

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

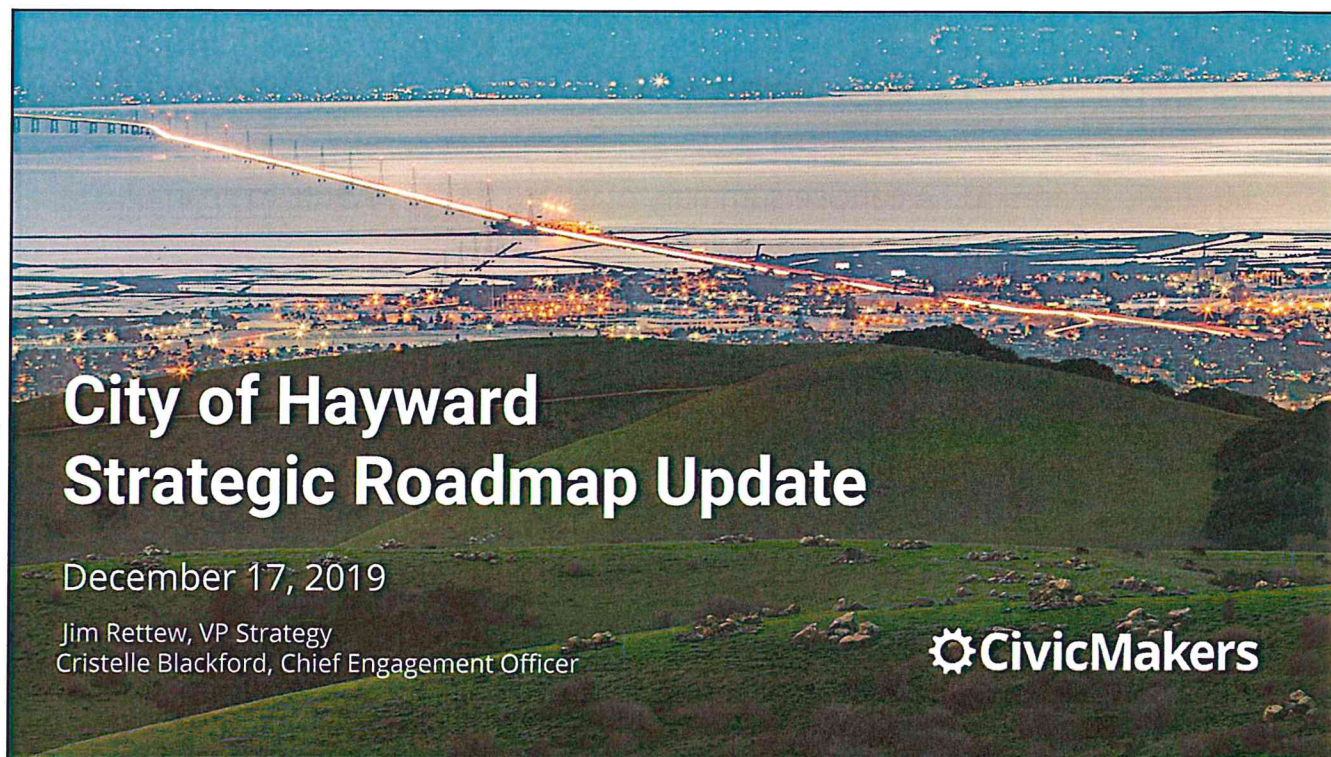
**DOCUMENTS RECEIVED
AFTER PUBLISHED AGENDA**

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 FY 21-23

Preserve, Protect, and Produce More Housing	Grow the Economy	Combat Climate Change	Improve Infrastructure		Improve Organizational Health		Support Quality of Life
Sustain the Navigation Center to house and support the homeless	Update and implement a marketing plan, including an Opportunity Zone campaign	Reduce dependency on fossil fuels	Improve access and mobility in downtown Hayward	Upgrade and maintain Airport infrastructure and facilities	Maintain and expand fiscal sustainability	Develop talent development initiatives and training platform	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*
Create a Homelessness Reduction Strategic Plan	Implement the Vacant Building Property Ordinance and engage chronic vacant property owners	Work with EBCE to transition citywide electricity use to 100% carbon-free	Implement major corridor traffic calming initiatives	Construct the first station and Fire Training Center	Develop and implement a racial equity action plan to best serve our community and support our employees	Develop a managerial course to cultivate leadership skills	Complete gateway and corridor landscape beautification*
Provide winter temporary shelters	Strengthen workforce development pipelines	Transition electricity use in city operations to 100% renewable	Develop and implement a multi-modal impact fee	Upgrade water system infrastructure	Work across Strategic Roadmap priorities to include racial equity lens	Centralize training platforms to reap greater use and efficiencies	Implement mental health comprehensive assessment teams (CAT)
Implement housing incentives and production work plan in accordance with state housing limits	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties	Adopt & implement 2030 GHG Goal & Roadmap**	Increase transit options	Update Water Pollution Control Feasibility Plan	Continue city participation in the Government Alliance for Race and Equity	Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems	Update comprehensive emergency services plan for community and staff
Evaluate the Affordable Housing Ordinance	Facilitate disposition and development of Route 238 Corridor lands**	Adopt ordinance regulating single-use plastic food ware in restaurants	Maintain pavement	Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually	Continue to support and build capacity for lean innovation throughout the organization	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	Update Fire Department strategic plan
Expend the Affordable Housing Trust funds	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	Plant 800 trees annually (300 by private developers)	Develop a micro-mobility policy (eBikes, eScooters.)	Implement phase 2 of solar project and investigate interim usages of additional energy	Performing staff resource allocation, workforce and prioritization analysis to support annual budget process and succession planning*	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office	Plan library operations and hours to leverage the new facility
Recommend updates to the Rent Stabilization Ordinance	Develop and implement a local minimum wage ordinance*	Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	Improve Mission Boulevard as a key 'Gateway to the City'	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices	Increase employee homeownership by rolling out a downpayment assistance program for City Staff	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design	Implement targeted illegal dumping prevention program*
Pursue state housing funding opportunities	Revise alcohol use regulations to encourage more full-service restaurants	Adopt and implement the 2019 Building Code & Fire Code	Implement the Bike & Ped Master Plan	Expand recycled water facilities	Re-engineer performance management process to align with organizational values	Analyze and shift technology solutions and services to external web-based platforms and providers	Implement Hayward Police Department Community Advisory Panel
Update the Housing Element Plan	Update form-based zoning codes along Mission Boulevard	Complete Shoreline Master Plan	Expand EV charging infrastructure for city fleet and employees*	Improve broadband network	Continue employee engagement initiatives and develop employee recognition program(s)	Maintain and expand communications efforts to better inform and gather input from the community	Expand HPD youth/family support services to include life skills, education & restorative justice
Implement soft-story ordinance	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	Update Tree Preservation Ordinance	Investigate major municipal building upgrade needs	Construct the first station and Fire Training Center	Formalize, expand and promote the onboarding program to improve new employee experience		Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties.
	Explore a public art program						Implement a vaping ban
	Explore the concept of a business incubator with CEDC						Complete La Vista Park



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Agenda

- The Journey to Get Here **01**
- Community and Staff Engagement **02**
- Vision, Priorities & Projects Update **03**
- Next Steps **04**

The agenda items are listed on the left side of the slide. To the right, there is a background image of Hayward City Hall, a large, multi-story building with a prominent entrance. The numbers 01, 02, 03, and 04 are placed in colored hexagons next to their respective agenda items.

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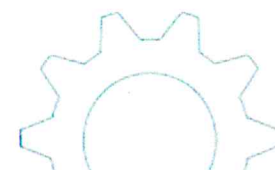
Definitions

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



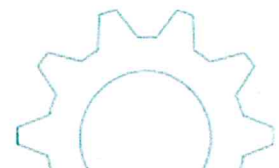
Where Are We?



CivicMakers

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Community & Staff Engagement



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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 employees.

Recognized as an extension of Silicon Valley, Hayward attracts high-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. The back-to-back development 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.

Draft Priorities

Your Feedback

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

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

1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree

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

Draft Projects

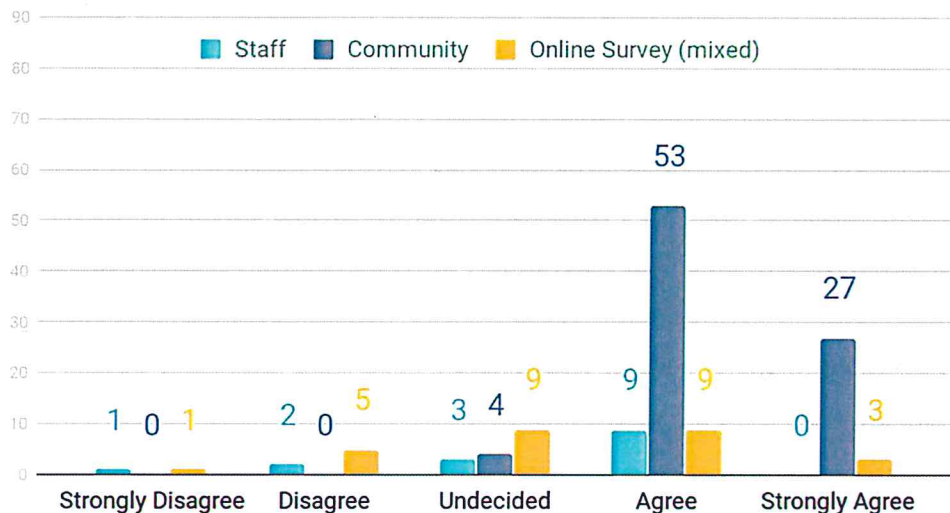
What do you think are the top 3 most important projects for each priority area? Place UP TO 3 dot stickers for each project list.

Strengthen, Protect, & Produce More Access	Grow the Economy	Combat Climate Change	Improve Infrastructure	Improve Organizational Health	Support Quality of Life
<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency 	<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency 	<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency 	<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency 	<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency 	<ul style="list-style-type: none"> Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency Improve transit service and frequency

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

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Most People Agreed with the Vision & Priorities



CivicMakers

H HAYWARD

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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)

CivicMakers

H HAYWARD

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Themes - Community

Support Quality of Life

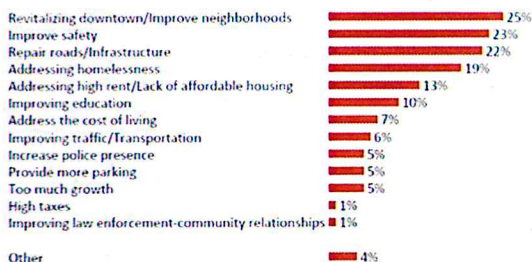
- Plant 1000 trees a year (36)
- Life skills education and restorative justice in youth family services (21)
- Targeted illegal dumping prevention program (19)
- Rebuild South Hayward Youth & Family Center (19)
- (+) Improve public education in Hayward
- (+) Increase transparency and community engagement
- (+) 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)*



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**).



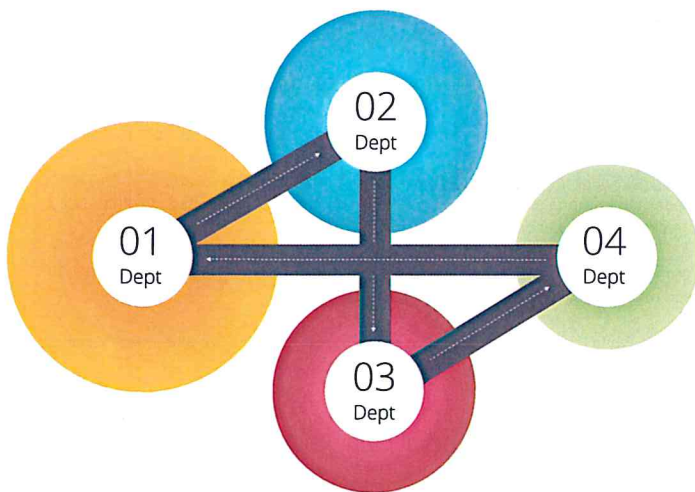
Themes - Staff

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



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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)

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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)

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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"



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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

#	* = needs funding ** = statutory requirement	Projects	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					H
		Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD						H
2		Create a Homelessness Reduction Strategic Plan							
		Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan	CSD	H, PL, PQ, M					H
		Implement the Homelessness Reduction Strategic Plan	CSD						H
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					H
		Continue partnership with Alameda County to implement winter shelters*	CSD						H
4		Implement housing incentives and production work plan in accordance to state housing limits							
		Explore moderate-income financing model	H						H
		Amend Density Bonus Ordinance**	DSD						H
		Update Accessory Dwelling Unit (ADU) Ordinance**	DSD						H
		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						H
		Explore program to convert tax-defaulted properties to affordable housing	H						H
		Create marketing materials for incentivizing housing production	H						H
		Expand emergency shelter sites in Hayward	H						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 <small>* = needs funding ** = statutory requirement</small>	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						
	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*						
	Develop and implement a local minimum wage ordinance*	DSD			█	█	█
8	Revise alcohol use regulations to encourage more full-service restaurants						
	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						
	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						
	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	DSD			█		
11	Explore a public art program						
	Explore a public art program	DSD				█	
12	Explore the concept of a business incubator with CEDC						
	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

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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)



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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, escooters)
 - 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

#	Project Name	Lead Dept	Start Year	Y1	Y2	Y3	Y4	Y5
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 dog park, and a new police station.								
Multi-Modal Transportation								
1	Improve access and mobility in downtown Hayward	PW&U	MS					
	Implement downtown parking plan							
	Prepare downtown specific plan feasibility study	PW&U	DIS					
2	Implement major corridor traffic calming initiatives	PW&U						
	Complete Hayward Boulevard feasibility study							
	Implement Hayward Boulevard traffic calming plan	PW&U						
	Complete Tennessee Road feasibility study	PW&U						
	Implement Tennessee Boulevard traffic calming plan	PW&U						
3	Develop and implement a multimodal impact fee	PW&U						
4	Increase transit options	PW&U	DIS					
	Work with AC Transit emergency action committee to make bus transit more convenient and reliable							
	Work with Alameda County Transportation Commission (ACTCO) to develop a rapid bus project along Mission Blvd.	PW&U	DIS					
	Work with Alameda County Transportation Commission (ACTCO) to implement a rapid bus project along Mission Blvd.	PW&U	DIS					
5	Maintain pavement	PW&U						
	Maintain Pavement Condition Index (PCI) at 70%							
	Prepare O&M pavement improvement program design and financing structure	PW&U						
	Construct various O&M pavement improvements	PW&U						
Information Technology								
19	Improve broadband network	IT						
	Investigate the use of dark fiber							
	Finalize implementation of fiber plant	CM						
	Complete installation of dark fiber	PW&U	IT					
4	Develop a micro-mobility policy (ebikes, escooters)	PW&U						
7	Improve Mission Boulevard as a key Gateway to the City	PW&U						
	Complete construction of Mission Boulevard Phase 2							
	Explore funding of Mission Boulevard Phase 2 work	PW&U						
	Complete design of Mission Boulevard Phase 1 and construction*	PW&U						
8	Implement the Bike & Ped Master Plan	PW&U						
	Add 2 miles of bike lanes per year*							
	Add 3 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*	PW&U						
	Conduct analysis of future demand	MS	PW&U					
	Conduct additional EV charging facilities	MS	PW&U					
	Design, procure, and construct open sections of Sulphur Creek adjacent to "hways"	PW&U						
	Design and construct Engineer Materials Handling System (EMHS) at the departure end of Runway 2/6.	PW&U						
12	Construct the fire station and Fire Training Center	PW&U	FD					
City Buildings & Facilities								
10	Investigate major municipal building upgrade needs	PW&U	PD					
	Conduct a site and cost analysis of a new Police building							
	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	ITN				
11	Upgrade and maintain Airport infrastructure and facilities	PW&U						
	Rehabilitate the pavement in shops							
18	Upgrade water system infrastructure	PW&U	EN					
	Design and launch Aquard Drinking Infrastructure (ADFI) customer portal							
	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	PW&U						
	Design the up-est							
	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	PW&U						
	Install trash capture devices							
	Perform related trash reduction activities	PW&U						
18	Expand recycled water facilities	PW&U						
	Complete 8th project construction phase (phase)							
	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

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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

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Improve Organizational Health Project List

#	Project	Lead Dept.	Support	Y1	Y2	Y3	Y4
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					
	Repeal 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)	CM	AI				
	Create a language accessibility policy	CM	AI				
	Create a training policy	CM	AI				
3	Work across Strategic Roadmap priorities to include racial equity lens	CM	AI				
4	Continue City participation in the Government Alliance for Race and Equity	CM	AI				
Employee Engagement, Professional Development & Retention							
5	Continue to support and build capacity for lean innovation throughout the organization	CM	AI				
	Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	FIN	HR				
	Develop talent acquisition plan for citywide and critical positions	HR	AI				
	Increase employee homebased work by rolling out a telework assistance program for City Staff	FIN	HR				
	Re-engineer performance management process to align with organizational values	HR	AI				
	Implement new online parking and permitting solution	IT	CM				
16	Deliver products and services that facilitate access to the city's technology-based tools beyond the walls of the office (mobile focused)	IT					
	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)	IT					
	Replace aging fiber optic lines between City facilities	IT					
	Upgrade City network connections and speeds	IT					
18	Develop and shift technology solutions and services to external web-based platforms and providers (cloud first transition)	FIN	IT				
	Assess current ERP solution, investigate new offerings available and implement appropriate solutions	FIN	IT				
9	Continue employee engagement initiatives and develop employee recognition programs	HR	AI				
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience	HR	AI				
	Create an interdepartmental team to develop standards for creation of onboarding processes and new manuals in preparation for loss of institutional knowledge	HR	AI				
	Develop a template checklist departments can use to standardize and make onboarding	HR	AI				
	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	AI				
	Use technology to create efficiencies	HR	AI				
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	AI				
	Develop training academy to cultivate leadership skills	HR	AI				
	Develop training calendar to expand and share resources citywide	HR	AI				
	Explore a path to higher education for employees (i.e. working scholar's)	HR	AI				
12	Develop a managerial course to cultivate leadership skills	HR	AI				
	Identify training areas	HR	AI				
	Roll out pilot course	HR	AI				
	Integrate with performance evaluations	HR	AI				
13	Centralize training platforms to reap greater use and efficiencies	HR	AI				
Communications							
19	Maintain and expand communications efforts to better inform and gather input from the community	CMR					
	Conduct a website audit and update	CMR					
	Conduct a public opinion survey on the Transient Occupancy Tax	CMR					
	Inform the public about the 2020 Census	CMR					
	Reconstitute the Citywide Communications Committee	CMR					
	Re-launch the Loop	CMR					
	Issue an RFP for translation services	CMR					
	Rebrand City Council meetings on Facebook Live	CMR					
	Create a CRM operators Desk Manual	CMR					
	Conduct the Biennial Resident Satisfaction Survey	CMR					

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

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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

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Support Quality of Life Project List

#	Needs Funding	Projects	Lead Dept	Support	Y1	Y2	Y3	Y4
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	CAO, DSD, PW&U, FD, PD, MS	█	█	█	
11 Implement a vaping ban								
			DSD		█			
12 Complete La Vista Park								
	Design La Vista Park		PW&U		█			
	Construct La Vista Park		PW&U			█	█	

City Manager (Blue)

Maintenance Services (MS) (Light Green)

Police Department (PD) (Dark Blue)

Fire Department (FD) (Light Blue)

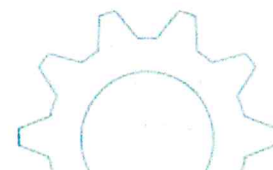
Library (LIB) (Light Green)

Public Works & Utilities (PW&U) (Light Grey)

Development Services Department (DSD) (Red)

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Next Steps



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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)

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Draft Priorities



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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 inclusive of Incentives to Housing Production Work Plan.
- Pursue state housing funding opportunities. To be inclusive of Incentives to Housing Production Work Plan.
- Update the Housing Element Plan. To be inclusive of 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



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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.



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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



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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.



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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
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 - 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



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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



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Improve Organizational Health Project List



No Substantial Changes

- Just more detail and wording changes

Support Quality of Life

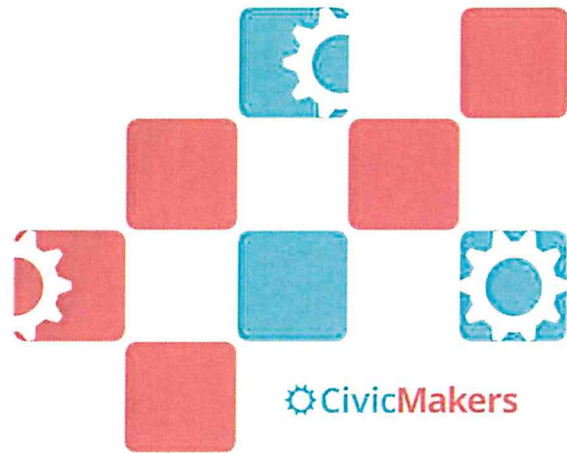


New Project List

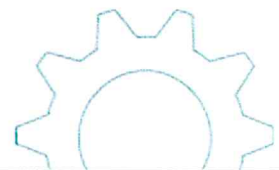
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- Update the Fire Department strategic plan
- Plan library operations and hours to leverage the new facility
- Implement targeted illegal dumping prevention program
- Implement Hayward Police Department Community Advisory Panel
- Expand existing support 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

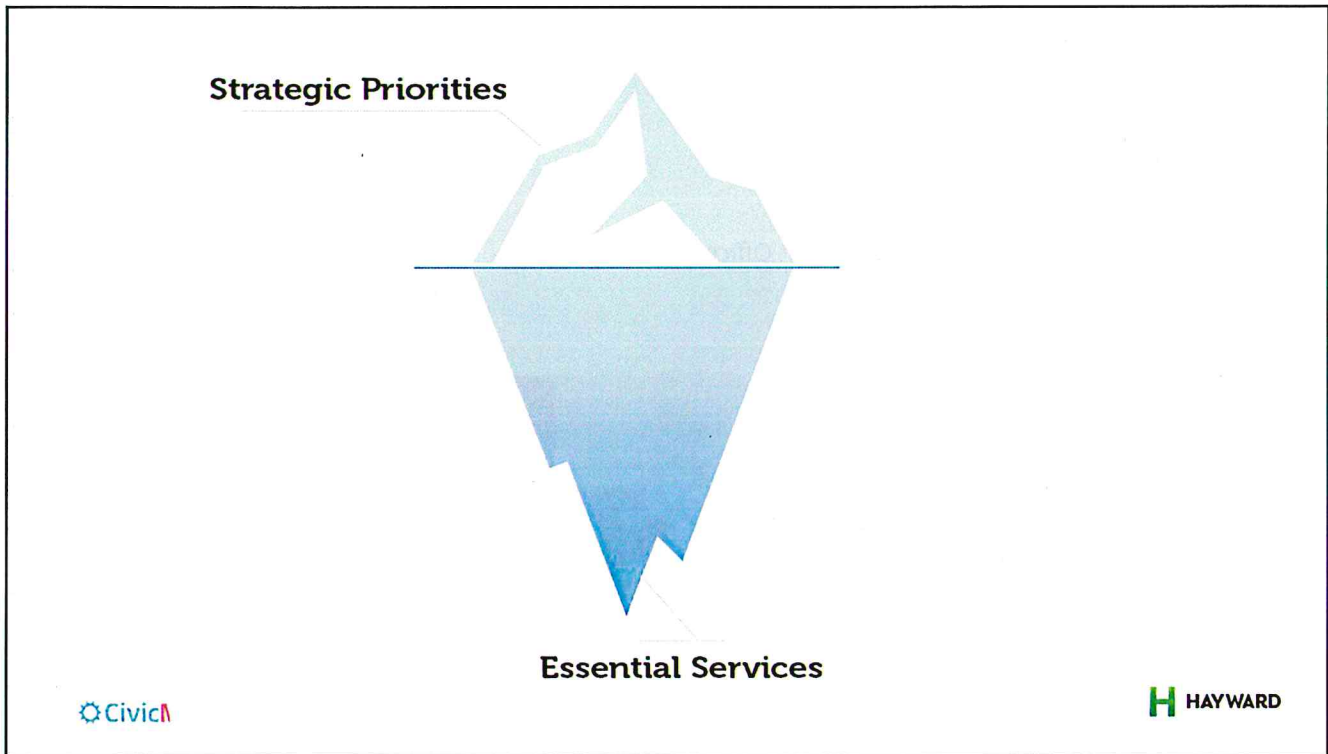
Thank you!

Jim Rettew, VP Strategy
Cristelle Blackford, Chief Engagement Officer



Appendix





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Draft Priorities & Projects v1

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

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