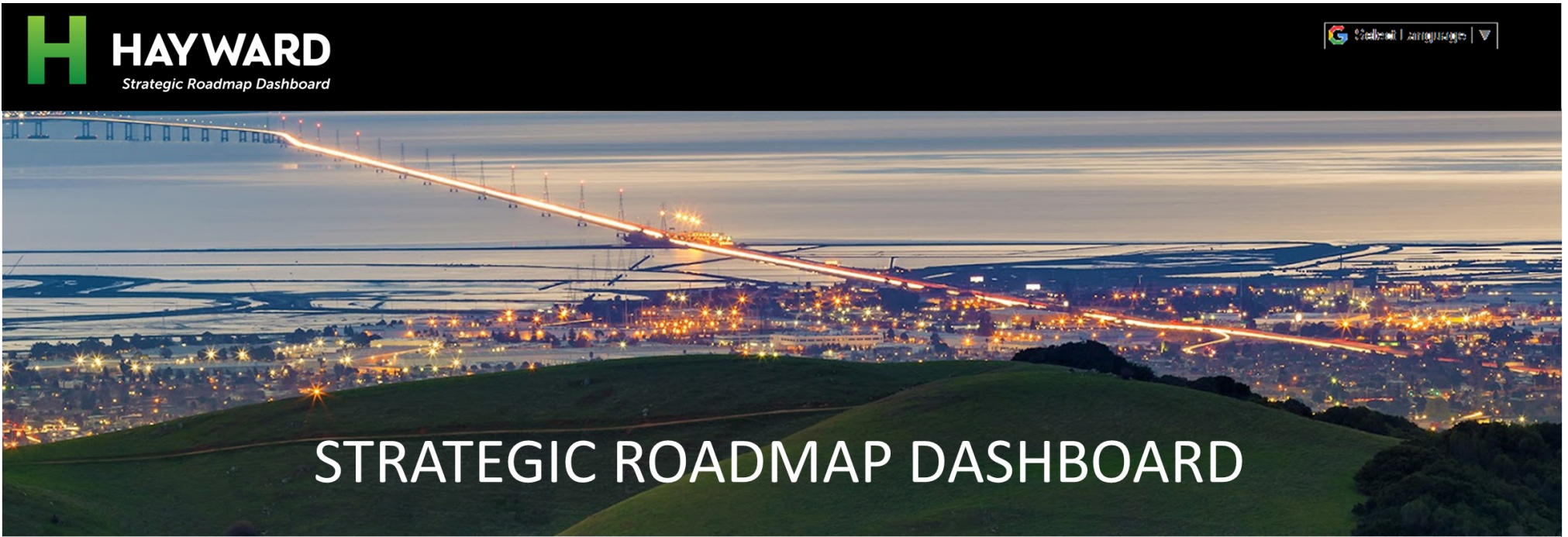


### Approach for Dashboard

Pages 1-4 of this attachment show samples of the future Strategic Roadmap dashboard, which will go live in July 2024 with the start of the fiscal year. Note that these samples are intended to be draft examples and do not contain actual data or language. Pages 5-11 list staff's proposed approach for each of the projects and metrics in the FY25 Strategic Roadmap in relation to the dashboard.



Enhance  
Community Safety



Champion Climate  
Resilience &  
Environmental Justice



Preserve, Produce,  
and Protect Housing  
for All



Invest in  
Infrastructure




Grow the  
Economy




Cultivate Vibrant  
Neighborhoods



Strengthen  
Organizational  
Health



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Powered by ClearPoint Strategy



**Invest in Infrastructure > Invest in Multi-Modal Transportation**

Select Language ▾

This priority objective corresponds to the Council Infrastructure and Airport Committee, which meets bi-monthly. [See meeting dates and past recordings here.](#)

[<< Return to Homepage](#)

**Approach for Dashboard**

This shows a sample objective page. This is a sample only and does not necessarily show actual or arcuate information.

**Projects and Description % Complete Start Date**

Status Indicators: ■ Complete | ■ Final Stages | ■ In progress | ■ Not Started

<p><b>Main Street Complete Street Construction</b></p> <p>The proposed project will reduce the roadway from four to three lanes, add bulb-outs at intersections, add bike lanes, improve ADA access with new curb ramps, remove and replace sidewalks, create on-street parking opportunities that provide door zone protection for bicyclists, and restripe roadways.</p>	30%	Q2-FY24
<p><b>“A Bench for Every Stop” Installation</b></p> <p>The City has a total of 363 transit bus stops, of which only 63 have bus shelters and seating available. To improve access and comfort for transit riders, the City is implementing a pilot program of 12 locations for Simme Seats to be installed based on AC Transit’s Accessibility Assessment.</p>	60%	FY 2024
<p><b>Program upgrades for Hayward Operated Paratransit (HOP)</b></p> <p>The HOP Program complements and supplements the East Bay Paratransit service when it is unable to provide service. Staff recently completed an assessment for the program to identify areas for improving services. In FY25, staff will begin these program upgrades.</p>	0%	Q2-FY24

**Metrics and Description Data Timeframe**

Status Indicators: ■ At or Above Target | ■ Behind Target | ■ Baseline Data – Target not established

<p><b>Number of Traffic Calming Projects Installed</b></p> <p>The Neighborhood Traffic Calming Program is intended to provide realistic and flexible solutions to speeding and cut-through traffic, and to enhance pedestrian and bicycle safety using tactics and strategies that have broad neighborhood support.</p>	10 projects	FY24
<p><b>Miles Street of Repaving Completed</b></p> <p>Smooth, well-maintained roads are more than just a convenience; they are a cornerstone of our infrastructure that directly impacts our daily lives. Properly maintained roads reduce accidents, decrease vehicle wear and tear.</p>	2 Miles	FY24
<p><b>Number of Reported Traffic of Collisions</b></p> <p>The Hayward police department maintains written records of all reported traffic collisions for public inspection and purchase. All vehicle collision reports are reviewed by a trained accident review officer for completeness and accuracy prior to being filed.</p>	100 Collisions	Q4-FY24

**Approach for Dashboard**

This shows a sample project page. This is a sample only and does not necessarily show actual or arcuate information.



**Stack Center Construction**

**Project Description**

Community members in South Hayward have long held the dream of building a new youth and family center on Tennyson Road. The Stack Center project represents the culmination of that vision. The Center will be a neighborhood anchor, cultural center, service hub, and economic catalyst. The Stack Center design is based on years of community-led input, surveys, and meetings. In addition, the design process integrated youth participation to collaboratively create the look and feel of the Center and prioritize program areas. For additional information, including renderings and videos, visit [www.stackcenter.org](http://www.stackcenter.org).



**June 30, 2024 Status Update (updated quarterly)**

Council held a [work session](#) on the Stack Center on May 22, 2024. At that meeting, Council committed to using Measure C funding to close the funding gap on Phase II construction. Based on that direction, staff has begun the construction design with the goal of going to bid this fall. Council also approved funding work to create an updated business plan for the future Center. Staff released an RFP for this work in June.

Start Date: 6/15/2018      End Date: 5/28/2027      Percent Complete: 65%

Name	2018			2019			2020			2021			2022			2023			2024			2025			2026			2027	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Invest in Infrastructure																													
Break ground on the Stac...																													
Select architect and iss...																													
Building program, preli...																													
Architectural drawings ...																													
Phase I: Construction d...																													
Phase I: Call for bids fo...																													
Phase I Construction																													
Phase II: Construction ...																													
Phase II: Call for bids a...																													
Phase II Construction																													



# Approach for Dashboard

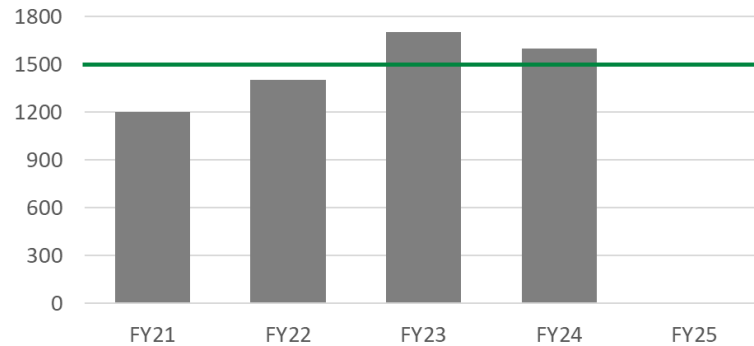
This shows a sample metric page. *This is a sample only and displays placeholder data, not actual data.*

[Return to Homepage >> Champion Climate Resilience & Environmental Justice >> Mitigate Climate Impacts](#)

Select Language ▼



## Number of trees planted directly and in partnership with community groups



Status Indicators: ■ At or Above Target | ■ Behind Target | ■ Baseline Data – Target not established



### Definition

The City plants trees directly in the public right of way. In addition, the City required developers to plant trees as part of new development. City Council has a goal of increasing the urban canopy each year. Previously the target was 1,000 trees annually. In FY24 Council updated the target to be 1,500 trees annually.

### July 2024 Status Update (updated annually)

In FY24, the City exceeded its target, with 300 trees planted by maintenance crews and 1,250 trees planted by private developers through the City's requirements.



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## Enhance Community Safety

Staff is proposing the following approach for the dashboard for each metric and project:

### Objective 1: Provide first-rate emergency response services

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SM1	Police incident numbers and types										x	
SM2	Police response time											
SM3	Fire incident numbers and types											
SM4	Fire response time				x							
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SP1	Expand physical Dispatch space				x						x	
SP2	Implement Emergency Medical Dispatch				x						x	
SP3	Fill vacant Dispatch positions				x						x	

#### Approach for Dashboard

Include - report quarterly  
 Include - report quarterly  
 Include - report quarterly  
 Include - report quarterly

Include in Dashboard  
 Include in Dashboard  
 Report on under project SP2

### Objective 2: Strengthen community resilience

#	Proposed Metric	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SM5	% of City of Hayward employees trained to FEMA standards for emergency positions				x							
SM6	Number of Community Emergency Response Team (CERT) members trained annually				x							
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SP4	Update and train staff on the Comprehensive Community Resilience Plan				x							
SP5	Provide a training on Council's role in an emergency				x							
SP6	Implement Community Emergency Response Team (CERT) program changes				x							

Include - report annually  
 Include - report annually

Include in Dashboard  
 Report on under project SP4  
 Include in Dashboard

### Objective 3: Enhance community access to mental and physical health services through strategic partnerships

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SM7	Number and types of HEART response calls		x		x						x	
SM8	Number of unique patients receiving preventative care treatment at the Firehouse Clinic				x							
SM9	Number of medical responses that result in treat and non-transport (diverted from the emergency room)				x							
SM10	Number of families served through Youth and Family Services Bureau										x	
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
SP7	Transition HEART program from pilot to permanent response program		x		x						x	
SP8	Transition to new County Emergency Medical Services (EMS) system				x							

Include - report annually  
 Include - report annually  
 Include - report annually  
 Include - report annually

Include in Dashboard  
 Include in Dashboard

# Grow the Economy

## Objective 1: Provide first-rate business support services

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EM1	# of businesses engaged through programs and outreach		x									
EM2	# of concept plans reviewed for priority sites		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EP1	Complete remaining ARPA programs including: "Restaurant Relaunch" and "Restore and Reopen" façade assistance programs		x									
EP2	Explore partnerships to create an entrepreneurship hub and commercial kitchen incubator program		x									

### Approach for Dashboard

Include - report annually

Include - report annually

Include in Dashboard

Include in Dashboard

## Objective 2: Invest in plans and programs that create thriving commercial corridors, with an added focus on the Downtown

Proposed Metric		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EM3	# of businesses that received direct financial or technical support		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EP3	Continue to roll out ARPA-funded Hayward Open for Business program to aid businesses in activating interior and exteriors with points of interest and harness social media to attract customers		x									
EP4	Implement a Downtown Working Group		x	x	x				x	x	x	x
EP5	Provide a report on how midsize cities revitalized downtowns		x	x								
EP6	Provide a report on ordinances that may have adverse impacts on businesses											
EP7	Provide a report on allowing small businesses and popups in residential areas		x	x								

Include - report annually

Include in Dashboard

Include in Dashboard

Report on under project EP4

Third priority for FY25 - will add when there is capacity

Include in Dashboard

## Objective 3: Grow educational pathways and workforce pipelines for residents of all backgrounds

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EM4	# of Hayward residents receiving Tuition Assistance Grants		x									
EM5	# of Hayward employers and participants at Job Fairs		x									
EM6	# of students hosted by the City through internships and career pathway programs		x		x			x	x			
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EP8	Develop recommendations for encouraging development of worker-cooperatives in Hayward		x									
EP9	Partner with HUSD and HARD on a job fair for teens		x						x			

Include - report annually

Include - report annually

Include - report annually

Fourth priority for FY25 - will add when there is capacity

Report on under metric EM5

## Objective 4: Strategically manage or dispose of City property to support economic goals

Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
EP10	Implement a property management strategy for Cinema Place		x									
EP11	Continue to work on Route 238 Corridor lands dispositions and development		x									
EP12	Release solicitation for City Center disposition and development		x									
EP13	Study the options for disposing of Successor Agency parcels on Mission Blvd		x									
EP14	Request for report at CEDC and then work session at Council to discuss options and strategy for Cinema Place		x									

Include in Dashboard

Include in Dashboard

Include in Dashboard

Include in Dashboard

Report on under project EP10

# Preserve, Protect & Produce Housing for All

## Objective 1: House and support people experiencing homelessness

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HM1	# people served through City programs and % placed in permanent housing		x									
HM2	# people assisted through shallow rental subsidy		x									
HM3	# agencies funded through Community Agency Funding Process providing housing related services		x									
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HP1	Support development of St. Regis Behavioral Health Campus		x									
HP2	Implement State Homekey funding for Project Reclamation scattered site program		x									
HP3	Provide a update to Council on the City's Let's House Hayward efforts		x									

### Approach for Dashboard

Include - report bi-annually  
 Include - report annually  
 Include - report annually  
 Include in Dashboard  
 Include in Dashboard  
 Report on under metric HM1

## Objective 2: Encourage the production of housing for all by creating incentives and removing development barrier

#	Proposed Metric	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HM4	Issue Building Permits Consistent with Regional Housing Needs Allocation (RHNA) targets			x								
HM5	# City actions taken in support of housing development (like grants, loans funded, development agreements, ordinance modification)			x								
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HP4	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities			x								
HP5	Evaluate available funding to issue a Notice of Funding Availability (NOFA) for the development of affordable housing			x								
HP6	Zoning Ordinance Amendments Related to Shelters, Group Homes, Supportive & Transitional Housing			x								
HP7	Zoning Ordinance Amendments Related to Streamlining Housing Entitlements for Qualified Projects			x								
HP8	Adopt Universal Design Guidelines for Accessible Housing			x								

Include - report annually  
 Include - report annually  
 Exploration only - won't place on dashboard until definitive action  
 Report on under metric HM5  
 Include in Dashboard  
 Include in Dashboard  
 Include in Dashboard

## Objective 3: Protect the stability and sustainability of existing housing

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HM6	# rent review petitions received			x								
HM7	# of people served by foreclosure prevention and eviction prevention services			x								
HM8	# of people receiving relocation assistance			x								
HM9	# of affordable homeownership opportunities supported			x								
HM10	# of existing affordable housing projects monitored/supported			x								
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
HP9	Evaluate the option of creating a rent registry to obtain better data on rent increase, evictions, and occupancy			x								
HP10	Simplify the Relocation Assistance Ordinance to improve compliance and increase funding for Emergency Relocation Assistance			x								
HP11	Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties			x								

Include - report bi-annually  
 Include - report annually  
 Include - report annually  
 Include - report annually  
 Include - report annually  
 Include in Dashboard  
 Include in Dashboard  
 Report on under metric HM9

## Invest in Infrastructure

### Objective 1: Invest in multi-modal transportation

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	Approach for Dashboard	
FM1	# Traffic calming projects installed											x	Include - report annually	
FM2	# Miles of bike lanes added											x	Include - report annually	
FM3	# Miles of repaving completed											x	Include - report annually	
FM4	# registered HOP users		x										Include - report annually	
FM5	# One-way TNC rides provided		x										Include - report annually	
FM6	# of traffic collisions										x	x	Include - report quarterly	
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW		
FP1	Implement recommended program improvements for Hayward Operated Paratransit (HOP) program to support seniors and adults with disabilities		x											Include in Dashboard
FP2	Complete construction of Mission Boulevard phase 3											x		Include in Dashboard
FP3	Evaluate safety enhancements for the Downtown Loop											x		Include in Dashboard
FP4	Complete implementation of "A Bench for Every Stop" project											x		Include in Dashboard
FP5	Complete Main Street complete street construction											x		Include in Dashboard

### Objective 2: Invest in City-owned facilities & property

Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
FP6	Complete Phase I construction of the Stack Center and continue fundraising, with the goal of beginning Phase II in FY25											x	Include in Dashboard
FP7	Begin construction of La Vista Park											x	Include in Dashboard
FP8	Complete Phase I of Weekes Library beautification								x				Include in Dashboard
FP9	Finish a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism										x	x	Include in Dashboard
FP10	Finish a preliminary feasibility report on a new Corporation Yard									x		x	Include in Dashboard
FP11	Complete security upgrades to Watkins Street garage									x			Include in Dashboard

### Objective 3: Enhance local water supplies and wastewater systems

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
FM7	Miles of water pipelines and sewer lines replaced annually (target = 2.5 miles)											x	Include - report annually
FM8	Water quality											x	Include - report annually
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
FP12	Continue Water Pollution Control Facility Phase II upgrade											x	Include in Dashboard
FP13	Complete a Recycled Water Master Plan											x	Include in Dashboard
FP14	Implement Sustainable Groundwater Plan											x	Include in Dashboard



# Champion Climate Resilience & Environmental Justice

## Objective 1: Reduce greenhouse gases and dependency on fossil fuels

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	Approach for Dashboard
CM1	Annual Communitywide GHG Emissions in MTCO2e (metric tons of carbon dioxide equivalent)											x	Include - report annually
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
CP1	Implement Year 1 Programs from the adopted GHG Roadmap											x	Include in Dashboard
CP2	Continue to collaborate with Ava Community Energy to provide public EV charging facilities											x	Include in Dashboard
CP3	Present a plan on EV charging for city facilities									x		x	Include in Dashboard
CP4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems									x		x	Include in Dashboard
CP5	Improve e-bike adoption through the creation of an e-bike rebate program and ensuring that electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars											x	Include in Dashboard

## Objective 2: Reduce waste by promoting a circular economy

#	Proposed Metric	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	Approach for Dashboard
CM2	Pounds of waste diverted from the landfill											x	Include - report annually
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
CP6	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward											x	Include in Dashboard

## Objective 3: Mitigate environmental and climate impacts, with an emphasis on vulnerable communities

#	Proposed Metrics	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	Approach for Dashboard
CM3	# of participants in water conservation programs for residential, business, and municipal customers											x	Include - report annually
CM4	# of trees planted directly and in partnership with community groups (target = 1,500)									x			Include - report annually
#	Proposed Special Projects	CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW	
CP7	Complete update to Tree Preservation Ordinance			x									
CP8	Prepare an ordinance to create smoke-free multifamily housing			x									Third priority for FY25 - will add when there is capacity
CP9	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities											x	Include in Dashboard
CP10	Continue to work with HASPA partners to seek grant funding to implement the Shoreline Master Plan			x								x	Include in Dashboard

## Cultivate Vibrant Neighborhoods

### Objective 1: Invest in cleanliness and blight reduction

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NM1	% of Access Hayward illegal dumping, graffiti, unhooused abatement, and landscaping requests are responded to within									x		
NM2	# Households participating in Disposal Days									x		
NM3	# of home rehab grants for low-income homeowners		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NP1	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts			x								
NP2	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City											x
NP3	Formalize the working agreement with Caltrans to address blight at freeway exits									x		

#### Approach for Dashboard

Include - report quarterly

Include - report annually

Include - report annually

Include in Dashboard

Include in Dashboard

Report on under metric NM1

### Objective 2: Provide community enrichment and educational programming

Proposed Metric		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NM4	# Number of library materials checked out								x			
NM5	# Participants using library cradle to senior programs, by type of program								x			
NM6	# Patrons accessing e-resources								x			
NM7	# Grants awarded to arts and music and social services agencies		x									
NM8	# Meals delivered through SOS Meals on Wheels		x									

Include - report annually

Include - report annually

Include - report annually

Include - report annually

Include - report annually

### Objective 3: Beautify and activate public spaces

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NM9	# Event attendees at City-run and City-sponsored events		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NP4	Work with Council to determine funding priorities for City-run and City-sponsored events and implement new granting processes		x									
NP5	Work with partners to launch outdoor programming at the Stack Center Community Event Plaza by fall 2024		x									
NP6	Complete Jackson Corridor landscape beautification, including monument gateway sign on Jackson at Silva Avenue									x		
NP7	Create an analysis of the staffing and funding needs to create a public art program, including the possibility of an art		x									

Include - report annually

Include in Dashboard

Include in Dashboard

Include in Dashboard

Include in Dashboard

### Objective 4: Support volunteerism, civic leadership, and community-led initiatives

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NM10	# of volunteers who participated in a program or event		x						x			
NM11	# of students who participate in the mock City Council or other civics program		x									
NM12	Number of reparative justice implementation plans approved by City Council		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
NP8	Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 spaces open for public use		x						x			
NP9	Complete interpretive signs and art in Heritage Plaza Art to Honor Indigenous and Russell City Heritage in partnership with community groups		x									
NP10	Allocate and develop resources to implement approved reparative justice actions resulting from community-led input on the Russell City Reparative Justice Project.		x									

Include - report annually

Include - report annually

Report as part of NP10

Include in Dashboard

Include in Dashboard

Include in Dashboard

# Strengthen Organizational Health

## Objective 1: Strengthen Fiscal Sustainability and Transparency

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RM1	% General Fund Reserve					x						
RM2	\$ Grant Funds received					x						
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RP1	Continue to explore the potential early extension of the ½ cent local district sales tax		x			x						
RP2	Expand financial transparency through platforms like OpenGov					x						
RP3	Report on the budget for the Hayward Economic Development Corporation					x						
RP4	Provide a report to Council on Public Banking					x						

### Approach for Dashboard

Include - report annually

Include - report annually

Not included - ballot measure

Include in Dashboard

Report on under project EP10

Exploration only - won't place on dashboard until definitive action

## Objective 2: Strengthen and Streamline Customer Service

Proposed Metric		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RM3	# Subscribers to and reach of the Stack Newsletter		x									
RM4	# Social Media impressions		x									
RM5	# of City of Hayward departments with departmental language access plans completed by June 30, 2025		x									
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RP5	Develop and resource departmental language access plans which clarify baseline translation and interpretation practices for language access		x									
RP6	Conduct an interdepartmental assessment of Access Hayward and implement updates to streamline customer responses		x									
RP7	Assess additional meeting locations with hybrid capacity for Council and Commission meetings	x	x					x				

Include - report annually

Include - report annually

Report on as part of RP5

Include in Dashboard

Include in Dashboard

Report on under project NP8

## Objective 3: Strengthen Employee Engagement, Development, and Retention

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RM6	New employee experience survey						x					
RM7	Employee turnover, hires, and promotions						x					
RM8	Employee engagement survey data						x					
RM9	Employee demographics and employee retention by demographics		x				x					
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RP8	Interdepartmentally collaborate to formalize, expand, and promote the onboarding program to improve new employee experience.						x					
RP9	Audit existing policies and HR processes for compliance including areas for revision and general enhancement						x					
RP10	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace						x					

Will provide a report to Council

Include - report annually

Will provide a report to Council

Include - report annually

Not included - internal project

Not included - internal project

Not included - internal project

## Objective 4: Optimize Access to Workforce Technology

Proposed Metrics		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RM10	New Technology Investments processed through IT Governance							x				
Proposed Special Projects		CC	CM	DS	FD	FN	HR	IT	LB	MS	PD	PW
RP11	Continue to implement an IT Governance workgroup to ensure business alignment with technology solutions							x				
RP12	Implement the Strategic Roadmap project management software and dashboard and create linked performance dashboards for other plans		x									

Not included - internal metric

Not included - internal project

Not included - internal project