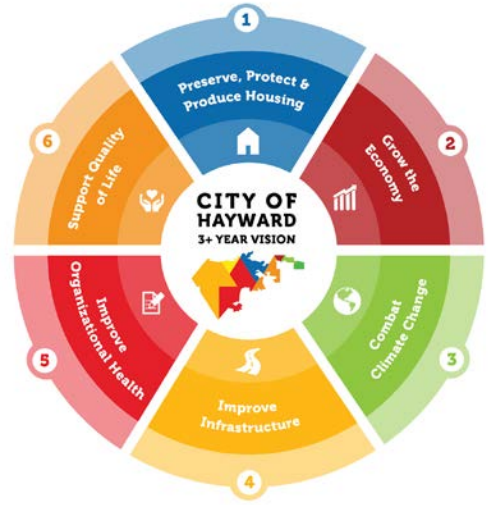
Preserve, Protect, and Produce Housing Project List

Post Workshop Project List

- Find sustainable funding for Nav Center
- Create homeless reduction strategic plan
- Implement housing incentives and production work plan
- Revise the Affordable Housing Ordinance
- Revamp rent stabilization ordinance
- **Research and implement mobile shower/laundry service**
- **Create targeted approach for RHNA goals for every project/policy**
- **Issue a notice of funding availability - moderate, low, very low**

Revised Project List

- Sustain the Navigation Center to house and support the homeless
- Create a homeless reduction strategic plan
- Implement housing incentives and production work plan in accordance to state housing limits
- Evaluate the Affordable Housing Ordinance
- Recommend updates to the Rent Stabilization Ordinance
- **Provide winter temporary shelters**
- **Expend the Affordable Housing Trust funds**
- **Pursue state housing funding opportunities**
- **Update the Housing Element Plan**
- **Implement a soft story ordinance**



Preserve, Protect, and Produce Housing Project List

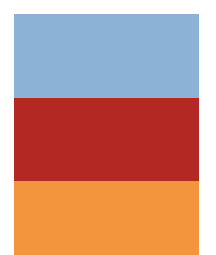
#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless						
	Identify sustainable funding source for the Navigation Center*	CSD	FIN	■			
	Oversee operations of the Navigation Center (i.e. funding administration, 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			■		
	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		■	■	■	■

Community Services Division (CSD)

Development Services Department (DSD)

Housing Division (H)



Grow the Economy Project List



Post Workshop Project List

- 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**

Revised Project List

- Update and implement a marketing plan including an Opportunity Zone campaign
- Implement a Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites
- Strengthen workforce development pipelines
- Explore the concept of a business incubator with CEDC
- **Deconstruct the former City Center building and commence discussions regarding future development of City Center properties**
- **Facilitate disposition and development of Route 238 Corridor lands**
- **Update and implement a cannabis ordinance to incorporate best practices to better support cannabis businesses**
- **Develop and implement a minimum wage ordinance**
- **Revise alcohol use regulations to encourage more full-service restaurants**
- **Update form-based zoning codes along Mission Boulevard to streamline new development, focus on commercial development where appropriate, and create a cohesively designed corridor**
- **Revamp community preservation ordinance to combat blight and enhance neighborhood livability**
- **Explore public art program**

Grow the Economy Project List

#	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			█	█

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 Manager (CM)
 Development Services Department (DSD)
 Economic Development (ED)



Combat Climate Change Project List



Post Workshop Project List

- Ban natural gas in new buildings (2022)
- Transition citywide energy use to 100% **renewable** (2022)
- Transition city operations to 100% renewable energy (2022)
- Create 2030 GHG goal and roadmap (2020)
- Ban single use plastics **(2020)**
- Plant **1000** trees a year (2021)
- Transition **15%** of city fleet to **electric. (2022)**
- Complete Shoreline Master Plan & EIR (2022)

Revised Project List

- Reduce dependence on fossil fuels
- Work with EBCE to transition citywide electricity to 100% carbon free
- Transition electricity use in city operations to 100% renewable energy
- Adopt & implement 2030 GHG Goal and Roadmap
- Adopt ordinance regulating single-use food ware in restaurants
- Plant 800 trees (300 by developers) annually
- Transition city fleet to carbon-neutral by creating fleet policy that incorporates green practices and reduced carbon emissions
- Complete Shoreline Master Plan
- **Update Tree Preservation Ordinance**
- **Adopt and implement the 2019 Building Code and Fire Code**

Combat Climate Change Project List

#	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				

Public Works & Utilities (PW&U)

Development Services Department (DSD)

Maintenance Services (MS)



Improve Infrastructure Project List



Post Workshop Project List

- 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 PCI 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
- Find partners for upgrades like **ferry service** or additional funding

Revised Project List


- Multi-Modal Transportation
 - Improve access and mobility to downtown Hayward
 - Implement major corridor traffic calming initiatives
 - Develop and implement a traffic impact fee
 - Increase transit options
 - Maintain pavement
 - Develop a micro-mobility policy (ebikes, scooters)
 - Improve Mission Boulevard as a key “Gateway to the City”
 - Implement the Bike & Ped Master Plan
 - Expand EV charging infrastructure for city fleet and employees
- City Buildings & Facilities
 - Investigate major municipal building upgrade needs
 - Upgrade and maintain Airport infrastructure and facilities
 - Construct the fire station and Fire Training Center
- Water Supply, Sanitation & Storm Sewers
 - Upgrade water system infrastructure
 - Update Water Pollution Control Feasibility Plan
 - Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually
 - Implement phase 2 of solar project and investigate interim usages of additional energy
 - Meet regulatory requirements for zero trash in stormwater by installing trash capture devices
 - Expand recycled water facilities
- Information Technology
 - Improve broadband network

Improve Infrastructure Project List

#	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					
	Construct various OHHA pavement improvements	PW&U					
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				

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				
	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				
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					

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					

Public Works & Utilities (PW&U) 

Information Technology (IT) 

Maintenance Services (MS) 

City Manager (CM) 

Improve Organizational Health Project List (slide 1 of 2)

Post Workshop Project List

- 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.

Revised Project List

- Fiscal Sustainability
 - Maintain and expand fiscal sustainability
- Racial Equity
 - 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)
 - Work across Strategic Plan priorities to include a racial equity lens
 - Continue city participation in the Government Alliance for Race and Equity (GARE)
- Employee Engagement, Professional Development & Retention
 - Continue to support and build capacity for lean innovation throughout the organization
 - Perform a staff and resource allocation and prioritization analysis to support annual budget process
 - Increase employee homeownership by rolling out a down payment assistance program for City Staff
 - Redo performance evaluations to align with organizational values
 - Continue employee engagement initiatives and develop employee recognition program
 - Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience
 - Develop talent development initiatives and training platform that involves interdepartmental representation
 - Develop a managerial course to cultivate leadership skills
 - Centralize training platforms to reap greater use and efficiencies



Improve Organizational Health Project List (slide 2 of 2)



Post Workshop Project List

- 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.

Revised Project List

- Efficient, Safe & Collaborative Work Environment
 - Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (Security & Business Continuity)
 - 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-Drive)
 - Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (Mobile-Focused)
 - Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (Modernize Technology and Systems)
 - Analyze and shift technology solutions and services to external web-based platforms and providers (Cloud-First Transition)
- Communications
 - Maintain and expand communications efforts to better inform and gather input from the community

Improve Organizational Health Project List

#	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				
	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				
	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				

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				

Communications							
19	Maintain and expand communications efforts to better inform and gather input from the community						
	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					

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					

Finance (FIN) ■
 City Manager (CM) ■
 Human Resources (HR) ■
 Information Technology (IT) ■
 Community & Media Relations (CMR) ■

Support Quality of Life



New Project List

- Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)
- Complete gateway and corridor landscape beautification
- Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources
- Update the comprehensive emergency services plan for community and staff
- Update the Fire Department strategic plan
- Plan library operations and hours to leverage the new facility
- Implement targeted illegal dumping prevention program
- Implement Hayward Police Department Community Advisory Panel
- Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education, and restorative justice
- 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
- Implement a vaping ban
- Complete La Vista Park

Support Quality of Life Project List

#	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		■			
	Conduct strategic planning and implementation	Lib			■	■	■

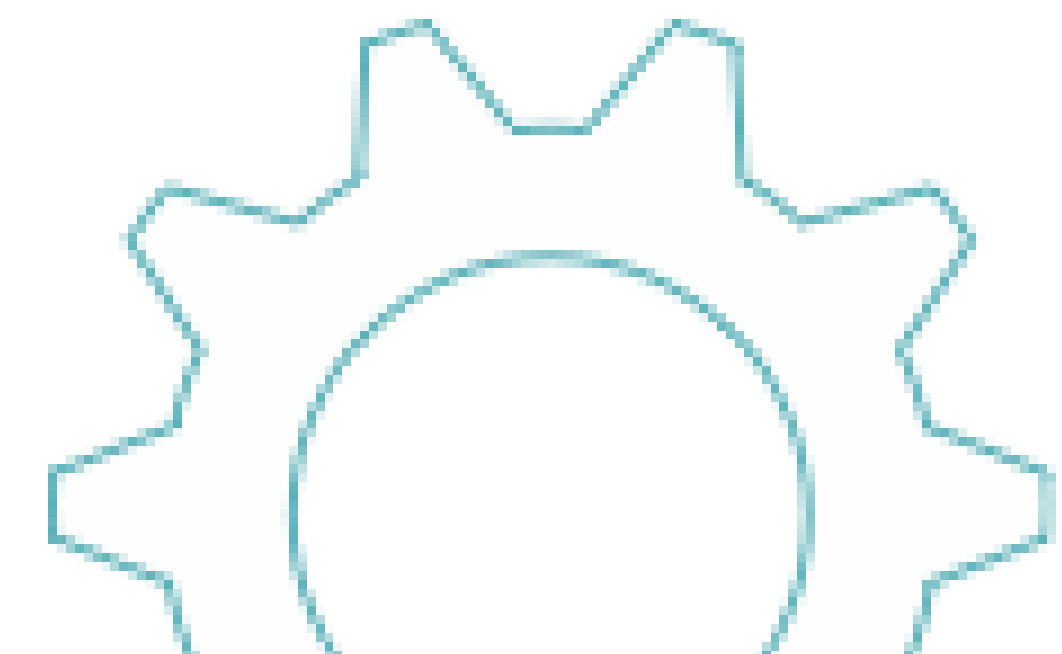
7	Implement targeted illegal dumping prevention program*						
	Pilot programs and analysis	MS	PD	■			
	Roll out permanent program	MS	PD		■	■	■
8	Implement Hayward Police Department Community Advisory Panel	PD		■	■	■	■
9	Expand existing support services offered by the Hayward Police Department Youth 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 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			■	■	

- City Manager
- Maintenance Services (MS)
- Police Department (PD)
- Fire Department (FD)
- Library (LIB)
- Public Works & Utilities (PW&U)
- Development Services Department (DSD)





Next Steps



Next Steps

December 2019

- City Council Work Session to Discuss & Provide Feedback: At tonight's meeting and over the rest of the month, provide feedback on strategic roadmap

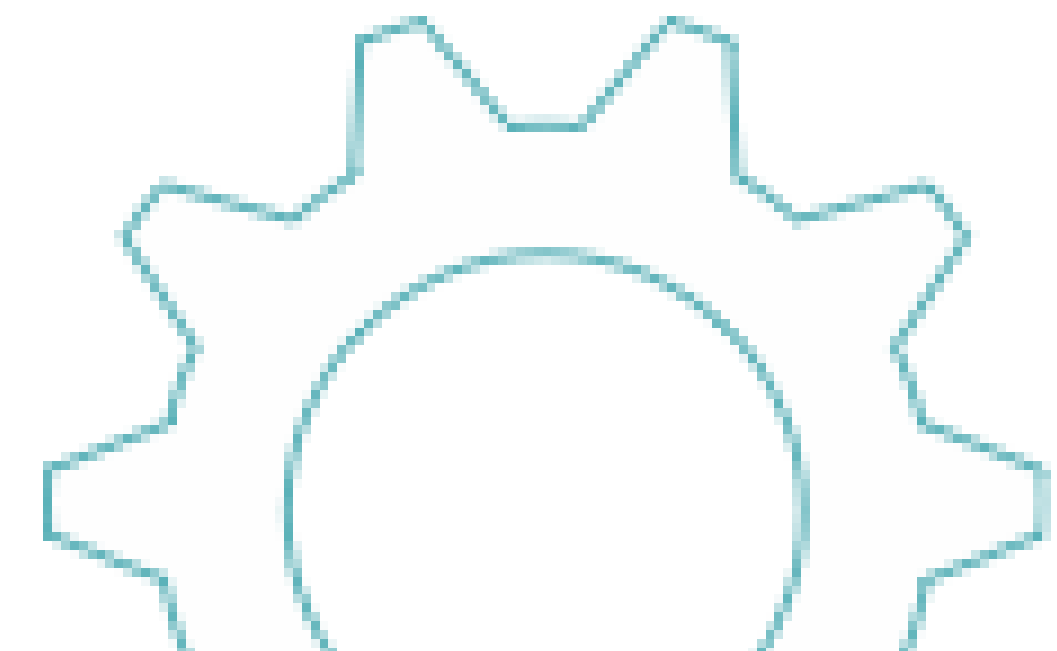
January 2019

- City Council Approval: We will incorporate your changes wherever possible and come back to you for approval on January 14, 2020
- Final Roadmap: After passage, we will create a final roadmap outlining the process, community engagement, and final vision, priorities, and projects
- Implementation: We will help the City start to implement the roadmap by integrating with the upcoming annual budget process as well as metrics, dashboards, regular check-ins, ongoing staff input, integration with prioritization sprints, and other strategic planning efforts



Facilitated Council Discussion

- Vision
- 6th Priority
- Project Lists



Revised 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, 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.

(Colors show change from the Council/E-Team Workshop)

Draft Priorities



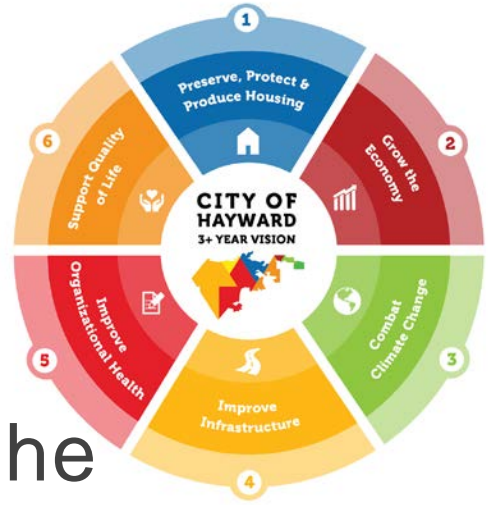
Preserve, Protect, and Produce Housing Project List

Post Workshop Project List

- Find sustainable funding for Nav Center
- Create homeless reduction strategic plan
- Implement housing incentives and production work plan
- Revise the Affordable Housing Ordinance
- Revamp rent stabilization ordinance
- **Research and implement mobile shower/laundry service**
- **Create targeted approach for RHNA goals for every project/policy**
- **Issue a notice of funding availability - moderate, low, very low**

Revised Project List

- Sustain the Navigation Center to house and support the homeless
- Create a homeless reduction strategic plan
- Implement housing incentives and production work plan in accordance to state housing limits
- Evaluate the Affordable Housing Ordinance
- Recommend updates to the Rent Stabilization Ordinance
- **Provide winter temporary shelters**
- **Expend the Affordable Housing Trust funds**
- **Pursue state housing funding opportunities**
- **Update the Housing Element Plan**
- **Implement a soft story ordinance**



Preserve, Protect, and Produce Housing Project List

Why Remove?

- **Research and implement mobile shower/laundry service.** Considered a tactic under the Homeless Reduction Plan.
- **Create targeted approach for RHNA goals for every project/policy.** RHA is under the 'Evaluate Affordable Housing Ordinance'
- **Issue a notice of funding availability - moderate, low, very low.** NOFA is under the 'Expend Affordable Housing Trust Funds.'

Why Add?

- **Provide winter temporary shelters.** To expand from weather-dependent shelter to shelter open every night December – March
- **Expend the Affordable Housing Trust funds.** To be consistent with Incentives to Housing Production Work Plan.
- **Pursue state housing funding opportunities.** To be consistent with Incentives to Housing Production Work Plan.
- **Update the Housing Element Plan.** To be consistent with Incentives to Housing Production Work Plan.
- **Implement a soft story ordinance.** To ensure that existing housing is seismically safe.

Grow the Economy Project List



Post Workshop Project List

- 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**

Revised Project List

- Update and implement a marketing plan including an Opportunity Zone campaign
- Implement a Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites
- Strengthen workforce development pipelines
- Explore the concept of a business incubator with CEDC
- **Deconstruct the former City Center building and commence discussions regarding future development of City Center properties**
- **Facilitate disposition and development of Route 238 Corridor lands**
- **Update and implement a cannabis ordinance to incorporate best practices to better support cannabis businesses**
- **Develop and implement a minimum wage ordinance**
- **Revise alcohol use regulations to encourage more full-service restaurants**
- **Update form-based zoning codes along Mission Boulevard to streamline new development, focus on commercial development where appropriate, and create a cohesively designed corridor**
- **Revamp community preservation ordinance to combat blight and enhance neighborhood livability**
- **Explore public art program**

Grow the Economy Project List



Why Remove?

- **Create a community bank.** The federal government allocates a limited number per region, and it would likely go to a larger municipality.

Why Add?

- Deconstruct the former City Center building and commence discussions regarding future development of City Center properties. Currently in process. Need to facilitate a new use for this land.
- Facilitate disposition and development of Route 238 Corridor lands. Required by statute.
- Update and implement a cannabis ordinance to incorporate best practices to better support cannabis businesses. Best practice.
- Develop and implement a minimum wage ordinance. Need, interest, and right thing to do. (Currently, no funding.)
- Revise alcohol use regulations to encourage more full-service restaurants. Will help bring in more restaurants, desired by the community.
- Update form-based zoning codes along Mission Boulevard to streamline new development, focus on commercial development where appropriate, and create a cohesively designed corridor. Need to alleviate current confusion around form-based zoning.
- Revamp community preservation ordinance to combat blight and enhance neighborhood livability. Needed to improve results.
- Explore public art program. Enhances quality of life and grows the economy.

Combat Climate Change Project List



Post Workshop Project List

- Ban natural gas in new buildings (2022)
- Transition citywide energy use to 100% **renewable** (2022)
- Transition city operations to 100% renewable energy (2022)
- Create 2030 GHG goal and roadmap (2020)
- Ban single use plastics **(2020)**
- Plant **1000** trees a year (2021)
- Transition **15%** of city fleet to **electric (2022)**
- Complete Shoreline Master Plan & EIR (2022)

Revised Project List

- Reduce dependence on fossil fuels
- Work with EBCE to transition citywide electricity to 100% carbon free
- Transition electricity use in city operations to 100% renewable energy
- Adopt & implement 2030 GHG Goal and Roadmap
- Adopt ordinance regulating single-use food ware in restaurants
- Plant 800 trees (300 by developers) annually
- Transition city fleet to carbon-neutral by creating fleet policy that incorporates green practices and reduced carbon emissions
- Complete Shoreline Master Plan
- **Update Tree Preservation Ordinance**
- **Adopt and implement the 2019 Building Code and Fire Code**

Combat Climate Change Project List



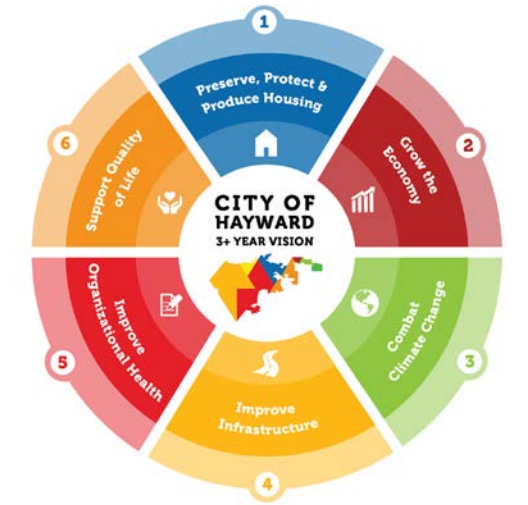
Why Change?

- Transition citywide energy use to 100% **renewable**. Changed to ‘carbon free’; deemed more feasible.
- Ban single use plastics **(2020)**. Pushed to FY22-23 to include more outreach.
- Plant **1000** trees a year (2021). Changed to 800 trees (300 from developers) as a more feasible goal.
- Transition **15%** of city fleet to electric. **(2022)** City will move in that direction, but staff uncomfortable putting a goal on it for now. Will also need more time to set up infrastructure. Changed to ‘carbon free’; deemed more feasible.

Why Add?

- **Update Tree Preservation Ordinance**. Need to not just plant trees but take care of them.
- **Adopt the 2019 Building Code and Fire Code**. Codifies environmental building code improvements.

Improve Infrastructure Project List



Post Workshop Project List

- 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 PCI 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
- Find partners for upgrades like **ferry service** or additional funding

Revised Project List

- Multi-Modal Transportation
 - Improve access and mobility to downtown Hayward
 - Implement major corridor traffic calming initiatives
 - Develop and implement a traffic impact fee
 - Increase transit options
 - Maintain pavement
 - Develop a micro-mobility policy (ebikes, scooters)
 - Improve Mission Boulevard as a key “Gateway to the City”
 - Implement the Bike & Ped Master Plan
 - Expand EV charging infrastructure for city fleet and employees
- City Buildings & Facilities
 - Investigate major municipal building upgrade needs
 - Upgrade and maintain Airport infrastructure and facilities
 - Construct the fire station and Fire Training Center
- Water Supply, Sanitation & Storm Sewers
 - Upgrade water system infrastructure
 - Update Water Pollution Control Feasibility Plan
 - Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually
 - Implement phase 2 of solar project and investigate interim usages of additional energy
 - Meet regulatory requirements for zero trash in stormwater by installing trash capture devices
 - Expand recycled water facilities
- Information Technology
 - Improve broadband network

Improve Infrastructure Project List



Why Change?

- **Close streets in shopping areas.** Past engagement work with businesses indicate that closing down streets can be disruptive to customers and vendors. Staff does not recommend at this time.
- **Improve city's cybersecurity.** Moved to 'Organizational Health'.
- **Beautify Jackson Street.** Moved to 'Quality of Life'.
- **Ferry service.** Given existing projects, identifying funding for a ferry service is outside the scope of this three year plan.

Why Add?

- More details and projects added to multi-modal and water/sewer
- **Expand EV charging infrastructure.** This is needed to increase EV usage and 'Combat Climate Change'
- **Investigate major municipal building upgrade needs.** Police and Corp yards in need of major overhaul.
- **Upgrade and maintain airport infrastructure and facilities.** Continues to be a major capital investment of the city.
- **Improve broadband network.** Increase bandwidth and speed for both residential and business needs.

Improve Organizational Health Project List (slide 1 of 2)

Post Workshop Project List

- 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.

Revised Project List

- Fiscal Sustainability
 - Maintain and expand fiscal sustainability
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 - Work across Strategic Plan priorities to include a racial equity lens
 - Continue city participation in the Government Alliance for Race and Equity (GARE)
- Employee Engagement, Professional Development & Retention
 - Continue to support and build capacity for lean innovation throughout the organization
 - Perform a staff and resource allocation and prioritization analysis to support annual budget process
 - Increase employee homeownership by rolling out a down payment assistance program for City Staff
 - Redo performance evaluations to align with organizational values
 - Continue employee engagement initiatives and develop employee recognition program
 - Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience
 - Develop talent development initiatives and training platform that involves interdepartmental representation
 - Develop a managerial course to cultivate leadership skills
 - Centralize training platforms to reap greater use and efficiencies

Improve Organizational Health Project List (slide 2 of 2)

Post Workshop Project List

- 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.

Revised Project List

- Efficient, Safe & Collaborative Work Environment
 - Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (Security & Business Continuity)
 - 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-Drive)
 - Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (Mobile-Focused)
 - Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (Modernize Technology and Systems)
 - Analyze and shift technology solutions and services to external web-based platforms and providers (Cloud-First Transition)
- Communications
 - Maintain and expand communications efforts to better inform and gather input from the community

Improve Organizational Health Project List



No Substantial Changes

- Just more detail and wording changes

Support Quality of Life



New Project List

- Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)
- Complete gateway and corridor landscape beautification
- Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources
- Update the comprehensive emergency services plan for community and staff
- Update the Fire Department strategic plan
- Plan library operations and hours to leverage the new facility
- Implement targeted illegal dumping prevention program
- Implement Hayward Police Department Community Advisory Panel
- Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education, and restorative justice
- 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
- Implement a vaping ban
- Complete La Vista Park

Thank you!

Jim Rettew, VP Strategy
Cristelle Blackford, Chief Engagement Officer





Appendix



Strategic Priorities



Essential Services

Draft Priorities & Projects v1

Preserve, Protect, and Produce More Housing

- 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

Grow the Economy

- 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

Combat Climate Change

- 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

- 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 PCI 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

Improve Organizational Health

- 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.