

CITY OF HAYWARD

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



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Saturday, January 29, 2022

8:30 AM

Virtual: Zoom Platform

City Council

**SPECIAL CITY COUNCIL MEETING
2022 PRIORITY SETTING/STRATEGIC ROADMAP RETREAT**

COVID-19 Notice: Consistent with Assembly Bill 361/Government Code section 54953(e), the City Council meeting includes teleconference participation by all members.

How to observe the Meeting:

1. *Zoom Webinar. Information on how to join provided below.*

How to submit written Public Comment:

1. *Use eComment on the City's Meeting & Agenda Center webpage at: <https://hayward.legistar.com/Calendar.aspx>. eComments are directly sent to the iLegislate application used by City Council and City staff. Comments received before 3:00 p.m. the day before the meeting will be exported into a report, distributed to the City Council and staff, and published on the City's Meeting & Agenda Center under Documents Received After Published Agenda.*

2. *Send an email to List-Mayor-Council@hayward-ca.gov by 3:00 p.m. the day before the meeting. Please identify the Agenda Item Number in the subject line of your email. Emails will be compiled into one file, distributed to the City Council and staff, and published on the City's Meeting & Agenda Center under Documents Received After Published Agenda. Documents received after 3:00 p.m. through the adjournment of the meeting will be included as part of the meeting record and published the following day.*

How to provide live Public Comment during the City Council Meeting:

Click link below to join the meeting:

<https://hayward.zoom.us/j/81817271822?pwd=SkVmc2pERHNnMWVwQVBacU9JSjdvdz09>

Meeting ID: 818 1727 1822

Passcode: Cc1/29@830

or

Dial: +1 669 900 6833 or +1 253 215 8782 877 853 5247 (Toll Free)

Meeting ID: 818 1727 1822

Password: 8204325441

A Guide to attend virtual meetings is provided at this link: <https://bit.ly/3jmaUxa>

CALL TO ORDER: Mayor Halliday

Pledge of Allegiance: Council Member Márquez

ROLL CALL

PUBLIC COMMENTS

Limited to Items on the Agenda

SPECIAL WORK SESSION

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

1. [WS 22-002](#) Strategic Roadmap Update (Report from City Manager McAdoo)

Attachments: [Attachment I Working Agenda](#)
[Attachment II Year Three Work Plan](#)
[Attachment III Status Update on All Roadmap Projects](#)
[Attachment IV Community Services Commission Work Plan](#)

ADJOURNMENT

NEXT MEETING, February 1, 2022, 7:00 PM

PUBLIC COMMENT RULES

Any members of the public desiring to address the Council shall limit their remarks to three (3) minutes unless less or further time has been granted by the Presiding Officer or in accordance with the section under Public Hearings. The Presiding Officer has the discretion to shorten or lengthen the maximum time members may speak. Speakers will be asked for their name before speaking and are expected to honor the allotted time.

PLEASE TAKE NOTICE

That if you file a lawsuit challenging any final decision on any public hearing or legislative business item listed in this agenda, the issues in the lawsuit may be limited to the issues that were raised at the City's public hearing or presented in writing to the City Clerk at or before the public hearing.

PLEASE TAKE FURTHER NOTICE

That the City Council adopted Resolution No. 87-181 C.S., which imposes the 90-day deadline set forth in Code of Civil Procedure section 1094.6 for filing of any lawsuit challenging final action on an agenda item which is subject to Code of Civil Procedure section 1094.5.

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. Written comments submitted to the Council in connection with agenda items will be posted on the City's website. All Council Meetings are broadcast simultaneously on the City website, Cable Channel 15 - KHRT, and YouTube. ****

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Assistance will be provided to those requiring language assistance. To ensure that interpreters are available at the meeting, interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400.



CITY OF HAYWARD

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777 B Street
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File #: WS 22-002

DATE: January 29, 2022

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Strategic Roadmap Update

RECOMMENDATION

That the Council reviews the attached working agenda and documents (Attachments I-IV) and provides feedback on proposed updates to the Strategic Roadmap for the City of Hayward.

SUMMARY

It has been two years since Council adopted the City's three-year Strategic Roadmap (Roadmap), and eighteen months since implementation began. The Council workshop on Saturday, January 29, 2022 will be a progress update on the Roadmap projects and an opportunity to reflect on lessons learned during the past year. A working agenda is attached to this memo.

In preparation for the workshop, Councilmembers were asked to review several documents, which are attached to this memo. These included recommended updates to the titles of several Priorities, an approach to including racial equity focus projects in the Roadmap, staff's recommended work plan for implementation of year three projects, and status updates on all projects. In addition, staff is attaching recommendations from the Community Services Commission on incorporating items into the Roadmap that were presented to the Council on November 16, 2021.

ATTACHMENTS

Attachment I Working Agenda

Attachment II Recommended Year Three Work Plan with Updates to Priority Titles

Attachment III Status Update on All Roadmap Projects

Attachment IV Recommended Approach to Incorporating Community Services Commission
Recommended Work Plan

File #: WS 22-002

Hayward City Council | Strategic Retreat 2022

Saturday, January 29, 2022, 8:30am to 2pm

Online via Zoom

AGENDA

1. 8:30 am - Public Comment

2. 9:00 am - Welcome

- Agenda & meeting goals
- Introductions
- Context setting

3. 9:15 am - Incorporating a Racial Equity Lens

- Introduction
- 2020 Census Data: How has Hayward changed over the past several decades?
- E-Team case studies that highlight racial equity
- Recommended approach for applying a racial equity lens to strategic projects
- Council discussion

4. 10:30 am - Break

5. 10:40 am - Strategic Roadmap Overview and Priorities

- Review 2021 Roadmap progress & hopes for 2022 Roadmap
- Discussion
- Review 2022 proposed Roadmap priority revisions
- Discussion

6. 11:30 am - Break

7. 11:40 am - Roadmap Project Review and Update

- Present staff proposed work plan
- Share pre-meeting Council survey results
- Discussion
- Explanation of prioritization exercise

8. 12:30 pm - Lunch & Prioritization Exercise

9. 1:00 pm - Report Back and Group Discussion

- Share results of prioritization exercise
- Discussion

10. 1:50 pm - Summary of Next Steps

Recommended updates (changes in green)

Strategic Priorities

The critical focus areas to achieve the vision.



Enhance Community Safety & Quality of Life

(Previously Support Quality of Life)

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



Preserve, Protect & Produce Housing For All

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



Confront Climate Crisis

(Previously Combat Climate Change)

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



Invest in Infrastructure

(Previously Improve Infrastructure)

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



Grow the Economy

- Invest in the future by supporting local businesses
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors



Strengthen Organizational Health

(Previously Improve Organizational Health)

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

Racial Equity Focus Projects

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

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

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

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

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



Enhance Community Safety & Quality of Life

Proposed Year 3 (FY 22/23) Work Plan

Support Safety through Community-Centered Response and Enforcement Models

- Q5: Community Safety Policy Innovation Workshop Pilots/Projects ✦
 - Dispatch needs assessment and capacity
 - Mobile Mental Health Response Team & District Command behavioral health clinician
 - Community feedback and complaint liaison
 - CSO response to property crimes
 - HPD training curriculum working group
 - Neighborhood participatory budgeting - Hayward People's Budget
- Q6: Bring work session to Council on gun control options (new proposed project - unfunded)

Support Safety through Emergency Preparedness, Planning, and Response

- Q9: Update comprehensive Emergency Services Plan
- Q10: Update and adopt Fire Department strategic plan, both for staff and community

Invest in Cleanliness and Reduce Blight

- Q14: Engage owners of vacant building properties to encourage activation
- Q15: Revamp community preservation ordinance to combat blight and enhance neighborhood livability
- Q17: Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded ✦

Enhance Library, Educational, and Neighborhood Programs

- Q19e: Conduct stage one of Library strategic planning and implementation ✦
- Q20: Negotiate updated master lease agreement with HARD (added - funded) ✦

Celebrate Hayward's Heritage & Confront Racial Inequities

- Q21: Work across Strategic Roadmap priorities to include racial equity lens ✦
- Q22: Onboard more staff to join the GARE staff team ✦
- Q23: Create an internal racial equity training program and policy ✦
- Q24: Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage (added - funded) ✦
- Q25: Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded) ✦
- Q26: Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded) ✦



Preserve, Produce, and Protect Housing for All

Proposed Year 3 (FY 22/23) Work Plan

All Y3 projects in this priority are racial equity focus projects, given the history of systemic racism in federal and local housing policy ✦

Invest in programs to house and support people experiencing homelessness

- H1C: Oversee operations of the Navigation Center Annex (added - funded)
- H2b: Pilot Shallow Subsidy Program (added - funded)
- H2c: Explore Safe Parking Site (added - funded)
- H2d: Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded)

Incentivize housing production for all

- H4b: Amend Density Bonus Ordinance
- H4e: Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types and densities
- H4f: Explore program to convert tax-defaulted properties to affordable housing
- H5b: Continue work on updating the Affordable Housing Ordinance
- H4e: Create marketing materials for incentivizing housing production
- H8: Update the Housing Element

Protect the affordability of existing housing

- H9d: Tenant Relocation Emergency Fund (added - funded)
- H11f: Foreclosure Prevention Program (added - funded)
- H11g: Wealth Building/ Universal Income Program (added - partially funded)

Proposed Projects to Move to Y3+

- H4f: Update Accessory Dwelling Unit (ADU) ordinance (not as urgent due to implementation of State changes)
- H6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities (slowed due to lack of funding and focus on COVID relief programs)



Confront Climate Crisis

Proposed Year 3 (FY 22/23) Work Plan

Reduce greenhouse gases and dependency on fossil fuels

- C5: Adopt & implement 2030 GHG Goal & Roadmap ✦
- C7: Plant 1,000 trees annually
- C8: Transition 15% of total city fleet to EV/hybrid models

Reduce waste by promoting a circular economy

- C12: Conduct outreach regarding AB1276 - single-use disposables
- C13: Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded) ✦

Mitigate climate crisis impacts through resilient design and community engagement

- C15: Update Tree Preservation Ordinance

Proposed Projects to Move to Y3+

- C6: Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities (lack of capacity)
- C9: Work with EBCE to transition citywide electricity use to 100% carbon free (Slowed due to feasibility for discounted customers)



Invest in Infrastructure

Proposed Year 3 (FY 22/23) Work Plan

Invest in Multi-Modal Transportation

- N2: Implement major corridor traffic calming initiatives, with a focus on Patrick Ave complete street improvements and Campus Drive safety improvements
- N6: Develop a micro-mobility policy (eBikes, eScooters)
- N7b: Explore funding of Mission Boulevard phase 2 and Linear Park
- N7c: Complete design of Mission Boulevard phase 3 and construction
- N8d: Implement Safe Routes for School
- N8f: Implement Safe Route for Seniors in the downtown area
- N9b: Construct additional EV charging facilities

Invest in City Facilities & Property

- N13: Stack Center fundraising and construction ✦
- N14: La Vista Park design and construction
- N15b: Complete Jackson corridor landscape beautification
- N17: Corporation Yard renovation and safety upgrades - COVID recovery

Invest in Water Supplies, Sanitation Infrastructure & Storm

- N18a: Develop and launch Advanced Metering (AMI) customer portal
- N18b: Replace an average of 3 miles of water pipelines annually
- N19: Design Water Pollution Control Facility Phase II upgrade
- N20: Replace an average of 3 miles of sewer lines annually
- N23b: Develop a Recycled Water Master Plan

Invest in Community-Wide Internet Infrastructure and Access

- N25: Tech lending library devices and hotspots ✦
- N26: Conduct digital divide community survey (added - funded) ✦

Proposed Projects to Move to Y3+

- N1b: Prepare Downtown Specific Plan Implementation Plan (lack of capacity)
- N8g: Feasibility study of Jackson Street Improvements (lack of capacity)
- N11b: Full needs assessment of upgrading the Corp Yard (lack of capacity)
- N12: Construct open sections of Sulphur Creek adjacent to Airport runways and Engineered Materials Arresting System (EMAS) at the departure end of Airport Runway 28L (slowed due to regulatory hurdles)
- N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration (lack of funding and capacity)
- N23c: Investigate the use of dark fiber optic infrastructure (lack of capacity)



Grow the Economy

Proposed Year 3 (FY 22/23) Work Plan

Invest in programs that support Hayward business and workers

- E5: Revise alcohol use regulations to support existing and encourage more full-service restaurants
- E3d: Sidewalk Vendor Ordinance
- E7f: "Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded) ✦
- E7g: "Restaurant Relaunch" - Technical assistance for adapting to post-COVID-19 market trends and safety requirements (added - funded) ✦
- E7h: Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded) ✦
- E7i: "Hayward Restore & Reopen Facade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded) ✦

Strategically dispose of City property

- E9: City Center disposition and development
- E10: Route 238 Corridor lands dispositions and development

Invest in Plans and Programs that Create Thriving Commercial Corridors

- E12: Explore a public art program and prioritize gateway locations ✦

Proposed Projects to Move to Y3+

- E8: Strengthen workforce development pipelines (slowed due to focus on COVID recovery projects)



Strengthen Organizational Health

Proposed Year 3 (FY 22/23) Work Plan

Invest in Employee Engagement, Professional Development and Retention

- R4: Create Human Resources Department Strategic Plan (added - funded)
- R4a: Develop talent acquisition plan for citywide and critical positions

Expand Communications, Transparency, and Community Engagement

- R12: Create a language accessibility policy ✦
- R13i: Issue an RFP for translation services ✦
- R14: Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded) ✦

Invest in an Efficient, Safe & Collaborative Work Environment

- R15b: Upgrade water utility technology
- R16b: Implement new online planning and permitting solution
- R17b: Establish new mobile device management solution
- R19a: Assess current ERP solution, investigate new offerings available and implement appropriate solutions

Timing Subject to Findings from HR Strategic Plan

- R8: Formalize, expand and promote the onboarding program to improve new employee experience
- R9: Develop talent development initiatives and training platform
- R10: Develop a managerial course to cultivate leadership skills
- R11d: Create a more rigorous employee wellness program
- R20a: Develop a virtual training/resource communication strategy

Proposed Projects to Move to Y3+

- R1c: Redo the Business License Tax (timing of election feasibility)
- R16a: Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections (lack of capacity)
- R17a: Improve IT asset management program (lack of funding)

Attachment III: Status Update on All Roadmap Projects

Enhance Community Safety and Quality of Life		Proposed Timeframe				Departments		Status	Council Votes
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
Support Safety through Community-Centered Response and Enforcement Models									
Q1	Assess findings from County's comprehensive assessment teams (CAT) pilot in preparation to roll out permanent program outside of County					PD, FD	LB, CS	Completed	4
Q2	Implement a vaping ban					DS		Completed	0
Q3	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice					PD		Rollout Completed & Service is Ongoing	2
Q4	Implement Hayward Police Department Community Advisory Panel					PD		Rollout Completed & Service is Ongoing	2
Q5 Community Safety Public Engagement and Policy Innovation Workshop Pilots/Projects									
Q5a	Conduct community engagement and public polling to understand community concerns					CM, PD	All	Completed	NA
Q5b	Implement Policy Innovation Workshop to design potential policy solutions					CM, PD	All	Completed	3
Q5c	Implement Dispatch Needs Assessment and Capacity ➤					CM, FD, PD		On track to Finish Y3	NA
Q5d	Pilot Behavioral/Mental Health Coordinator Position ➤					CM, FD, PD		Pilot on track to Finish Y3	NA
Q5e	Implement Mobile Mental Health Response Team ➤					CM, FD, PD		On track - Pilot will continue to Y3+	NA
Q5f	Implement District Command Behavioral Health Clinician ➤					CM, FD, PD		Pilot on track to Finish Y3	NA
Q5g	Community Feedback and Complaint Liaison ➤					CM, PD	CA	Pilot on track to Finish Y3	NA
Q5h	Implement CSO Response to Property Crimes ➤					PD		Pilot on track to Finish Y3	NA
Q5i	Implement HPD Training Curriculum Working Group ➤					PD, HR, CM		Pilot on track to Finish Y3	NA
Q5j	Implement Neighborhood Participatory Budgeting ➤					CM, Fin		Project on Track to Finish Y3	NA
Q6	Bring work session to Council on gun control options							New Proposed Project - Unfunded	
Support Safety through Emergency Preparedness, Planning, and Response									
Q7 Covid-19 Response									
Q7a	Establish Graffiti Relief Program					DS		Completed	1
Q7b	Launch and run Food Distribution Operation ➤					CM, CS	FD, MS	Completed	1
Q7c	Launch and run Covid-19 Testing and Vaccine Operations ➤					FD	MS	Completed	1
Q7d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci					FD	All	Completed	0
Q8	Conduct a 'risk & resilience' assessment of water system and update emergency response plan Ⓞ					PW	FD	Completed	1
Q9	Update comprehensive emergency services plan for community and staff					FD	MS, PW, PD	On track to Finish Y3	3
Q10	Update and adopt Fire Department strategic plan					FD		On track to Finish Y3	3
Q11	Expand emergency shelter sites in Hayward*					HS	FD	Complete and Continous	2
Invest in Cleanliness and Reduce Blight									
Q12	Create and implement Interdepartmental Homeless Encampment Task Force					CS, DS, PD, HS, MS		Creation Complete & Task Force Ongoing	3

Enhance Community Safety and Quality of Life		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
Q13	Adopt and Enforce Vacant Building Property Ordinance**					DS		Complete & Continuous	3
Q14	Engage owners of vacant building properties and encourage activation of vacant sites ❖**					ED		On Track to Finish Y3	4
Q15	Revamp community preservation ordinance to combat blight and enhance neighborhood livability **					DS		On Track to Finish Y3	4
Q16	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources					CM	CA, DS, PW, FD, PD, MS	Complete & Continuous	4
Q17	Implement targeted illegal dumping prevention programs								
Q17a	Operation Clean Sweep					MS		Completed	0
Q17b	Pilot programs and analysis ➤					MS	PD	On Track to Finish Y3	5
Q17c	Roll out permanent program ❖					MS	PD	Need funding to implement	3
Enhance Library, Educational, and Neighborhood Programs									
Q18	Implement Census 2020 community engagement					CM, LB	CS	Completed	0
Q19	Plan library operations and hours to leverage the new facility								
Q19a	Launch library Curbside Service					LB		Completed	0
Q19b	Expand online Library programming offerings					LB		Rollout Completed & Service is Ongoing	1
Q19c	Launch Bookmobile Program ❖					LB	MS	Rollout Completed & Service is Ongoing	3
Q19d	Conduct survey of library hours need and analysis of use					LB		On Track to Finish Y2	3
Q19e	Conduct stage one of strategic planning and implementation ➤					LB		On Track to Finish Y3	1
Q20	Negotiate upated Master Lease Agreement with Hayward Recreation and Park District ➤					CM	CA	Added Project - Funded	
Celebrate Hayward's Heritage & Confront Racial Inequities									
Q21	Work across Strategic Roadmap priorities to include racial equity lens (see Exhibit A) ➤***					CM, GARE	All	Pilots in Y2, On track to roll out in Y3	5
Q22	Onboard more staff to join the Government Alliance for Racial Equity (GARE) staff team ➤**					CM, GARE	All	On track to roll out in Y3	4
Q23	Create an internal racial equity training program and policy ➤***					CM, GARE	All	On track to roll out in Y3	0.5
Q24	Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage ➤					CM	LB, MS	Added Project - Funded	NA
Q25	Work with the survivors and descendants of Russell City to determine appropriate restitution ❖ ➤					CM		New Proposed Project per CSC Recommendations - Unfunded	
Q26	Create a needs assessment that identifies culturally competent ways to recognize the contributions of BIPOC Hayward residents through murals, signages, roadway improvements, and other City projects ❖ ➤					CM		New Proposed Project per CSC Recommendations - Unfunded	NA

*Project Moved from Preserve, Protect & Produce Housing for All

**Projects Moved from Grow the Economy

***Projects moved from Strengthen Organizational Health

Preserve, Protect, and Produce Housing				Proposed Timeframe		Departments		Status		Council Votes	
❖Needs Funding ➤Racial Equity Focus Project ⊙Statutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
Invest in programs to house and support people experiencing homelessness											
H1 Sustain the Navigation Center to House and Support the People Experiencing homelessness											
H1a	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring) ➤							CS		Launch Complete & Service is Ongoing	1
H1b	Identify Sustainability funding source for the navigation center							CS	FN	Completed and Continuous	4
H1c	Oversee operations of the Navigation Center Annex (i.e. funding administration, contract management, data collection, and performance monitoring) ➤							CS		Added Project - ARPA Funded	NA
H2 Implement Let's House Hayward: the Homelessness Reduction Strategic Plan											1
H2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County’s EveryOne Home Plan							CS	HS, PL, PD, M	Completed	4
H2b	Pilot Shallow Subsidy Program ➤							CS		Added Project - ARPA Funded	NA
H2c	Explore Safe Parking Site ➤							CS		Added Project - Funded	NA
H2d	Leverage partnerships between non-profit housing developers, County, and regional jurisdictions to support the creation of hotel conversion projects by community-based entities ➤							CS		Added Project - Funded	NA
H3	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature) ❖							CS	DS, H, PD	Transition Complete & Service is Ongoing	3
Incentivize housing production for all											
H4 Implement housing incentives and production work plan in accordance to state housing limits											
H4a	Explore moderate-income financing model							HS		Completed	2
H4b	Amend Density Bonus Ordinance ⊙ ➤							DS		On Track to Finish Y3	1
H4c	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 ➤							DS		On Track for FY (will be reviewed as part of new SB9 legislation)	1
H4d	Explore program to convert tax-defaulted properties to affordable housing ➤							HS		On Track to Finish Y3	4
H4e	Create marketing materials for incentivizing housing production ➤							HS		On Track to Finish Y3	0
H4f	Update Accessory Dwelling Unit (ADU) ordinance ⊙ ➤							DS		Less urgent due to State changes	1
H5 Evaluate the Affordable Housing Ordinance											
H5a	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals							HS		Completed	0
H5b	Hold work session for potential revisions ➤							HS		On Track to Start Y2	5

Preserve, Protect, and Produce Housing		Proposed Timeframe				Departments		Status	Council Votes
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
H6	Expend the Affordable Housing Trust funds								
H6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities					HS		Completed	3
H6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities ➤					HS		Slowed to Y3+, Lack of and funding and focused on COVID recovery	1
H7	Pursue state housing funding opportunities								
H7a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding					HS	All	Completed and Continuous	1
H7b	Apply for state housing funding to support strategic partnerships and Council priorities					HS	All	Completed and Continuous	4
H8	Update the Housing Element Ⓞ ➤					DS		On Track to Finish Y3	2
Protect the affordability of existing housing									
H9	Recommend updates to the Rent Stabilization Ordinance								
H9a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments					HS		Completed	0
H9b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report					HS		Rollout Complete & Ongoing Annual Report	0
H9c	Implement Tenant Relocation Assistance Ordinance adopted after 6 month Update ➤					HS		Added Project-Complete and continuous	NA
H9d	Tenant Relocation Emergency Fund ➤					HS		Added Project - ARPA Funded	NA
H10	Implement a Soft Story Ordinance					DS		Rollout Complete & Service Ongoing	0
H11	Covid-19 Response								
H11a	Implement and monitor eviction moratorium					HS		Completed	4
H11b	Implement CV-19 rent relief program					HS		Completed	3
H11c	Analyze alternative rent increase thresholds					HS		Completed	0
H11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID					HS		Completed	1
H11e	Allocate and administer CDBG-CV funding for homelessness and housing services ➤					CS	H	Completed	1
H11f	Foreclosure Prevention Program ➤					HS		Added Project - ARPA Funded	NA
H11g	Wealth Building/ Universal Income Program ➤					HS		Added Project - Partially Funded	NA

Confront Climate Crisis					Proposed Timeframe			Departments		Status		Council Votes
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement					Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
Reduce greenhouse gases and dependency on fossil fuels												
C1	Ban natural gas in new residential buildings								PW	DS	Completed	0.25
C2	Require EV charging infrastructure in new construction								PW	DS	Completed	5.25
C3	Adopt and implement the 2019 Building Code & Fire Code								DS	FD	Completed	2
C4	Transition electricity use in city operations to 100% renewable energy								PW	MS	Completed	1
C5	Adopt & implement 2030 GHG Goal & Roadmap ❖➤								PW	DS	On Track to Finish Y3	4
C6	Prepare a plan to facilitate transition of natural gas appliances to electric in Citv Facilities								MS	PW	Slowed to Y3+, Lack of Staff Capacity	0.25
C7	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers)								MS	DS	Completed at 6 month mark in FY22, will keep goal at 1,000 for FY23 and consider increasing for FY24	4
C8	Transition 15% of total city fleet to EV/hybrid models ❖								MS	PW	On Track to Finish Y3	1
C9	Work with EBCE to transition citywide electricity use to 100% carbon free								PW	MS	Slowed to Y3+ due to feasibility for discounted customers	3
C10	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)								PW	DS, ED	On Track to Start Y3	0.25
Reduce waste by promoting a circular economy												
C11	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts								PW	DS	Completed - Covered by AB 1276, which takes effect June 1, 2022	1
C12	Conduct outreach regarding AB1276 - single-use disposables								PW	DS	On Track to Finish Y3	2
C13	Explore funding opportunities to increase the circular food economy in Hayward as part of the Alameda County All in Eats Initiative ➤								CM	PW, CS	Added Project - Funded	NA
Mitigate climate crisis impacts through resilient design and community engagement												
C14	Complete Shoreline Master Plan								DS	PW	Completed	2
C15	Update Tree Preservation Ordinance								DS	MS	On Track to Finish Y3	1

Invest in Infrastructure					Proposed Timeframe		Departments		Status		Council Votes
❖Needs Funding ➦Racial Equity Focus Project ⓄStatutory Requirement					Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21
Invest in Multi-Modal Transportation											
N1	Improve access and mobility in downtown Hayward										
N1a	Implement downtown parking plan					PW	MS	Completed		0	
N1b	Prepare Downtown Specific Plan Implementation Plan					PW	DS	Slowed to Y3+, Lack of Staff Capacity		3	
N2	Implement major corridor traffic calming initiatives										
N2a	Complete Hayward Boulevard feasibility study					PW		Work continuing, slowed to account for other priorities		0.5	
N2b	Implement Hayward Boulevard traffic calming plan					PW				2.5	
N2c	Complete Tennyson Road feasibility study					PW		Work continuing, slowed to account for other priorities		2.5	
N2d	Implement Tennyson Boulevard traffic calming plan					PW				2.5	
N2e	D Street Traffic Calming Plan Feasibility Study					PW		Slowed to Y3+, Lack of Staff Capacity		0.5	
N2f	Implement D Street Traffic Calming Plan					PW				1.5	
N2g	Patrick Ave Complete Street Improvements							Added Project - Funded			
N2h	Campus Drive Traffic Calming							Added Project - Funded			
N3	Develop and submit a Traffic Impact Fee					PW		On Track to Finish in Y2		2	
N4	Increase transit options and ridership										
N4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable					PW	CS	Completed and Continuous		3.2	
N4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.					PW	DS	Completed and Continuous		0.2	
N4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.					PW	DS	Completed and Continuous		3.2	
N4d	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel					DS		Completed and Continuous		2.2	
N4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward					CM		Completed and Continuous		3.2	
N5	Maintain and improve pavement										
N5a	Maintain Pavement Condition Index (PCI) at 70 ❖					PW		Completed and Continuous		5	
N5b	Prepare OHHA pavement improvement program design and financing structure					PW		Completed		0	
N5c	Construct various OHHA pavement improvements					PW		Completed and Continuous		0	
N6	Develop a micro-mobility policy (eBikes, eScooters)					PW		On Track to Finish in Y3		1	
N7	Improve Mission Boulevard as a key ‘Gateway to the City’										
N7a	Complete construction of Mission Boulevard Phase 2					PW		Completed		1	
N7b	Explore funding of Mission Boulevard Phase 2 and Linear Park					PW		On Track to Finish Y3		1	

Invest in Infrastructure				Proposed Timeframe		Departments		Status		Council Votes	
❖Needs Funding ➤Racial Equity Focus Project ⊙Statutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
N7c	Complete design of Mission Boulevard Phase 3 and construction ❖							PW		On track to Finish Y3+	2
N8	Implement the Bike & Ped Master Plan										
N8a	Add 2 miles of sidewalks per year ❖							PW		Completed and Continuous	1.6
N8b	Add 10 lane miles of bike lanes per year							PW		Completed and Continuous	1.6
N8c	Assess Safe Routes to School							PW		Completed	1
N8d	Implement Safe Routes School ❖							PW		On track to Finish Y3+	1.6
N8e	Assess Safe Route for Seniors in the downtown area							PW		On Track to Finish Y3	0
N8f	Implement Safe Route for Seniors in the downtown area ❖							PW		On Track to Finish Y3	1.6
N8g	Conduct a feasibility study of Jackson Street Improvements ❖							PW		Slowed to Y3+, Lack of Capacity	1.6
N9	Expand EV charging infrastructure for city fleet and employees										
N9a	Conduct analysis of future demand							MS	PW	Completed	0
N9b	Construct additional EV charging facilities ❖							MS	PW	On Track to Finish in Y3	3
Invest in City Facilities & Property											
N10	Construct the fire station and Fire Training Center							PW	FD	On Track to Finish in Y3	0
N11	Investigate major municipal building upgrade needs										
N11a	Conduct a site and cost analysis of a new Police building							PW	PD	Slowed - Future Project	1.3
N11b	Conduct a needs assessment of upgrading the Corp Yard							PW	MS	Slowed to Y3+, Lack of Capacity	3.3
N11c	Investigate funding options for new Police building and Corp Yard							CM	PW, FN	On Track to Start Y3+	2.3
N12	Upgrade and maintain Airport infrastructure and facilities										
N12a	Rehabilitate the pavement in phases							PW		Completed and Continuous	0.3
N12b	Design and construct capital improvements to Airport hangars							PW		On Track to Finish Y2	0.3
N12c	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways							PW		Slowed to Y3+, Regulatory Hurdles	0
N12d	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L							PW		Slowed to Y3+, Regulatory Hurdles	0.3
N13	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*										
N13a	Finalize financing ❖							CM	LB, CS	Ongoing, with possible extensions	1
N13b	Design and construct center ➤							PW	CM	On Track to Launch Y3	4
N13c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor ➤							CM	LB, CS	On Track to Finish MOUs Y3	2
N14	Complete La Vista Park *										
N14a	Design La Vista Park							PW		On Track to Finish Y3	0
N14b	Construct La Vista Park							PW		On Track to Launch Y3	5

Invest in Infrastructure				Proposed Timeframe		Departments		Status		Council Votes	
❖Needs Funding ➤Racial Equity Focus Project ⊙Statutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
N15 Complete gateway and corridor landscape beautification ❖ *											
N15a	Complete Tennyson corridor landscape beautification							MS	PW	On Track to Finish in Y2	2.5
N15b	Complete Jackson corridor landscape beautification							MS	PW	On Track to Finish Y3	0.5
N16	Evaluate options for adding bathrooms to Heritage Plaza							PW	LD	Slowed to Y3+, Lack of Capacity/Funding	3
N17	Corporation Yard renovation and building safety upgrades - COVID recovery									Added Project - Funded	
Invest in Water Supplies, Sanitation Infrastructure & Storm Sewers											
N18 Upgrade water system infrastructure											
N18a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal							PW	FIN	On track to launch Y2	2
N18b	Replace an average of 3 miles of water pipelines annually							PW		On Track to Finish Y3 & Continuous	4
N19 Update Water Pollution Control Facility Phase II Plan											
N19a	Design the upgrade							PW		On Track to Finish Y3	1
N19b	Construct the upgrade							PW		On Track to Launch Y3	1
N20	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually							PW		On Track to Finish Y3 & Continuous	2
N21	Implement phase 2 of solar project and investigate interim usages of additional energy							PW		Completed and Continuous	0
N22 Meet regulatory requirements for zero trash in stormwater by installing trash capture devices											
N22a	Install trash capture devices							PW		Completed and Continuous	1.5
N22b	Perform related trash reduction activities							PW		Completed and Continuous	3.5
N23 Expand recycled water facilities											
N23a	Complete RW project construction (initial phase)							PW		Completed	2.5
N23b	Develop a Recycled Water Master Plan							PW		On track to Launch Y3	1.5
Invest in Community-Wide Internet Infrastructure and Access											
N24 Dark Fiber Optic Infrastructure to Improve Broadband											
N24a	Finalize implementation of dark fiber optic infrastructure grant							CM		Completed	2.7
N24b	Complete installation of dark fiber optic infrastructure							PW	IT	Completed	3.7
N24c	Investigate the use of dark fiber optic infrastructure							IT, PW		Slowed to Y3+, Lack of Staff Capacity	0.7
N25	Provide technology devices and hotspots through the Library's Tech Lending program* ➤							CM		On Track to Continue in Y3	2
N26	Digital Divide Community Survey ➤							CM		Added Project - Funded	NA

*Projects Moved from Enhance Community Safety & Quality of Life

Grow the Economy				Proposed Timeframe			Departments		Status		Council Votes
❖Needs Funding ➤Racial Equity Focus Project ⊙Statutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
Strengthen marketing to support Hayward businesses											
E1 Update and implement a marketing plan, including an Opportunity Zone campaign											
E1a	Update the marketing plan							ED	CMR	Completed	1.5
E1b	Implement the marketing plan							ED	CMR	Completed and Continuous	1.5
Invest in programs that support Hayward business and workers											
E2	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants							ED		Completed and Continuous	6
E3	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses							DS		Completed and Continuous	3
E4	Develop and implement a local minimum wage ordinance							ED		Completed and Continuous	0
E5	Revise alcohol use regulations to support existing and encourage more full-service restaurants							DS		On Track to Complete Y3	4
E6 COVID-19 Pandemic Response											
E6a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit requirements to be consistent with evolving health orders							ED		Completed and Continuous	3
E6b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program							DS, ED	CMR	Completed and Continuous	0
E6c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments							ED	CA	Completed	1
E6d	Sidewalk Vendor Ordinance							DS		On Track to Complete Y3	0
E7 COVID-19 Pandemic Recovery Business Assistance											
E7a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for black and other minority-owned business. ➤							ED		Completed and Continuous	6
E7b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms							ED		Completed and Continuous	2
E7c	Outdoor Gathering Permit established							DS		Completed	0
E7d	Outdoor Dining Permit established							DS		Completed	0
E7e	Temporary Outdoor Business Activities Permit							DS		Completed	0
E7f	"Get Digital" - Direct Technical Assistance to Small Business to Compete with Online Retailers ➤							ED		Added Project - ARPA Funded	NA

Grow the Economy				Proposed Timeframe		Departments		Status		Council Votes 2/13/21	
❖Needs Funding ➤Racial Equity Focus Project ⊙Statutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
E7g	"Restaurant Relaunch" - Technical Assistance for Adapting to Post COVID-19 Market Trends, Safety Requirements ➤							ED		Added Project - ARPA Funded	NA
E7h	Small Business Assistance Grants - Grants to Businesses with 10 or Fewer Employees ➤							ED		Added Project - ARPA Funded	NA
E7i	"Hayward Restore & Reopen Facade Program" - Grants and Loans to improve blighted storefronts, centers and corridors ➤							ED		Added Project - ARPA Funded	NA
Grow workforce development pipelines											
E8	Strengthen workforce development pipelines										
E8a	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses							ED		Completed and Continuous	1.5
E8b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department							ED		Slowed to Y3+, Lack of capacity due to focus on COVID recovery	3.5
E8c	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline							ED			0.5
E8d	Devise plan to maximize workforce development pipelines							ED			2.5
E8e	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber							ED			3
Strategically dispose of City property											
E9	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties										
E9a	Complete deconstruction							CM	DS, PW	Completed	0
E9b	Commence discussions on property redevelopment							CM	DS	Completed	0
E9c	Finalize disposition & development agreement							CM	DS	On Track to Complete Y3	2
E9d	Implement disposition & development agreement							CM	DS	On Track to Launch Y3 or Y3+	0
E10	Facilitate disposition and development of Route 238 Corridor lands ⊙										
E10a	Finalize planning on redevelopment of 6 remaining parcel groups							CM	DS	On Track with Some Regulatory Delays	1
E10b	Finalize disposition & development agreements for all parcels							CM	DS		1
E10c	Implement disposition & development agreements for all parcels							CM	DS		0
Invest in Plans and Programs that Create Thriving Commercial Corridors											
E11	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor							DS		Completed	2
E12	Explore a public art program and prioritize gateway locations ➤							DS		On Track to Rollout Y3	3

Strengthen Organizational Health				Proposed Timeframe			Departments		Status		Council Votes 2/13/21
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
Strengthen Fiscal Sustainability											
R1	Maintain and expand fiscal sustainability										
R1a	Evaluate an increase to the Transient Occupancy Tax						FIN		Completed		0
R1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs						FIN		Completed and Continuous		6
R1c	Redo the Business License Tax						FIN		Slowed to Y3+, Requires voter approval		1
R2	Budget changes due to Covid-19										
R2a	Amend Budget to account for economic loss due to pandemic						FIN	All	Completed		1
R2b	Apply for FEMA reimbursement						FIN	All	Completed and Continuous		4
Invest in Employee Engagement, Professional Development and Retention											
R3	Continue to support and build capacity for lean innovation throughout the organization						CM	All	Completed and Continuous		3
R4	Create Human Resources Department Strategic Plan								Added Project - Funded		
R4	Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts ❖										
R4a	Develop talent acquisition plan for citywide and critical positions						HR	All	On Track to Finish Y3		4.5
R4b	Develop and Implement a Recruitment and Re-engineering Plan						HR	All	TBD Based on HR Strategic Plan		0.5
R5	Increase employee homeownership by rolling out a down payment assistance program for City Staff						FIN	HR, CM	Completed		2
R6	Re-engineer performance management process to align with organizational values						HR	All	Completed and Continuous		0
R7	Continue employee engagement initiatives and develop employee recognition program(s)						HR, CM		Completed and Continuous		2
R8	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience										
R8a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge						HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan		0
R8b	Develop a template/checklist departments can use to standardize and ease on-boarding						HR	All			0
R8c	Continue the one-on-one coaching program including speed coaching events and establish a “buddy” System for new employees; explore new coaching and mentoring opportunities						HR	All			1
R9	Develop talent development initiatives and training platform										
R9a	Develop training academy to cultivate leadership skills						HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan		1
R9b	Develop training calendar to expand and share resources citywide						HR	All			1
R9c	Explore a path to higher education for employees (i.e: working scholar’s)						HR	All			0

Strengthen Organizational Health				Proposed Timeframe			Departments		Status	Council Votes	
❖Needs Funding ➤Racial Equity Focus Project ⓄStatutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
R9d	Develop an employee initiated talent development plan involving interdepartmental representation							HR	All		4
R10	Develop a managerial course to cultivate leadership skills										
R10a	Identify training areas							HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan	0
R10b	Roll out pilot course							HR	All		0
R10c	Integrate with performance evaluations							HR	All		0
R10d	Centralize training platforms to reap greater use and efficiencies							HR	All		0
R11	Employee Wellness during Covid-19										
R11a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol							HR		Completed	1.5
R11b	Develop and Implement a COVID-19 Testing Protocol							HR		Completed	0.5
R11c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan							HR/MS	ALL	Completed	2.5
R11d	Enhance and Implement a more rigorous Employee Wellness Program							HR		Revisiting timing based on findings from HR Strategic Plan	2.5
Expand Communications, Transparency, and Community Engagement											
R12	Create a language accessibility policy ➤							CM, GARE	All	On Track to Start Y3	0.5
R13	Maintain and expand communications efforts to better inform and gather input from the community										
R13a	Conduct a website audit and update							CMR		On Track to Finish Y2	2
R13b	Conduct a public opinion survey on the Transient Occupancy Tax							CMR		Completed	0
R13c	Inform the public about the 2020 Census							CMR		Completed	0
R13e	Relaunch In the Loop - Internal Newsletter							CMR		On Track to Finish Y2	2
R13f	Issue an RFP for translation services ➤							CMR		On Track to Start Y3	1
R13g	Explore using additional social media channels to broadcast City Council Meetings							CMR		Completed and Continuous	0
R13h	Create a CRM operations desk manual							CMR		On Track to Finish Y2	0
R13i	Conduct the Biennial Resident Satisfaction Survey							CMR		Completed	0
R13j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate							CMR		Completed and Continuous	3
R14	Conducted additional outreach during the Boards & Commissions recruitment to build on the Measure OO charter amendment ➤							CC		Added Project - Funded	
Invest in an Efficient, Safe & Collaborative Work Environment											
R15	Increase security footprint and reduce system outages										
R15a	Establish an Information security awareness training and outreach program							IT		Completed	1

Strengthen Organizational Health		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
❖Needs Funding ⬆Racial Equity Focus Project ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
R15b	Upgrade water utility technology					PW	IT	On track to go live Y3	2
R16	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our community members (data-driven)								
R16a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					FN	IT	Slowed to Y3+, Lack of Staff Capacity	2
R16b	Implement new online planning and permitting solution					DS	PW, IT	On Track to Finish Y3	3
R17	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)								
R17a	Improve IT asset management program					IT		Slowed to Y3+, Lack of Funding	2
R17b	Establish new mobile device management solution					IT		On Track to Finish Y3	2
R18	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)								
R18a	Replace aging fiber optic lines between City facilities					IT		Completed	3
R18b	Upgrade City network connections and speeds					IT		On Track to Finish Y3+	3
R19	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)								
R19a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.					FN	IT	On Track to Finish Y3	0
R20	Remote work updates due to Covid-19								
R20a	Develop and Implement a Virtual Training/Resource Communication Strategy					HR	All	Revisiting timing based on findings from HR Strategic Plan	1.5
R20b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment					IT		Completed and Continuous	1.5

Attachment IV: Recommended Approach to Incorporating Community Services Commission Recommended Work Plan

#	Project	TOTAL	Priority	Project
9	Working with the survivors and descendants of Russell City to determine appropriate restitution.	8	Enhance Community Safety & Quality of Life	Q25 (New project)
5	For homeownership and loss mitigation assistance, target populations with limited access to homeownership opportunities (where people who are BIPOC are overrepresented) and who have experienced disparate impacts related to homeownership retention during times of crisis and implement outreach efforts that furthers affirmative fair housing by identifying and targeting populations that have been typically underserved.	5	Preserve, Protect, and Produce Housing for All	H1-11 (Existing and new projects)
3	Working with BIPOC community members to create new systems of public safety that places the highest priority upon protecting human life.	3	Enhance Community Safety & Quality of Life	Q1-Q6 (Existing projects)
6	Prioritizing business ownership assistance for people who are BIPOC whenever such funding is available.	3	Grow the Economy	E7 (New projects)
1	Utilizing a racial equity lens in developing and applying policies and procedures, such as those articulated in City of Hayward's 2021-23 Strategic Roadmap.	2	Enhance Community Safety & Quality of Life	Q21 (Existing project)
4	Working with local, state, and regional partners to support and implement anti-racist policies and actions	2	Not explicitly in the Roadmap - part of ongoing GARE efforts	
8	Ensuring that literacy and other educational services as well as the Youth Commission and other leadership development opportunities facilitate positive identity for BIPOC youth.	2	Enhance Community Safety & Quality of Life	Q19e (Added to existing project)
10	Supporting the work of community partners to design and create culturally competent ways to recognize the contributions of BIPOC Hayward residents and incorporate those recognitions into mural, signage, roadway improvements, and grants as such projects/opportunities are developed. Such recognitions may include a Welcome to Russell City Gateway, a Russell City Walk of Fame, Juneteenth events, Teach Ins, and/or other public art installations honoring the history and legacy of Russell City.	2	Enhance Community Safety & Quality of Life	Q25 & Q26 (New projects)
2	Continuing and expanding the GARE team and Racial Equity Action Plan.	0	Enhance Community Safety & Quality of Life	Q22 (Existing project)
7	Prioritizing funding and contracts for organizations, artists, musicians, businesses, and contractors who are BIPOC	0	Not explicitly in the Roadmap - part of Community Services Commission Funding Process	
11	Promoting accountability for these commitments through systematic updates and reporting.	0	Not explicitly in the Roadmap - part of Annual Strategic Roadmap and Budget processes	