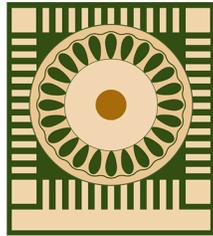


# **CITY OF HAYWARD**

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)



CITY OF  
**HAYWARD**  
HEART OF THE BAY

## **Agenda**

**Tuesday, May 23, 2023**

**7:00 PM**

**Council Chamber and Virtual Platform (Zoom)**

**City Council**

**CONCURRENT MEETING GEOLOGIC HAZARD ABATEMENT DISTRICT  
BOARD/CITY COUNCIL**

NOTICE: The GHAD/City Council will hold a hybrid meeting in the Council Chambers and virtually via Zoom.

**PUBLIC PARTICIPATION**

*How to observe the Meeting:*

1. Comcast TV Channel 15
2. Live stream <https://hayward.legistar.com/Calendar.aspx>
3. YouTube Live stream: <https://www.youtube.com/user/cityofhayward>

*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 of 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](mailto:List-Mayor-Council@hayward-ca.gov) by 3:00 p.m. the day of 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:*

Participate in the Council Chambers or click link below to join the meeting:

<https://hayward.zoom.us/j/86700462012?pwd=WUIwalQrVG1icUtpMUliVUUtYeW5oUT09>

Meeting ID: 867 0046 2012

Password: CGhad523@7

or

Dial: +1 669 900 6833 or +1 646 931 3860

Meeting ID: 867 0046 2012

Password: 4812126900

**HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT (GHAD)  
BOARD OF DIRECTORS MEETING**

**CALL TO ORDER: Mayor/GHAD Chair Salinas**

**Pledge of Allegiance: Council/GHAD Member Andrews**

**AB 2449 TELECONFERENCE NOTIFICATIONS AND CONSIDERATION**

**ROLL CALL****PUBLIC COMMENTS**

*The Public Comment section provides an opportunity to address the GHAD Board on items not listed on the agenda. As the GHAD Board is prohibited by State law from discussing items not listed on the agenda, items will be taken under consideration and may be referred to GHAD staff.*

**CONSENT**

1. [MIN 23-065](#) Approve the Hayward Geologic Hazard Abatement District (GHAD) Board Minutes of the GHAD Meeting on May 24, 2022

**Attachments:** [Attachment I Draft Minutes of May 24, 2022](#)

**PUBLIC HEARING**

2. [PH 23-024](#) Resolution Approving the Geologic Hazard Abatement District (GHAD) Budget for the Fiscal Year 2023/24 and Suspending the Levy of the Assessment for The Reserve Development for Fiscal Year 2023/2024

**Attachments:** [Attachment I Staff Report](#)  
[Attachment II GHAD Reso 23-01](#)  
[Attachment III GHAD Program Budget FY 2023-24](#)

3. [PH 23-025](#) Resolutions 23-02 and 23-03 Authorizing an Agreement for GHAD Manager Services Between ENGEIO Incorporated and the Hayward Geologic Hazard Abatement District (GHAD) and for GHAD Attorney and Clerk Services Between Fennemore Wendel and the GHAD (Report from GHAD Manager Ralston and GHAD Attorney Morrison)

**Attachments:** [Attachment I Staff Report and Resos 23-02 and 23-03](#)

**GHAD Manager's Report**

*An oral report from the GHAD Manager on ongoing activities, events, or other items of general interest to the GHAD and the public, if any.*

**GHAD Boardmembers' Reports, Referral, and Future Agenda Items**

*Oral reports from GHAD Boardmembers on their activities, referrals to GHAD staff, and suggestions for future agenda items, if any.*

**Next Meeting: No future meetings are scheduled. All future meetings will be noticed.**

The Hayward Geologic Hazard Abatement District Board of Directors Adjourns and Reconvenes into the Meeting of the City Council.

**CITY COUNCIL MEETING****CLOSED SESSION ANNOUNCEMENT****PRESENTATION**

Asian American and Native Hawaiian/Pacific Islander (AANHPI) Heritage Month  
Proclamation

**PUBLIC COMMENTS**

*The Public Comment section provides an opportunity to address the City Council on items not listed on the agenda or Information Items. The Council welcomes comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Council is prohibited by State law from discussing items not listed on the agenda, items will be taken under consideration and may be referred to staff.*

**CITY MANAGER'S COMMENTS**

An oral report from the City Manager on upcoming activities, events, or other items of general interest to Council and the Public.

**ACTION ITEMS**

*The Council will permit comment as each item is called for the Consent Calendar, Public Hearings, and Legislative Business. In the case of the Consent Calendar, a specific item will need to be pulled by a Council Member in order for the Council to discuss the item or to permit public comment on the item. Please notify the City Clerk any time before the Consent Calendar is voted on by Council if you wish to speak on a Consent Item.*

**CONSENT**

1. [MIN 23-064](#) Approve the City Council Minutes of the Special City Council Meeting on May 9, 2023

**Attachments:** [Attachment I Draft Minutes of May 9, 2023](#)

2. [CONS 23-270](#) Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Assignment/Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center) for 21015 Skywest Drive

**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Resolution](#)  
[Attachment III Location Map](#)

3.      [CONS 23-281](#)      Adopt a Resolution Authorizing the City Manager to Execute Amendment No. 9 to the Professional Services Agreement with CSG Consultants, Inc., for Private Development Review Services in the Amount of \$312,000 for a Total Not-To-Exceed Amount of \$2,412,000 and Extending the Date of the Agreement to June 30, 2024

**Attachments:**      [Attachment I Staff Report](#)  
                          [Attachment II Resolution](#)

4.      [CONS 23-285](#)      Adopt a Resolution Authorizing the City Manager to Execute an Agreement With the Alameda County Health Care Services Agency for Fiscal Year 2023 Through 2024 and Accept and Appropriate Between \$300,000-\$400,000 in Reimbursement For Medi-Cal Administrative Activities Services Provided by the City of Hayward

**Attachments:**      [Attachment I Staff Report](#)  
                          [Attachment II Resolution](#)

5.      [CONS 23-286](#)      Adopt Resolutions Authorizing the City Manager to Accept and Appropriate \$235,100 from Alameda County Health Care Services and \$120,000 from the Hayward Unified School District for School-Based Mental Health Care Services for Fiscal Year 2023 Through 2024 and to Negotiate and Execute Agreements with Those Entities for Such Services

**Attachments:**      [Attachment I Staff Report](#)  
                          [Attachment II ACHCSA Resolution](#)  
                          [Attachment III HUSD Resolution](#)

6.      [CONS 23-289](#)      Adopt a Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with Bay Area Community Services for the Shallow Rental Subsidy Program Operations to Add \$1 Million in American Rescue Plan Act Funds Bringing the Total Not-to-Exceed Amount to \$1.5 Million

**Attachments:**      [Attachment I Staff Report](#)  
                          [Attachment II Resolution](#)  
                          [Attachment III SRS Programs & Outcomes Overview](#)

7.        [CONS 23-290](#)    Adopt a Resolution Authorizing the City Manager to Negotiate and Execute and Agreement with Bay Area Community Services (BACS) for Fiscal Year 2023-2024 Hayward Navigation Center Operations for an Amount Not-to-Exceed \$2,430,730 and Adopt a Resolution Authorizing the City Manager to Amend the City’s Existing Permanent Local Housing Allocation (PLHA) Plan; and to Negotiate and Execute an Agreement with Ruby’s Place, Inc. for the Purchase of Four (4) Mobile Housing Units (“Tiny Homes on Wheels”) in an Amount Not-To-Exceed \$333,892

**Attachments:**    [Attachment I Staff Report](#)  
[Attachment II HNC and Annex Report](#)  
[Attachment III Resolution FY24 Navigation Center Operations](#)  
[Attachment IV Resolution for Ruby's Place Tiny Homes](#)

8.        [CONS 23-291](#)    Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with Advanced Mobility Group, Inc. for a Total Not-to-Exceed Amount of \$750,000 for On-Call Transportation Consulting Services

**Attachments:**    [Attachment I Staff Report](#)  
[Attachment II Resolution](#)

9.        [CONS 23-296](#)    Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with St. Francis Electric, Inc., for a Total Not-to-Exceed Amount of \$900,000 for On-Call Traffic Signal and Streetlight Maintenance and Emergency Repair Support Services

**Attachments:**    [Attachment I Staff Report](#)  
[Attachment II Resolution](#)

## 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.*

10. [WS 23-027](#) Strategic Roadmap: Review and Discuss Revisions to the City's Strategic Roadmap (Report from City Manager McAdoo)

**Attachments:**

[Attachment I Staff Report](#)

[Attachment II Edited Vision Statement](#)

[Attachment III Edited Education City Lens](#)

[Attachment IV Proposed Revised Strategic Roadmap](#)

[Attachment V Dot Voting Results](#)

[Attachment VI Staff Comments by Division](#)

[Attachment VII Staffing Summary for Proposed FY24 Projects](#)

### COUNCIL REPORTS AND ANNOUNCEMENTS

Council Members can provide oral reports on attendance at intergovernmental agency meetings, conferences, seminars, or other Council events to comply with AB 1234 requirements (reimbursable expenses for official activities).

### COUNCIL REFERRAL

Council Members may bring forward a Council Referral Memorandum (Memo) on any topic to be considered by the entire Council. The intent of this Council Referrals section of the agenda is to provide an orderly means through which an individual Council Member can raise an issue for discussion and possible direction by the Council to the appropriate Council Appointed Officers for action by the applicable City staff.

11. [RPT 23-056](#) City Council Referral: Use of Council Member Funds for Reimbursement Related to Juneteenth Hayward Coordination (Report from Council Members Andrews and Roche)

**Attachments:**

[Attachment I Council Referral Memo](#)

### ADJOURNMENT

**NEXT MEETING, June 6, 2023, 7:00 PM**

### PUBLIC COMMENT RULES

*Any member of the public desiring to address the Council shall limit their address 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. \*\*\**

*Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400 or [cityclerk@hayward-ca.gov](mailto:cityclerk@hayward-ca.gov).*

*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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**File #:** MIN 23-065

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**DATE:** May 23, 2023

**TO:** Geologic Hazard Abatement District Board

**FROM:** GHAD Clerk

**SUBJECT**

Approve the Hayward Geologic Hazard Abatement District (GHAD) Board Minutes of the GHAD Meeting on May 24, 2022

**RECOMMENDATION**

That the Hayward Geologic Hazard Abatement District (GHAD) Board approves the GHAD meeting minutes of May 24, 2022.

**SUMMARY**

The Hayward Geologic Hazard Abatement District held a meeting on May 24, 2022.

**ATTACHMENTS**

Attachment I      Draft Minutes of May 24, 2022

**MINUTES OF JOINT CITY COUNCIL/HAYWARD GEOLOGIC HAZARD  
ABATEMENT DISTRICT BOARD MEETING  
OF THE CITY OF HAYWARD  
Council Chambers  
777 B Street, Hayward, CA 94541  
Tuesday, May 24, 2022**

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The Joint City Council/Hayward Geologic Hazard Abatement District Board meeting was called to order by Board Chair Halliday at 7:00 p.m.

**ROLL CALL**

Present: BOARD MEMBERS Andrews, Márquez, Lamnin, Salinas, Wahab, Zermeño and Chair Halliday

Absent: None

**PUBLIC COMMENT**

Mr. Frooman (resident of Cantera Drive) acknowledged the GHAD Manager had responded to a number of questions he had regarding the GHAD's budget but that he was requesting the Board either consider the appointment of a resident as an at-large member of the Board or the appointment of a committee to advise the GHAD Board.

**CONSENT CALENDAR**

1. Approve the GHAD Minutes of the Board Meeting of May 25, 2021 and approve the GHAD Minutes of the Board Meeting of October 26, 2021. It was moved by Board member Halliday and seconded by Lamnin to approve the minutes; the motion carried unanimously (7-0-0).

**PUBLIC HEARING**

2. GHAD Manager Eric Harrell provided the staff report regarding the Petition for Annexation by Hayward SoMi, LLC for the Hayward SoMi Development ("Development") into the Hayward GHAD. Mr. Harrell explained that Hayward SoMi, LLC will be the third development to be annexed into the GHAD, following The Reserve and Hideaway developments.

Mr. Harrell further explained that the Board was being asked to approve the Draft Plan of Control ("Draft POC") for the Development. Since the Board's meeting on October 26, 2021 at which the Draft POC was initially presented and today's Board meeting, there have been two changes to the Draft POC: 1) to provide more information on the definition of a wetland feature within the Development and the maintenance requirements of the wetland feature; and 2) to clarify that the GHAD will own property within the Development.

There were no public comments on this item.

It was moved by Board member Salinas and seconded by Board member Zermeño to approve the annexation of the Hayward SoMi Development into the Hayward GHAD and to approve the Draft Plan of Control; the motion carried unanimously (7-0-0).

### **GHAD MANAGER REPORT**

3. The GHAD Manager reported that all the fall maintenance activities have been completed and the GHAD properties should be in fine shape for the upcoming winter months.

### **GHAD BOARD MEMBERS' REPORTS, REFERRAL, AND FUTURE AGENDA ITEMS**

4. Chair Halliday complimented the GHAD Manager on the GHAD informational mailer which was sent out to residents (owner and renters) within the GHAD during the summer. Mr. Harrell reported that the GHAD Manager's office had not received any questions or comments as a result of the mailer.

### **ADJOURNMENT**

GHAD Board Chair Halliday adjourned the meeting at 6:40 pm.

APPROVED:

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Barbara Halliday, Board Chair,  
Hayward Geologic Hazard Abatement District



# CITY OF HAYWARD

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

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**File #:** PH 23-024

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**DATE:** May 23, 2023

**TO:** Geologic Hazard Abatement District Board

**FROM:** GHAD Manager

**SUBJECT**

Resolution Approving the Geologic Hazard Abatement District (GHAD) Budget for the Fiscal Year 2023/24 and Suspending the Levy of the Assessment for The Reserve Development for Fiscal Year 2023/2024

**RECOMMENDATION**

Staff recommends that the Hayward GHAD Board of Directors adopt Resolution 23-01 approving the GHAD budget for the 2023/24 fiscal year and suspending the levy of assessment for The Reserve development for the 2023/24 fiscal year.

**SUMMARY**

The Hayward GHAD Board of Directors accepted monitoring, maintenance, and/or ownership of selected parcels within The Reserve (formerly La Vista) development within the Hayward GHAD with the approval of Resolution 20-01 on February 25, 2020. The proposed budget allows funding of GHAD responsibilities for the 2023/24 fiscal year from July 1 to June 30. The proposed budget for the 2023/24 fiscal year is \$162,125.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Program Budget for FY 2023/24

**HAYWARD  
GEOLOGIC HAZARD ABATEMENT DISTRICT**

**TO: Hayward GHAD Board of Directors**

**FROM: GHAD Manager**

**BOARD MEETING DATE: May 23, 2023**

**SUBJECT: Resolution Approving the Geologic Hazard Abatement District (GHAD) Budget for the 2023/24 Fiscal Year and Suspending the Levy of the Assessment for The Reserve Development for Fiscal Year 2023/2024.**

**RECOMMENDATION(S):**

Staff recommends that the Hayward GHAD Board of Directors adopt Resolution 23-01 approving the GHAD budget for the 2023/24 fiscal year and suspending the levy of assessment for The Reserve development for the 2023/24 fiscal year.

**SUMMARY:**

The Hayward GHAD Board of Directors accepted monitoring, maintenance, and/or ownership of selected parcels within The Reserve (formerly La Vista) development within the Hayward GHAD with the approval of Resolution 20-01 on February 25, 2020. The proposed budget allows funding of GHAD responsibilities for the 2023/24 fiscal year from July 1 to June 30. The proposed budget for the 2023/24 fiscal year is \$162,125.

**BACKGROUND AND DISCUSSION:**

Hayward City Council adopted Resolution 16-030 approving the formation of the Hayward GHAD and the Plan of Control for The Reserve (La Vista) development within the Hayward GHAD on March 1, 2016.

The Hayward GHAD Board of Directors accepted monitoring, maintenance, and/or ownership of selected parcels within The Reserve (La Vista) development within the Hayward GHAD with the approval of Resolution 20-01 on February 25, 2020. The adopted Plan of Control summarizes the GHAD's responsibilities and the approved Engineer's Report established a budget and assessment limit for residential properties within The Reserve development.

The following are improvements owned and/or maintained by the GHAD and activities funded through the proposed budget.

- General maintenance of the surface drainage improvements
- General maintenance of storm drain inlets and outlets in open space, subdrain outlets, and risers
- Maintenance of concrete-lined drainage ditches
- Maintenance of existing property line/boundary fencing

- Inspection and maintenance of surface water quality treatment, water quality pond, and detention basins
- Retaining wall east of Alquire Parkway at the northwest corner of the Moita property
- Maintenance roads associated with the water quality pond and the detention basins
- Maintenance roads/trails over public water mains on the GHAD-owned parcels
- Debris benches and walls
- Subdrains
- Storm drain inlets, outfalls, and pipelines within the GHAD-owned parcels
- Maintenance including trails (other than City-owned public trails) within the GHAD-owned parcels
- Slopes including Hayward Concentrated Fault Zone
- Vegetation control for fire suppression

The Hideaway (formerly Ersted Property) development will be eligible for transfer of Plan of Control responsibilities in December of 2023; therefore, even though the GHAD currently does not have any ownership or maintenance responsibilities within the Hideaway development for fiscal year (FY) 2022/23, the budget for FY 2023/24 does account for transfer of these responsibilities from the developer to the GHAD. The Hayward SoMi development will be eligible for transfer of Plan of Control responsibilities in approximately summer of 2025.

The Hayward GHAD has been levying and collecting assessments since FY 2017/18. For the 2022/23 FY, all 179 residential units within The Reserve development, all 59 residential units within the Hideaway development, and 43 of 189 residential units (21 condominiums and 22 townhomes) within the Hayward SoMi development, for a total of 295 units, are subject to the levy of a GHAD assessment. Parcels are subject to the levy starting the first fiscal year following issuance of a building permit.

In FY 2022/23, the GHAD exceeded its target reserve rate of accumulation forecast estimate in the approved 2016 Engineer's Report for The Reserve Development, therefore we recommended suspension of the levy for residences within The Reserve development for FY 2022/23. We provided this recommendation based on the following conditions.

- Unencumbered reserve funds collected from within The Reserve Development exceed the target reserve amount estimated in the approved Engineer's Report
- Reserve funds collected from within The Reserve Development exceed the dollar amount estimated for a large-scale repair
- Plan of Control responsibilities have been transferred from the developer to the GHAD

Based on review of the current reserve balance, the reserve balance is projected to trend below the target reserve amount forecast in the approved 2016 Engineer's Report for The Reserve Development by the end of FY 2023/24. While we recommend suspending the levy of the assessment for The Reserve development in FY 2023/24, we recommend reinstating the assessment levy at the assessment limit or below for FY 2024/25. We are also recommending the FY 2023/24 levies for the Hideaway and Hayward SoMi developments continue to be imposed at the assessment limit. The total assessment revenue for the Hayward GHAD for FY 2023/24 is estimated at \$100,295.

As provided in the approved Engineers' Reports, the assessment limits for each of the three developments (The Reserve, Hideaway, and Hayward SoMi) will continue to be adjusted for inflation annually. The proposed levy suspension for FY 2023/24 for The Reserve Development

does not preclude the GHAD Board in the future from increasing or decreasing the levy of the assessment up to the inflation adjusted assessment limit. This determination is made by the GHAD Board each year in approving the annual budget for the GHAD. As long as the GHAD Board levies future assessments in accordance with the Engineer's Report, a vote of property owners is not required; a vote is only required if the assessment limit is increased beyond that allowed in the Engineer's Report.

The proposed program budget for fiscal year 2023/24 is \$162,125. The budget expenses break down into the following amounts:

Major Repair.....	\$0
Preventive Maintenance and Operations .....	\$114,500
Special Projects.....	\$0
Administration.....	\$ 28,700
Additional - Outside Professional Services.....	<u>\$ 18,925</u>
Total Expenses.....	\$ 162,125

**FISCAL IMPACT:**

The Hayward GHAD is proposing a budget of \$162,125 for anticipated management and maintenance fees for the 2023/24 fiscal year. At the beginning of the 2023/24 fiscal year, the cumulative reserve is estimated at approximately \$999,735 and approximately \$972,905 at the end of the 2023/24 fiscal year.

The Hayward GHAD operates as a separate entity from the City of Hayward; therefore, there is no fiscal impact to the City of Hayward.

**NEXT STEPS:**

None.

*Prepared by:* The GHAD Manager

*Recommended by:* GHAD Manager

**ATTACHMENTS:**

- A. Resolution No. 23-01

THE BOARD OF DIRECTORS OF HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT

RESOLUTION NO. 23-01

APPROVING THE BUDGET FOR THE 2023/24 FISCAL YEAR FOR THE HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT AND SUSPENDING RESIDENTIAL LEVY WITHIN THE RESERVE DEVELOPMENT

WHEREAS, on March 1, 2016, the City Council adopted Resolution 16-030, approving and ordering formation of the Hayward Geologic Abatement District ("GHAD") as described in the GHAD Plan of Control for the La Vista subdivision (Tract 7620) and appointed itself to act as the GHAD Board of Directors (the "Board"); and

WHEREAS, the GHAD Manager, ENGEO, has prepared a budget for Fiscal Year 2023/24 as attached as Attachment 2; the estimated budget amount for management, maintenance, and repair responsibilities is \$162,125.00; and

WHEREAS, the GHAD Board of Directors desires to adopt the budget for the fiscal year 2023/24; and

WHEREAS, based on the GHAD's current account balance and the anticipated expenditures in the proposed FY 2023/24 budget, the GHAD Board desires to suspend the residential parcel levy for Fiscal Year 2023/24 for residences within The Reserve Development.

NOW, THEREFORE, BE IT RESOLVED that the Hayward GHAD hereby:

1. Approves the GHAD Budget for the 2023/24 fiscal year in Attachment 1.
2. Declares the recitals are incorporated herein by this reference.
3. Orders this Resolution to become effective immediately upon its passage and adoption.

GHAD MEETING, HAYWARD, CALIFORNIA May 23, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST: \_\_\_\_\_  
Clerk of Hayward Geologic Hazard Abatement District Board of Directors

Attachment 1- Hayward GHAD Budget for Fiscal Year 2023-2024

**HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT  
PROGRAM BUDGET FOR FISCAL YEAR 2023/24**



May 8, 2023

Hayward Geologic Hazard Abatement District Board of Directors

- Chair Mark Salinas
- Boardmember Angela Andrews
- Boardmember Ray Bonilla Jr.
- Boardmember Dan Goldstein
- Boardmember Julie Roche
- Boardmember George Syrop
- Boardmember Francisco Zermeño

Hayward Geologic Hazard Abatement District  
 777 B Street  
 Hayward, CA 94541

Subject: The Reserve (La Vista) Development  
 Hideaway (Ersted Property) Development  
 Hayward SoMi Development  
 Hayward Geologic Hazard Abatement District  
 Hayward, California

**PROGRAM BUDGET FOR FISCAL YEAR 2023/24**

Dear Chair Salinas and Boardmembers:

Attached is the program budget for the Hayward Geologic Hazard Abatement District (GHAD) for Fiscal Year (FY) 2023/24. The proposed program budget is \$162,125. The budget expenses break down into the following amounts.

Major Repair .....	\$0
Preventive Maintenance and Operations .....	\$114,500
Special Projects .....	\$0
Administration .....	\$28,700
Additional - Outside Professional Services.....	\$18,925

The budget anticipates FY 2023/24 revenue of \$135,295 with an estimated decrease of \$26,830 in the reserve fund. A summary of the expenses is shown on Table 3, followed by a brief description of each budget item on the following pages.

If you have any questions regarding the contents of this letter, please contact us.

Sincerely,

Hayward Geologic Hazard Abatement District  
 ENGEO Incorporated, GHAD Manager  
 ENGEO Project No. 6671.002.022

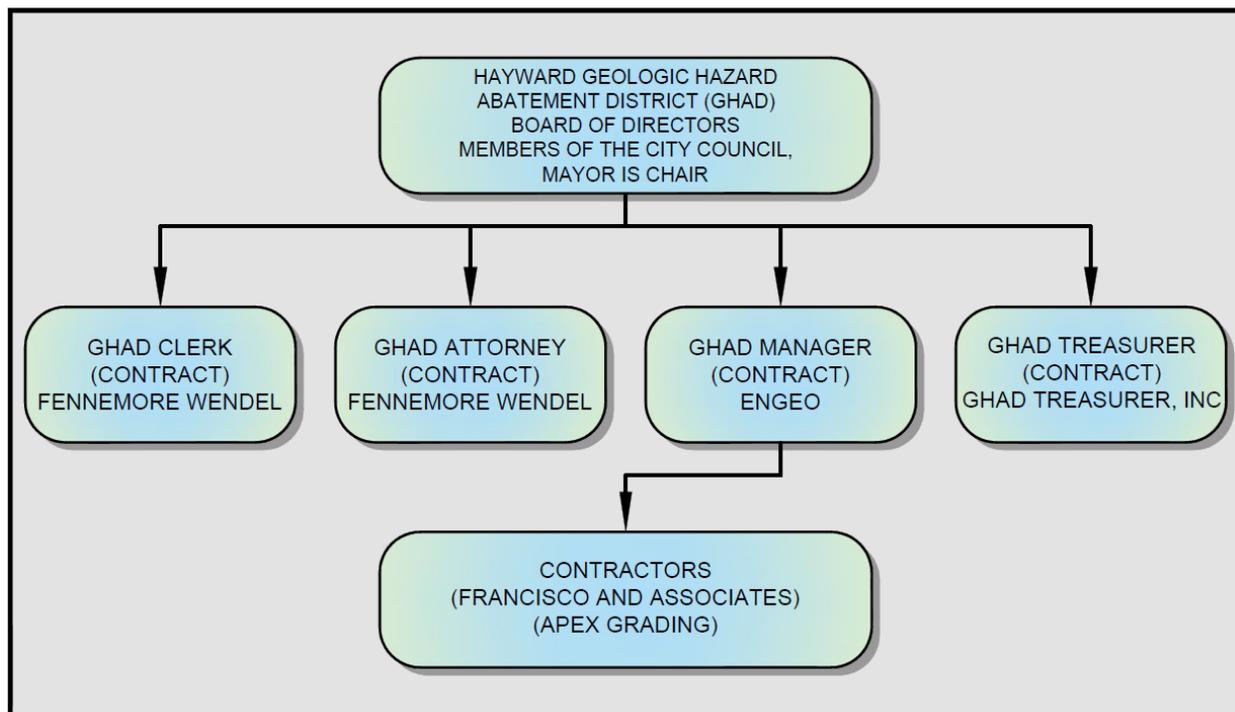
  
 Haley Ralston  
 hjr/eh/ar

  
 Eric Harrell

**HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT  
 PROPOSED PROGRAM BUDGET  
 FISCAL YEAR 2023/24**

The following proposed program budget summarizes the anticipated revenues and expenditures for FY 2023/24 for the Hayward Geologic Hazard Abatement District (GHAD), which includes The Reserve (formerly known as La Vista (Tract 7620)), Hideaway (formerly known as Ersted Property (Tract 8439)), and Hayward SoMi (Tracts 8605 and 8614) developments. The structure of the Hayward GHAD is shown below.

**EXHIBIT 1: Hayward GHAD**



The GHAD has accepted maintenance and monitoring responsibilities for the following parcels within the District for only The Reserve (La Vista) development as listed on Table 1. In addition, those parcels that are owned by the GHAD are identified. Maintenance, monitoring responsibilities, and ownership for the listed parcels were accepted by resolution on February 25, 2020.

**TABLE 1: Accepted Parcels within The Reserve Development**

ASSESSOR'S PARCEL NUMBER	DESCRIPTION (Tract 7620)	GHAD OWNERSHIP
83-477-4	Parcel C	Yes
83-480-1	Parcel D	Yes
83-478-1	Parcel E	No
83-478-2	Parcel F	No
83-478-3	Parcel G	No
83-478-4	Parcel H	No
83-478-5	Parcel I	No
83-479-1	Parcel J	No

ASSESSOR'S PARCEL NUMBER	DESCRIPTION (Tract 7620)	GHAD OWNERSHIP
83-479-2	Parcel K	No
83-479-3	Parcel L	No
83-479-4	Parcel M	No
83-480-2	Parcel N	Yes
83-478-6	Parcel O	Yes
83-477-6	Parcel Q	No
83-477-7	Parcel R	No
83-478-7	Parcel S	No
83-477-8	Parcel T	No
83-480-3	Parcel U	Yes
83-480-4	Parcel V	Yes
83-75-2-15	Unsurveyed Remainder	Yes
83-75-2-9	La Vista LP 2006-301610	Yes
83-75-2-11	La Vista LP 2007-408664	Yes
83-75-2-13	La Vista LP 2007-408664	Yes
83-125-1-18	La Vista LP 2007-408664	Yes
83-125-1-21	La Vista LP 2007-408664	Yes
83-477-1	Public Roads	No
Various	Residential Lots 1 through 179	No

Maintenance and monitoring responsibilities for the remaining properties within The Reserve development not listed above are the responsibility of the individual property owners. The parcels listed on Table 2 within The Reserve development have been offered to the GHAD but have not yet been accepted by the GHAD due to "punchlist" items that remain to be completed.

**TABLE 2: Parcels not yet accepted within The Reserve Development**

ASSESSOR'S PARCEL NUMBER	DESCRIPTION (Tract 7620)	GHAD OWNERSHIP
83-477-2	Parcel A	No
83-480-3	Parcel B	Yes
83-477-5	Parcel P	No

Within this budget, it is anticipated that during the 2023/24 fiscal year, Parcel B may be transferred to the Hayward GHAD and these expenses have been anticipated in FY 2023/24 budget estimates. Based on our discussions with the City of Hayward, construction on the Park site (Parcel "A") will start in early 2023; therefore, the future GHAD-maintained improvements on Parcel A may be offered for transfer in the 2023/24 fiscal year and GHAD expenses for monitoring and maintenance of these improvements are included in this budget.

Parcels within the Hideaway (Ersted) development will be eligible for transfer during the 2023/24 fiscal year, as eligibility occurs a minimum of 3 years after the issuance of the first residential building permit. The first residential permit was issued on December 18, 2020; therefore, transfer of responsibilities cannot occur earlier than December 2023. Additionally, no parcels within the Hayward SoMi development are yet eligible for transfer as eligibility occurs a minimum of 3 years after the issuance of the first residential building permit, which was during fiscal year 2021/2022.

The GHAD is funded through real property assessments. The initial assessment limits were approved by the Board of Directors. The assessment limits are adjusted annually on June 30 to reflect the percentage change in the San Francisco-Oakland-Hayward Consumers Price Index (CPI) for All Urban Consumers.

The annual assessment limits are shown in Table 3.

**TABLE 3: Actual CPI Adjustments and Assessment Limit for Residential Properties**

FISCAL YEAR	INDEX DATE	SAN FRANCISCO-OAKLAND-HAYWARD CPI (JUNE /JUNE)	THE RESERVE ANNUAL ASSESSMENT LIMIT AND LEVY <sup>1</sup>	ERSTED PROPERTY ANNUAL ASSESSMENT LIMIT AND LEVY <sup>1</sup>	HAYWARD SOMI TOWNHOMES ANNUAL ASSESSMENT LIMIT AND LEVY <sup>1</sup>	HAYWARD SOMI CONDOMINIUMS ANNUAL ASSESSMENT LIMIT AND LEVY <sup>1</sup>
2016/2017			\$1,502.00			
2017/2018	6/30/2017	3.48%	\$1,554.30			
2018/2019	6/30/2018	3.91%	\$1,615.03	\$932.00		
2019/2020	6/30/2019	3.22%	\$1,666.96	\$961.96		
2020/2021	6/30/2020	1.62%	\$1,693.90	\$977.51		
2021/2022	6/30/2021	3.16%	\$1,747.34	\$1,008.35	\$567.00	\$454.00
2022/2023	6/30/2022	6.80%	\$1,866.14 <sup>2</sup>	\$1,076.91	\$605.55	\$484.87
2023/2024	2/28/2023	5.0% <sup>3</sup>	\$1,959.45 <sup>3</sup>	\$1,130.75 <sup>3</sup>	\$635.83 <sup>3</sup>	\$509.11 <sup>3</sup>

<sup>1</sup> If assessment limit is an odd number the annual levy is rounded down to nearest even cent.

<sup>2</sup> For FY 2022/23 the assessment levy was suspended for The Reserve development only.

<sup>3</sup> Assessment limit estimate based on Consumers Price Index through February 2023.

For FY 2022/23, all 179 residential parcels within The Reserve development, all 59 residential parcels in the Hideaway development, and 43 of 189 residential units in the Hayward SoMi development were subject to the levy of a GHAD assessment. Parcels are subject to the levy starting the first fiscal year following issuance of a building permit. As discussed below, an assessment was not levied on residential parcels within The Reserve development in FY 2022/23, as minimum account balance and other conditions were met for this development. The final assessment roll prepared for the 2022/23 fiscal year and submitted to the Alameda County Assessor's Office identified 60 parcels subject to the levy of the GHAD assessment. The total levy amount for the 2022/23 FY was \$87,041.46.

Based on the San Francisco-Oakland-Hayward CPI data reported through February 2023, for budgeting purposes, we have estimated a FY 2023/24 annual inflation rate adjustment of 5 percent. We estimate that 116 residential units will be subject to assessment in FY 2023/24. Parcels are subject to the levy starting the first fiscal year following issuance of a building permit.

As shown on Graph 1 below, in FY 2022/2023 the GHAD has exceeded the target reserve rate of accumulation forecast in the approved 2016 Engineer's Report for The Reserve development. The excess revenue is primarily due to lower expenses than anticipated, as discussed below. In general, we have, and may in the future, recommend an annual assessment levy amount less than the assessment limit if the following conditions are met.

- Unencumbered reserve funds collected from within a development exceed the target reserve amount estimated in the approved Engineer's Report or unencumbered reserve funds collected from a development exceed the target reserve.

- Reserve funds collected from within a development exceed the dollar amount estimated for a large-scale repair.
- Plan of Control responsibilities have been transferred from the developer to the GHAD.

As the above conditions have been met for The Reserve development, the budget prepared provides that the residential parcel levy be suspended for FY 2023/24. Fiscal Year 2023/24 levies for the Hideaway and SoMi Hayward Developments would still be imposed at the assessment limit.

The GHAD Treasurer has estimated that dividend and interest income for FY 2023/24 should be approximately 2 to 3 percent above the rate of inflation. For budgeting purposes, we have assumed the lower estimate (2 percent) when estimating dividend and interest income. The GHAD Treasurer maintains an estimate that the long-term inflation rate will average approximately 2 to 2½ percent, but in FY 2023/24 may be above this level. We have assumed an inflation rate of 5 percent for estimating total revenues in Table 4, based on CPI published through April 2023.

**TABLE 4: Estimated Revenue**

	FY 2023/24 LEVY/REVENUE ESTIMATE
Residential Units (The Reserve)	0
Residential Units (Hideaway)	59
Residential Units (Hayward SoMi)	57
Assessment Revenue	\$100,295
Investment Income	\$35,000
<b>Total Revenues</b>	<b>\$135,295</b>

The budget is divided into four categories including Major Repair, Preventive Maintenance and Operations, Special Projects, and Administration and Accounting. As needed, the GHAD Manager, in its discretion, may reallocate funds within the budget. A description of each of the categories is provided below. In general, the budget amounts listed are based on the Engineer's Reports approved by the Hayward GHAD Board of Directors in 2016 for The Reserve development and in 2019 for the Hideaway development. The budget amounts have been inflation adjusted to provide the estimates.

### **MAJOR REPAIR**

Included within the major repair category are those repair or improvement projects that are intermittent and, by their nature, do not fit within a scheduled maintenance program. Minor slope repair and erosion control items are generally funded within the Preventive Maintenance and Operations category. For the purposes of this budget, we define major repairs as those estimated at over \$50,000.

There are currently no major repair projects anticipated in the FY 2023/24 budget within the GHAD-maintained areas of the Hayward GHAD. The reserve portion of the budget allows for funding toward these unpredictable events.

## **PREVENTIVE MAINTENANCE AND OPERATIONS**

Preventive maintenance and operations include slope stabilization services, erosion protection, and professional services within the District. Professional services include site-monitoring events as specified in the GHAD Plan of Control. Slope stabilization and erosion protection responsibilities include the open-space slopes and drainage swales. GHAD-maintained improvements generally include detention and water-quality basins, maintenance roads, concrete-lined drainage ditches, retaining walls, subsurface drainage facilities, storm drain facilities, trails, and debris benches.

## **SPECIAL PROJECTS**

The Special Projects category allows the GHAD to budget for projects beneficial to the GHAD that do not fit into one of the other three categories. Although not proposed in the FY 2023/24 budget, special projects can include items such as global positioning system (GPS)/geographic information system (GIS) development for GHAD-maintained improvements; website development and maintenance; and reserve studies to re-evaluate the financial condition of the GHAD.

There are currently no special projects anticipated in the FY 2023/24 budget within the GHAD-maintained areas of the Hayward GHAD.

## **ADMINISTRATION AND ACCOUNTING**

This category includes administrative expenses for tasks of the GHAD Manager, clerical and accounting staff related to the operation and administration of the GHAD. The budget amounts listed are based on the Engineers' Reports approved by the Hayward GHAD Board of Directors in 2016 for The Reserve (La Vista) development and in 2019 for the Hideaway (Ersted Property) development. The budget amounts have been inflation adjusted to provide the listed budget estimates.

**TABLE 5: Summary of Proposed Fiscal Year 2023/24 Budget**

BUDGET ITEM	FY 2022/2023 BUDGET	FY 2022/2023 ESTIMATED <sup>1</sup>	FY 2023/24 FORECAST	PERCENT OF TOTAL EXPENDITURES (FY 2023/24)
<b>MAJOR REPAIRS</b>				
<b>Total</b>			<b>\$0</b>	<b>0%</b>
<b>PREVENTIVE MAINTENANCE AND OPERATIONS</b>				
<b>Professional Services</b>				
Open Space Scheduled Monitoring Events	\$9,000	\$9,000	\$10,500	
Heavy Rainfall Monitoring Events	\$1,000	\$1,942	\$2,000	
Detention Basin Scheduled Monitoring Events	\$2,000	\$2,000	\$2,000	
Detention Basin Heavy Rainfall Monitoring Event	\$1,000	\$965	\$1,000	
<b>Subtotal</b>	<b>\$13,000</b>	<b>\$13,907</b>	<b>\$15,500</b>	<b>9%</b>
<b>Maintenance and Operations</b>				
Sediment Removal - Concrete Structures	\$9,000	\$9,300	\$10,000	
Water Quality/Detention Basin Facilities	\$10,000	\$5,800	\$10,000	
Trail and Fence Maintenance	\$3,000	\$600	\$6,000	
Slope, Erosion Repairs, and Minor Repairs	\$23,000	\$9,203	\$38,000	
Vegetation Control	\$18,000	\$14,100	\$20,000	
Subdrain Outlets	\$18,000	\$10,939	\$5,000	
Conservation Easement Activities	\$10,000	\$0	\$10,000	
<b>Subtotal</b>	<b>\$91,000</b>	<b>\$49,942</b>	<b>\$99,000</b>	<b>61%</b>
<b>Preventive Maintenance and Operations Total</b>	<b>\$104,000</b>	<b>\$63,849</b>	<b>\$114,500</b>	
<b>SPECIAL PROJECTS</b>				
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>ADMINISTRATION – GHAD MANAGER</b>				
<b>Administration</b>	\$21,400	\$21,400	\$25,500	
<b>Annual Report and Budget Preparation</b>	\$2,400	\$2,400	\$3,200	
<b>Subtotal</b>	<b>\$23,400</b>	<b>\$23,400</b>	<b>\$28,700</b>	<b>18%</b>
<b>Professional Services - Nontechnical</b>				
Assessment Roll and Levy Update Preparation	\$1,750	\$1,750	\$1,750	
GHAD Attorney	\$7,000	\$7,000	\$7,000	
GHAD Treasurer	\$5,000	\$2,600	\$5,000	
GHAD Clerk	\$1,500	\$1,500	\$1,500	
Alameda County Assessor's Fees	\$1,400	\$1,400	\$2,000	
California Association of GHADs Membership	\$170	\$169	\$175	
Insurance	\$1,350	\$1,500	\$1,500	
<b>Subtotal</b>	<b>\$18,170</b>	<b>\$15,919</b>	<b>\$18,925</b>	<b>12%</b>
<b>Administration and Accounting Total</b>	<b>\$41,570</b>	<b>\$39,319</b>	<b>\$47,625</b>	
<b>TOTAL PROPOSED EXPENDITURES</b>	<b>\$145,570</b>	<b>\$103,168</b>	<b>\$162,125</b>	<b>100%</b>

BUDGET ITEM	FY 2022/2023 BUDGET	FY 2022/2023 ESTIMATED <sup>1</sup>	FY 2023/24 FORECAST	PERCENT OF TOTAL EXPENDITURES (FY 2023/24)
<b>ESTIMATED REVENUE</b>				
<b>Beginning Balance</b>				
Balance (June 30, 2022)	\$993,768			
<b>Estimated FY 2022/23 Revenue</b>				
Assessment Income	\$87,041			
Investment Income	\$21,548			
<b>Estimated Expenses 2022/23</b>				
Estimated Expenses through 6/30/2023	\$102,622			
<b>ESTIMATED RESERVE ON JUNE 30, 2023</b>				
	<b>\$999,735</b>			
<b>Estimated 2023/24 Revenue</b>				
Estimated FY 2023/24 Assessment	\$100,295			
Estimated FY 2023/24 Investment Income	\$35,000			
<b>Estimated 2023/24 Expenses</b>				
Estimated Expenses through June 30, 2024	\$162,125			
<b>ESTIMATED RESERVE ON JUNE 30, 2024</b>				
	<b>\$972,905</b>			

For FY 2023/24, the payment limit for the GHAD Manager, EN GEO, is set at \$62,000. The tasks included within the payment limit may include oversight of maintenance and repair projects, administration, and monitoring events, as summarized in Table 6.

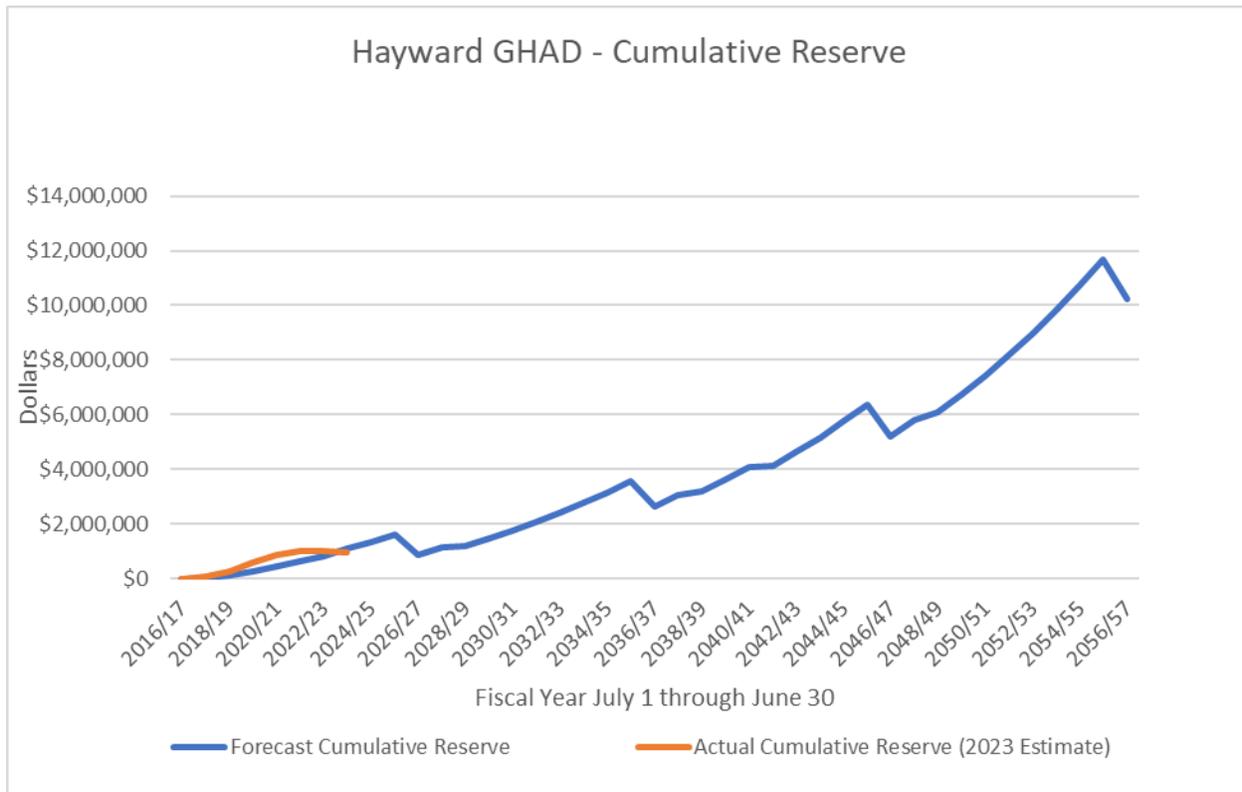
**TABLE 6: Payment Limit**

TASK	AMOUNT
Scheduled and Heavy Rainfall Monitoring Events	\$15,500
Slope Stabilization and Erosion Repairs <sup>1</sup>	\$7,600
Water Quality Detention Basin Maintenance <sup>1</sup>	\$2,000
Trail and Fence Maintenance <sup>1</sup>	\$1,200
Sediment Removal - Concrete Structures <sup>1</sup>	\$2,000
Vegetation Control <sup>1</sup>	\$4,000
Subdrain Outlets	\$1,000
Administration	\$25,500
Budget Preparation	\$3,200
<b>TOTAL</b>	<b>\$62,000</b>

<sup>1</sup> Dependent on maintenance and/or repair activities by the GHAD during FY 2023/24. The GHAD Manager, EN GEO, payment limit is 20% of the total budget item.

As shown on the graph below, the forecast cumulative reserve is above the amount estimated in the 2016 Engineer’s Reports and is estimated to reach approximately \$10,000,000 by 2056. The GHAD reserve is intended to fund unanticipated expenses that may occur.

**GRAPH 1: Forecast and Actual Cumulative Reserve**



## MAJOR REPAIRS

There are currently no major repair projects anticipated in the FY 2023/24 budget within the GHAD-maintained areas of the Hayward GHAD. While no major repairs are ongoing at this time, by their nature, major repairs, such as landslides, are unpredictable and could occur during FY 2023/24. The reserve portion of the budget allows for the funding toward these unpredictable events.

## PREVENTIVE MAINTENANCE AND OPERATIONS

### Professional Services

#### Open Space Scheduled Monitoring Events

As provided in the Plan of Control, there are two scheduled monitoring events within the GHAD that will occur during each calendar year.

**Estimated Budget: \$10,500**

#### Open Space Heavy Rainfall Events

We have budgeted for one heavy rainfall-monitoring event during the 2023/24 winter season. In the initial Engineer's Report, we anticipated that a heavy rainfall-monitoring event would be needed on average once every two years.

**Estimated Budget: \$2,000**

#### Water Quality/Detention Basin Scheduled Monitoring Events

As provided in the Plan of Control, there are two scheduled monitoring events within the GHAD that will occur during each calendar year. The GHAD has not yet acquired detention basin monitoring or maintenance on Parcel A and does not expect to do so during the 2023/24 FY.

**Estimated Budget: \$2,000**

#### Water Quality/Detention Basin Heavy Rainfall Events

We have budgeted for one heavy rainfall-monitoring event during the 2023/24 winter season. In the initial Engineer's Report, we anticipated that a heavy rainfall-monitoring event would be needed, on average, once every two years.

**Estimated Budget: \$1,000**

### **Maintenance and Operations**

#### Sediment Removal - Concrete Structures

This budget item is to provide for the annual removal of vegetation, cleaning, sealing, and minor repair of concrete-lined drainage ditches within The Reserve development.

**Estimated Budget: \$10,000**

#### Water Quality/Detention Basin Facilities

The budget item allows for ongoing maintenance activities, as described in the operations and maintenance manual.

**Estimated Budget: \$10,000**

#### Trail and Fence Maintenance

This budget item includes gravel-surfaced road maintenance, trail maintenance, and fence repairs, which may occur during the 2023/24 fiscal year.

**Estimated Budget: \$6,000**

#### Slope Stabilization, Erosion, and Minor Repairs

This is for unanticipated minor repairs, including slope instability or erosion, which may occur during FY 2023/24.

**Estimated Budget: \$38,000**

#### Vegetation Control – Open Space

This budget item includes annual firebreak mowing and litter removal, which will occur during FY 2023/24. This budget item has been increased to allow for a second cutting of fire breaks, as needed.

**Estimated Budget: \$20,000**

### Subdrain Maintenance

This budget item allows for construction of subdrain markers and outfall structures to facilitate future monitoring and maintenance of the subdrain outlets, which are critical to slope stability within The Reserve development. This item was included in the Request for Proposals scope of services and is a one-time expense.

**Estimated Budget: \$5,000**

### Conservation Easement Activities

This budget item includes activities that may be needed in relation to the City of Hayward Conservation Easement or East Bay Regional Park District Conservation Easement in FY 2023/24.

**Estimated Budget: \$10,000**

## **SPECIAL PROJECTS**

There are currently no special projects anticipated in the FY 2023/24 budget within the GHAD-maintained areas of the Hayward GHAD.

## **ADMINISTRATION AND ACCOUNTING**

### **GHAD Manager**

#### Administration

Administrative expenses include the GHAD Manager duties related to the operation and administration of the GHAD. The budget estimate for administrative services is derived from the original GHAD budget used to prepare the GHADs Engineer's Report.

**Estimated Budget: \$25,500**

#### Budget Preparation

This budget provides for the preparation of the annual report and budget.

**Estimated Budget: \$3,200**

### **Outside Professional Services – Nontechnical**

#### Legal Counsel

This budget item allows the GHAD to fund legal counsel for the District. The Board appointed Wendel Rosen to serve as the GHAD Attorney on September 13, 2016, with the approval of Resolution No. 16-002. The duties of the legal counsel may include, but not be limited to, transfer documentation, preparation or review of contracts, grant deeds, right of entry, and board resolutions.

**Estimated Budget: \$7,000**

#### Treasurer

This budget item accounts for fees related to the GHAD Treasurer and the investment manager functions. The Board appointed the GHAD Treasurer on September 13, 2016, with the approval of Resolution No. 16-002 and authorized a change in the GHAD Treasurer designation to GHAD Treasurer, Inc. on February 25, 2020, with the approval of Resolution 20-02.

**Estimated Budget: \$5,000**

Clerk

This budget item allows the GHAD to fund clerk services for the District. The Board appointed Wendel Rosen to serve as the GHAD Clerk on September 13, 2016, with the approval of Resolution No. 16-002.

**Estimated Budget: \$1,500**

Assessment Roll and Levy Update

This budget item allows for preparation of the assessment roll for the District and the updated levy based on the Consumer Price Index adjustment.

**Estimated Budget: \$1,750**

Alameda County Assessor's Fees

This budget item accounts for fees from the Alameda County Assessor's Office.

**Estimated Budget: \$2,000**

California Association of GHADs Membership

The GHAD maintains membership in the California Association of GHADs.

**Estimated Budget: \$175**

Insurance

The GHAD maintains general liability insurance for open space areas within the District.

**Estimated Budget: \$1,500**



# CITY OF HAYWARD

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

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**File #:** PH 23-025

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**DATE:** May 23, 2023

**TO:** Geologic Hazard Abatement District Board

**FROM:** GHAD Manager and GHAD Attorney

**SUBJECT**

Resolutions 23-02 and 23-03 Authorizing an Agreement for GHAD Manager Services Between ENGEIO Incorporated and the Hayward Geologic Hazard Abatement District (GHAD) and for GHAD Attorney and Clerk Services Between Fennemore Wendel and the GHAD

**RECOMMENDATION**

Staff recommends that the Hayward GHAD Board of Directors adopt Resolution 23-02 authorizing the Board Chair to execute an agreement with ENGEIO Incorporated for GHAD Manager Services and Resolution 23-03 authorizing the Board Chair to execute an agreement with Fennemore Wendel for GHAD Attorney and Clerk services.

**SUMMARY**

The Hayward GHAD Board of Directors appointed ENGEIO Incorporated to serve as the GHAD Manager and Wendel, Rosen, Black and Dean, to serve as GHAD Attorney and Clerk and for the Hayward GHAD with Resolution 16-001. An agreement between ENGEIO Incorporated and the Hayward GHAD and an agreement between Fennemore Wendel (formerly Wendel Rosen) and the Hayward GHAD has been prepared for approval by the GHAD Board of Directors.

**ATTACHMENTS**

Attachment I      Staff Report and Resolutions 23-02 and 23-03

**HAYWARD  
GEOLOGIC HAZARD ABATEMENT DISTRICT**

**TO: Hayward GHAD Board of Directors**

**FROM: GHAD Manager and GHAD Attorney**

**BOARD MEETING DATE: May 23, 2023**

**SUBJECT: Resolutions 23-02 and 23-03 Authorizing an Agreement for GHAD Manager Services Between ENGEIO Incorporated and the Hayward Geologic Hazard Abatement District (GHAD) and for GHAD Attorney and Clerk Services Between Fennemore Wendel and the GHAD**

**RECOMMENDATION(S):**

Staff recommends that the Hayward GHAD Board of Directors adopt Resolution 23-02 authorizing the Board Chair to execute an agreement with ENGEIO Incorporated for GHAD Manager Services and Resolution 23-03 authorizing the Board Chair to execute an agreement with Fennemore Wendel for GHAD Attorney and Clerk services.

**SUMMARY:**

The Hayward GHAD Board of Directors appointed ENGEIO Incorporated to serve as the GHAD Manager and Wendel, Rosen, Black and Dean, to serve as GHAD Attorney and Clerk and for the Hayward GHAD with Resolution 16-001. An agreement between ENGEIO Incorporated and the Hayward GHAD and an agreement between Fennemore Wendel (formerly Wendel Rosen) and the Hayward GHAD has been prepared for approval by the GHAD Board of Directors.

**BACKGROUND AND DISCUSSION:**

Hayward City Council adopted Resolution 16-030 approving the formation of the Hayward GHAD and the Plan of Control for The Reserve (La Vista) development within the Hayward GHAD on March 1, 2016.

As provided in Public Resources Code § 26584, the GHAD Board of Directors must appoint a Clerk to the GHAD. On September 13, 2016, the Hayward GHAD Board approved Resolution 16-001 appointing Wendel Rosen, as GHAD Clerk. As provided in Public Resources Code § 26586, the GHAD Board of Directors may appoint other officers and delegate to them such powers as may be appropriate. Pursuant to Resolution 16-001 the GHAD Board appointed ENGEIO Incorporated as the GHAD Manager and Wendel Rosen, as GHAD Attorney.

In June 2022, Wendel Rosen combined with the law firm of Fennemore and became Fennemore Wendel. The attorneys at Wendel Rosen serving the GHAD are now with Fennemore Wendel.

It is recommended that the Board affirm the continued legal and clerk services of the attorneys now at Fennemore Wendel and approve a contract for GHAD Attorney and Clerk services attached to Resolution No. 23-02.

**FISCAL IMPACT:**

The Hayward GHAD operates as a separate entity from the City of Hayward; therefore, there is no fiscal impact to the City of Hayward.

**NEXT STEPS:**

Execute contracts if approved.

*Prepared by:* GHAD Manager and GHAD Attorney

*Recommended by:* GHAD Manager and GHAD Attorney

**ATTACHMENTS:**

- A. Resolution No. 23-02
- B. Resolution No. 23-03

THE BOARD OF DIRECTORS OF HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT

RESOLUTION NO. 23-02

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APPROVING A CONTRACT FOR GHAD MANAGER SERVICES WITH ENGEO INCORPORATED

WHEREAS, on March 1, 2016, the City Council adopted Resolution 16-030, approving and ordering formation of the Hayward Geologic Abatement District ("GHAD") as described in the GHAD Plan of Control for the La Vista subdivision (Tract 7620) and appointed itself to act as the GHAD Board of Directors (the "Board"); and

WHEREAS, on September 13, 2016 pursuant to Resolution No. 16-001, the Board approved a scope of services for ENGEO Incorporated to serve as GHAD Manager; and

WHEREAS, the Board desires to affirm the continued GHAD manager services of ENGEO Incorporated for the GHAD; and

WHEREAS, ENGEO Incorporated requests the Board formally approve a contract for GHAD Manager services with an updated scope of services, attached as Attachment 1.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby:

1. Approves the contract for services, attached as Attachment 1, with ENGEO Incorporated for GHAD Manager services.
2. Declares the recitals are incorporated herein by this reference.
3. Orders this Resolution to become effective immediately upon its passage and adoption.

GHAD MEETING, HAYWARD, CALIFORNIA May 23, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST: \_\_\_\_\_  
Clerk of Hayward Geologic Hazard Abatement  
District Board of Directors

Attachment 1 – Contract for GHAD Manager services with ENGEO Incorporated

## ATTACHMENT 1

### CONSULTING SERVICES AGREEMENT BETWEEN ENGEIO INCORPORATED AND THE HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT FOR GHAD MANAGER

This Consulting Services Agreement (“**Agreement**”) is between the Hayward Geologic Hazard Abatement District, a political subdivision of the State of California (“**GHAD**”), and ENGEIO Incorporated (“**Consultant**”) for services of Manager for the GHAD, in accordance with Public Resources Code Sections 26579 and 26600 governing GHAD contracting requirements.

In consideration of the mutual agreements herein, and other good and valuable consideration, the parties agree as follows:

1. **Scope of Services.** The services to be performed by Consultant are the services of GHAD Manager as set forth in **Appendix A**.

2. **Payment.**

(a) Consultant Services.

GHAD shall pay Consultant for services performed at the rates and payment limits (“**Payment Limits**”) as approved by the GHAD Board. Consultant’s rates include all overhead and incidental expenses and costs, for which no additional compensation shall be allowed. Notwithstanding the foregoing, incidental expenses and costs discussed in 2.B below shall be reimbursable by GHAD to Consultant, provided that Consultant submits copies of receipts and, if applicable, a detailed mileage log to GHAD. In no event shall the total amount paid to Consultant exceed the annual payment limit(s) specified in Payment Limits without prior written approval of GHAD Board unless prior approval is not possible due to circumstances relating to the GHAD Manager’s need to respond to emergency situations. In this event, Consultant shall notify GHAD Board as soon thereafter as reasonably practical on the expenditure. Consultant’s billing statements shall be submitted no more than one invoice per calendar month to the GHAD Treasurer for work performed in accordance with this Agreement. Consultant shall include with each invoice a description of the completed work and shall list, for each item of services, the employee categories, hours, and rates. All invoices shall be payable within thirty (30) days of receipt by GHAD Treasurer if they are in accordance with the terms and conditions of this Agreement. GHAD’s payment for the services performed by Consultant under this Agreement shall be subject to review, determination of satisfaction, and approval of GHAD Treasurer.

(b) Expenses and Costs.

Direct expenses and costs for personnel work related expenses and equipment such as computers, vehicles and mileage, weather gear, meals or similar personal expenses shall be included in the hourly rates. Direct expenses and costs associated with the operational expenses of the GHAD such as postage, courier services, telephones, office supplies, electronic monitoring devices, special projects testing apparatus, and office space rental - shall be billed, at cost, to the GHAD. Memberships to Associations, Insurance Premiums, etc. shall be billed directly to the GHAD. All outside services, materials and supplies shall be billed at direct cost without markup.

**3. Payment Amounts Updated Yearly.** Consultant shall prepare and submit Payment Limits to the GHAD Board along with the GHAD's annual operating budget once a year, and if approved by GHAD Board, shall be the applicable rates for the current year. In the event an updated Payment Limits are not approved by the GHAD Board, the most recent GHAD Board approved Payment Limits shall be the applicable annual Payment Limits for any services performed under this Agreement.

**4. Industry Standards.** Consultant agrees that the services rendered under this Agreement shall be performed in accordance with the standards customarily adhered to by experienced and competent professional managers of geologic hazard abatement districts using the degree of care and skill ordinarily exercised by reputable professionals practicing in the same field of service in the State of California. Where approval by GHAD Board is required, it is understood to be general approval only and does not relieve Consultant of responsibility for complying with all applicable laws, codes, and good consulting practices.

**5. Term of Agreement.** This Agreement shall be approved by GHAD resolution and the Agreement shall become effective immediately upon approval of such resolution ("**Effective Date**"). This Agreement shall remain in full force and effect until terminated by either Consultant or GHAD Board in accordance with Sections 6, 7 or 9 below.

**6. Termination by GHAD.** GHAD Board may, at its sole option and for convenience, terminate this Agreement or all or any portion of the services provided by Consultant under this Agreement, by giving sixty (60) days prior written notice of such termination to Consultant. The termination of services under this Agreement shall terminate at the end of such sixty (60) day period, Consultant shall be paid without duplication, all amounts due for services rendered up to and including the date of termination.

**7. Termination by Consultant.** Consultant shall have the right to terminate this Agreement at any time, by giving sixty (60) days prior written notice to GHAD. Such sixty (60) day period shall commence on receipt of the notice by GHAD and this Agreement shall terminate at the end of such sixty (60) day period (or such longer time as specified in the notice from Consultant) ("**Termination Period**"). Notwithstanding the foregoing, or anything herein to the contrary, Consultant shall remain obligated during the Termination Period to continue all services hereunder and to act in good faith to perform necessary actions to prevent and mitigate

any potential geologic hazards as may be required by **Appendix A**. Consultant shall also remain obligated to work in good faith to transition the performance of services to any new consultant retained by GHAD, including but not limited providing all materials and records and meeting with such new consultant to transition such services. During this Termination Period, Consultant shall not have the right to enter into any new agreements, contracts, obligations or commit any future financial resources of GHAD without the prior written approval of GHAD Attorney unless such actions are necessary to protect property within GHAD from imminent harm. Upon termination pursuant to this Section 7, Consultant shall without delay, deliver to GHAD all materials and records prepared or obtained in the performance of this Agreement, and shall be paid, without duplication, all amounts due for the services rendered up to and including the date of termination.

**8. Abandonment by Consultant.** In the event Consultant ceases performing services under this Agreement or otherwise abandons performance of services prior to completing all of the services described in this Agreement, Consultant shall remain responsible for all obligations and liabilities, including without limitation, maintaining insurance and shall be liable for any and all damages incurred by GHAD as a result of or arising out of such abandonment, until such time as GHAD Board or Consultant terminates this Agreement in accordance with the preceding sections.

**9. Right to Terminate for Default.** In addition to GHAD Board's right to terminate for convenience, if Consultant fails to perform or adequately perform any obligation required by this Agreement, Consultant's failure constitutes a default. If Consultant fails to satisfactorily cure a default within twenty (20) calendar days of receiving written notice from GHAD specifying the nature of the default, GHAD Board may immediately cancel and/or terminate this Agreement, and terminate each and every right of Consultant, and any person claiming any rights by or through Consultant under this Agreement. If Consultant files a voluntary petition in bankruptcy, is subject to an adjudicated bankruptcy or makes a general assignment for the benefit of creditors, GHAD Board may at its option and without further notice to or demand upon Consultant, immediately cancel and/or terminate this Agreement, and terminate each and every right of Consultant, and any person claiming any rights by or through Consultant. The rights and remedies of GHAD enumerated in this Section 9 are cumulative and shall not limit, waive, or deny any of GHAD's rights under any other provision of this Agreement. Nor does this Section otherwise waive or deny any right or remedy, at law or in equity, existing as of the date of this Agreement or hereinafter enacted or established, that may be available to GHAD against Consultant.

**10. Insurance.** Consultant shall, at no cost to GHAD, obtain and maintain during the term hereof: (a) Workers' Compensation Insurance pursuant to state law; (b) Comprehensive Liability Insurance including blanket contractual (or contractual liability) coverage, broad form property damage coverage, and coverage for owned and non-owned vehicles, with a minimum combined single limit coverage over \$2,000,000 for all damages due to bodily injury, sickness or disease, or death to any person, and damage to property, including the loss of use thereof, arising out of each accident or occurrence (\$2,000,000 aggregate), and naming GHAD and its board,

officers and employees as additional insureds, and (c) Professional Liability Insurance in the coverage amount of \$2,000,000. Such insurance shall remain in full force and effect during the term of this Agreement. Consultant shall promptly furnish to GHAD Clerk certificates of insurance evidencing such coverage and requiring thirty (30) days written notice to GHAD of policy lapse, cancellation or material change in coverage. During the term of this Agreement, GHAD Board shall have the right to increase or modify the insurance requirements set forth in this Section 10, not more than once every two (2) years upon not less than sixty (60) days prior written notice to Consultant, to commercially reasonable amounts and coverages required for similar services performed in California.

**11. Status.** Consultant is an independent contractor and shall not be considered an employee or agent of GHAD.

**12. Time for Completion.** Unless the time is extended in writing by GHAD, Consultant shall complete each service covered by this Agreement no later than the dates for completion, if any, set forth for such service(s) in **Appendix A**. If no time for completion is specified, such tasks shall continue to be performed throughout the term of this Agreement.

**13. Record Retention and Auditing.** Except for materials and records delivered to GHAD, Consultant shall retain all materials and records prepared or obtained in the performance of this Agreement, including financial records, for a period of at least five years after Consultant's receipt of the final payment for the tasks related to such materials and records under this Agreement. Upon request by GHAD, at no additional charge, Consultant shall promptly make such records available to GHAD, or to authorized representatives of the state and federal governments, at a convenient location within Contra Costa County designated by GHAD, and without restriction or limitation on their use.

**14. Ownership of Documents.** All materials and records of a finished nature, such as final plans, specifications, reports, and maps, prepared or obtained in the performance of this Agreement, shall be delivered to and become the property of GHAD. All materials of a preliminary nature, such as survey notes, sketches, preliminary plans, computations, and other data, prepared or obtained in the performance of this Agreement, shall be made available, upon request, to GHAD at no additional charge and without restriction or limitation on their use.

**15. Extra Work.** If Consultant determines any work or services are necessary in addition to the work or services described in **Appendix A**, such extra work shall be explained and a rate or charge shall also be included for the work in writing and submitted to the GHAD Board for approval. Prior approval from the GHAD Board is required before the work commences unless prior approval is not possible due to the emergency response nature of the GHAD. In this event, Consultant shall notify GHAD Board as soon thereafter as reasonably practical on the expenditure.

**16. Breach.** In the event that Consultant fails to perform any of the services described in this Agreement or otherwise breaches this Agreement, GHAD shall have the right to

pursue all remedies provided by law or equity. Any disputes relating to the performance of this Agreement shall not be subject to non-judicial arbitration.

**17. Compliance with Laws.** In performing this Agreement, Consultant shall comply with all applicable federal or state laws, and specifically Public Resources Code (PRC) sections 26500 *et seq.* (GHAD Law). The parties acknowledge that GHAD Law exempts GHAD activities from the California Environmental Quality Act (GHAD Law section 26601 of the PRC) and exempts the GHAD from obtaining local permits under building and zoning ordinances, but the GHAD shall comply with applicable provisions of the Uniform Building Code.

**18. Assignment.** This Agreement shall not be assignable or transferable in whole or in part by Consultant, whether voluntarily, by operation of law or otherwise; provided, however, that Consultant shall have the right to sub-contract that portion of the services for which Consultant does not have the ability to perform so long such subcontracts comply with Section 19 below and are approved by GHAD Attorney. Any other purported assignment, transfer or sub-contracting shall be void.

**19. Insurance for Subcontractors.** All contracts entered into between Consultant and a subcontractor shall require subcontractor to obtain insurance policies which shall be kept in full force and effect during any and all work pursuant to this Agreement and for the duration of the subcontractor's work. Each subcontractor performing any construction work shall obtain, and Consultant shall require the subcontractor to obtain, at a minimum all policies described in Section 10. Subcontractors engaged in non-construction work, shall be required to obtain adequate insurance for the services being asked to undertake.

**20. Endorsement on Plans.** Consultant (or the sub-consultant) shall endorse all plans, specifications, estimates, reports, and other items described in **Appendix A** prior to delivering them to GHAD.

**21. Patents and Copyrights.** The issuance of a patent or copyright to Consultant or any other person shall not affect GHAD's right to the materials and records prepared or obtained in the performance of this Agreement. GHAD reserves a license to use such materials and records without restriction or limitation, and GHAD shall not be required to pay any additional fee or royalty for such materials or records. The license reserved by GHAD shall continue for a period of fifty years from the date of execution of this Agreement, unless extended by operation of law or otherwise.

**22. Indemnification.** Consultant shall indemnify and hold harmless GHAD, and its boards, officers and employees, from any and all liability, damages, claims, judgments, expenses or other losses (including without limitation, attorney fees, expert witness and other litigation costs) resulting from or caused by, or alleged to have resulted from or caused by Consultant's gross negligence, breach of this Agreement or willful misconduct, excluding any claims to the extent resulting from or arising out of GHAD's sole negligence, active negligence or willful

misconduct. Should Consultant become aware of a claim or lawsuit that may be subject to this section, Consultant shall notify GHAD promptly in writing, and GHAD shall have the right to conduct the defense of such claim or lawsuit. Notwithstanding the foregoing, Consultant's maximum liability to GHAD for professional negligence shall not exceed the amount of Professional Liability Insurance required by Section 10(c). The above maximum is applicable solely to professional negligence and shall not apply to, limit, diminish, or affect Consultant's obligations under this section for any other claims, costs or liability, including but not limited to general liability, vehicular negligence, contractual liability or workers' compensation liability. The provisions of this Section 22 shall survive the termination of the Agreement.

**23. Public Endorsements.** Consultant shall not in its capacity as a Consultant with GHAD publicly endorse or oppose the use of any particular brand name or commercial product without the prior approval of GHAD's Board. In its Consultant capacity, Consultant shall not publicly attribute qualities or lack of qualities to a particular brand name or commercial product in the absence of a well-established and widely-accepted scientific basis for such claims or without the prior approval of GHAD's Board. In its Consultant capacity, Consultant shall not participate or appear in any commercially-produced advertisements designed to promote a particular brand name or commercial product, even if Consultant is not publicly endorsing a product, as long as Consultant's presence in the advertisement can reasonably be interpreted as an endorsement of the product by or on behalf of GHAD. Notwithstanding the foregoing, Consultant may express its views on products to other consultants, GHAD's Board, its officers, or others who may be authorized by GHAD's Board or by law to receive such views.

**24. Project Personnel and Contracting.** In performing the services under this Agreement for any project personnel, Consultant shall use the rates listed in Payment Limit. All personnel shall possess training, experience, and credentials necessary to perform the tasks of such position. The parties recognize that GHAD work is performed on an emergency basis and is unique and specialized. Due the nature of GHAD work, all GHAD contracts (including contracts with project personnel) are subject to negotiation between the parties but need not be awarded through a competitive bidding process as authorized by GHAD Law (Public Resources Code section 26600).

**25. Amendment.** This Agreement shall be subject to amendment only through written amendment approved in advance by GHAD Board.

**26. Notices.** In all cases where written notice is required under this Agreement, service shall be deemed sufficient if the notice is sent by overnight mail or by certified mail, postage paid, return receipt requested. Proper notice shall be effective on the date it is mailed, unless provided otherwise in this Agreement. Unless otherwise agreed in writing, notice to GHAD for purposes of this Agreement shall be addressed to:

**To Consultant:**

Attn: Uri Eliahu, GHAD Manager  
ENGEIO Incorporated  
2010 Crow Canyon Place, Suite 250  
San Ramon, CA 94583

**To GHAD:**

Attn: Patricia E. Curtin, GHAD Attorney  
c/o Fennemore Wendel  
1850 Mt. Diablo Blvd., Suite 340  
Walnut Creek, CA 94596

**27. Headings.** All article headings are for convenience only and shall not affect the interpretation of this Agreement.

**28. Jurisdiction and Venue.** The venue for any suit or proceeding concerning this Agreement, the interpretation of application of any of its terms, or any related disputes shall be in the County of Contra Costa, State of California.

**29. Covenants and Conditions.** All provisions of this Agreement expressed as either covenants or conditions on the part of GHAD or Consultant, shall be deemed to be both covenants and conditions.

**30. Integration.** This Agreement, the exhibits and other references are hereby incorporated into this Agreement and they fully express all understandings of the parties concerning the matters covered in this Agreement. No change, alteration, or modification of the terms or conditions of this Agreement, and no verbal understanding of the parties, their officers, agents, or employees shall be valid unless made in the form of a written change agreed to in writing by both parties or an amendment to this Agreement agreed to by both parties. All prior negotiations and agreements are merged into this Agreement.

**31. No Waiver.** No failure of either GHAD or Consultant to insist upon the strict performance by the other of any covenant, term or condition of this Agreement, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Agreement, shall constitute a waiver of any such breach or of such covenant, term or condition. No waiver of any breach shall affect or alter this Agreement, and each and every covenant, condition, and term hereof shall continue in full force and effect to any existing or subsequent breach.

**32. Conflict of Interest.** Consultant and its officers, employees, contractors, subcontractors, and agents that perform work under this Agreement shall comply with all applicable federal and state conflict of interest law, regulations, and policies.

**33. Use of Subcontractors.** Consultant, with regard to the work performed by it during the term of this Agreement, shall not discriminate on the grounds of race, religion, color, sex, sexual orientation, age, or national origin in the selection or retention of subcontractors, including procurement of materials and leases of equipment.

**These signatures attest the parties' agreement hereto:**

IN WITNESS WHEREOF, this Agreement is executed by GHAD pursuant to Resolution No. 23-02 approved on May 23, 2023, and by Consultant.

**GHAD**

**CONSULTANT/GHAD MANAGER:**

HAYWARD GHAD

ENGEO INCORPORATED

By: \_\_\_\_\_  
Chair of the GHAD Board

By: \_\_\_\_\_  
Uri Eliahu

Title: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Dated: \_\_\_\_\_

Note to Consultant: For corporations, the contract must be signed by two officers. The first signature must be that of the chairman of the board, president or vice-president; the second signature must be that of the secretary, assistant secretary, chief financial officer or assistant treasurer. (Civ. Code, Sec. 1190 and Corps. Code, Sec. 313.) The acknowledgment below must be signed by a Notary Public.

## APPENDIX A

### SCOPE OF SERVICES

ENGEO Incorporated (“**Consultant**”) agrees to provide Professional Services as the GHAD Manager to the Hayward Geologic Hazard Abatement District (“**GHAD**”) consistent with this Agreement and GHAD Laws (Public Resources Code section 26500 *et. Seq.*). Services include, but are not necessarily limited to, the following:

1. Consultant shall be responsible for the day-to-day management of the GHAD in accordance with all applicable state and federal statutes, the GHAD's adopted Plans of Control and all adopted GHAD Board policies and guidelines. In furtherance of this Agreement, Consultant may retain other civil and/or geotechnical engineering consultants, geologists, contractors and/or other professionals and vendors as may be required to evaluate, review, design, construct or maintain GHAD facilities and improvements in accordance with the GHAD's adopted Plans of Control.

2. Consultant shall develop and maintain a computerized accounting and bookkeeping system sufficient to allow GHAD costs and expenditures to be cost applied to individual projects and/or programs. Consultant shall reconcile the accounting and bookkeeping records to those maintained by the GHAD Treasurer. Consultant shall provide the following to the GHAD Board of Directors in a timely manner:

(a) Each year, Consultant shall develop and submit to the GHAD Board a proposed program style budget detailing anticipated income and expenditures in the four major work areas: (1) major repair projects, (2) preventative maintenance and operations, (3) special projects and (4) administration.

(b) Consultant shall develop or cause to be developed in consultation with the GHAD Treasurer quarterly and year-to-date expense reports comparing actual expenditures to the approved budgets and submit to the GHAD Board.

(c) Consultant shall develop an annual report on the activities of the GHAD. Said report shall include a comparison of income and expenditures against the adopted program budget. In addition, said report shall include Consultant's evaluation and, if appropriate, recommendations related to the need to complete, update and/or revise the following:

- (i) The Plan of Control for the GHAD.
- (ii) The status of the GHAD's financial reserves.
- (iii) The GHAD's Maintenance and Operations Plan.

3. Consultant shall perform the following:

(a) An annual work program, to include all major repair projects and significant incidents and special projects, including assigning and directing contractors to perform repairs.

(b) Monthly incident log detailing all active incidents under review and/or construction by the GHAD and/or GHAD consultants as well as all active GHAD construction projects. Said incident log shall indicate clearly the status of all active incidents and shall identify who should be contacted with questions on any particular incident and/or project.

(c) Establish priorities, forecast and establish work schedules, verify work activities are accomplished within established timeframes.

(d) Prepare requests for proposals ("RFP"), review experience of potential contractors, prepare and negotiate contracts, administer contracts, issue contract change orders, assist in managing claims.

(e) Work with and respond to public inquires, property owner requests, interpret GHAD policies and procedures, work with homeowners association representatives and others regarding activities of the GHAD.

(f) Establish and implement the preventive maintenance program and emergency response capabilities.

(g) Determine work priorities and prepare the annual budget and repair and maintenance programs, capital improvements programs, and updates of the Plan of Control.

(h) Perform other duties as designated by the GHAD Board that are consistent with the Plan of Control and/or GHAD Law.

(i) Consultant shall maintain a record of all incident responses plotted on the GHAD Geographic Information System ("GIS") for purposes of evaluating future risk.

(j) Consultant shall maintain membership in the California Association of GHADs.

THE BOARD OF DIRECTORS OF HAYWARD GEOLOGIC HAZARD ABATEMENT  
DISTRICT

RESOLUTION NO. 23-03

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APPROVING A CONTRACT FOR GHAD ATTORNEY AND CLERK SERVICES  
WITH FENNEMORE WENDEL

WHEREAS, on March 1, 2016, the City Council adopted Resolution 16-030, approving and ordering formation of the Hayward Geologic Abatement District ("GHAD") as described in the GHAD Plan of Control for the La Vista subdivision (Tract 7620) and appointed itself to act as the GHAD Board of Directors (the "Board");

WHEREAS, on March 22, 2016, pursuant to Resolution 16-01, the Board appointed Patricia Curtin of Wendel Rosen Black Dean ("Wendel Rosen") to serve as GHAD Legal Counsel and Clerk and, pursuant to Resolution No. 16-02, the Board approved a scope of services for Wendel Rosen to serve as Legal Counsel and Clerk;

WHEREAS, in June 2022, Wendel Rosen combined with the law firm of Fennemore and became Fennemore Wendel;

WHEREAS, the attorneys who were at Wendel Rosen serving the GHAD are now with Fennemore Wendel;

WHEREAS, the Board desires to affirm the continued legal and clerk services of the attorneys now at Fennemore Wendel for the GHAD as set forth in Attachment 1 to Resolution No. 23-03; and

NOW, THEREFORE, BE IT RESOLVED that the Board hereby:

1. Confirms the continued services of the attorneys that have been serving the GHAD who are now at Fennemore Wendel and appoints Fennemore Wendel as GHAD Legal Counsel and Clerk.
2. Authorizes the GHAD Attorney and Clerk to work directly with the GHAD Manager in determining the scope and budget for legal services to be provided to the GHAD as part of the annual budget. The Board has the final authority to engage the GHAD Attorney and Clerk on any and all GHAD matters and may utilize the GHAD Attorney/Clerk beyond those services performed directly with GHAD Manager.
3. Approves the contract for services, attached as Attachment 1, with Fennemore Wendel for GHAD Attorney and Clerk services.
4. Declares the recitals are incorporated herein by this reference.

5. Orders this Resolution to become effective immediately upon its passage and adoption.

GHAD MEETING, HAYWARD, CALIFORNIA May 23, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST: \_\_\_\_\_  
Clerk of Hayward Geologic Hazard Abatement  
District Board of Directors

Attachment 1 – Contract for GHAD Attorney and Clerk services with Fennemore Wendel

## ATTACHMENT 1

### CONSULTING SERVICES AGREEMENT BETWEEN FENNEMORE WENDEL AND THE HAYWARD GEOLOGIC HAZARD ABATEMENT DISTRICT FOR GHAD ATTORNEY AND CLERK

This Consulting Services Agreement (“**Agreement**”) is between the Hayward Geologic Hazard Abatement District, a political subdivision of the State of California (“**GHAD**”), and Fennemore Wendel (“**Consultant**”) for services of GHAD Attorney and Clerk, in accordance with Public Resources Code Sections 26579 and 26600 governing GHAD contracting requirements.

In consideration of the mutual agreements herein, and other good and valuable consideration, the parties agree as follows:

1. **Scope of Services.** The services to be performed by Consultant are the services of GHAD Legal Counsel and Clerk as set forth in **Appendix A**.

2. **Payment.** GHAD shall pay Consultant for services performed in accordance with this Agreement. Billing statements shall be submitted to the GHAD Manager for review in relation to the annual budget and shall be paid by the GHAD Treasurer. Each year, Consultant shall work directly with the GHAD Manager in determining the scope and budget for legal services to be provided to the GHAD as part of the annual budget. The Board has the final authority to engage the GHAD Attorney and Clerk on any and all GHAD matters and may utilize the GHAD Attorney/Clerk beyond those services performed directly with GHAD Manager. Consultant shall charge fees and costs that are reasonable based on criteria for reasonableness set forth in the applicable Rules of Professional Conduct, which includes the time, effort, and skill required to perform the services needed, the novelty and complexity of the issues, and time constraints involves. All invoices shall be payable within thirty (30) days of receipt by GHAD Treasurer if they are in accordance with the terms and conditions of this Agreement. GHAD’s payment for the services performed by Consultant under this Agreement shall be subject to review, determination of satisfaction, and approval of GHAD Treasurer.

2. **Term of Agreement.** This Agreement shall be approved by GHAD resolution, and the Agreement shall become effective immediately upon approval of such resolution (“**Effective Date**”). This Agreement shall remain in full force and effect until terminated by either Consultant or GHAD Board in accordance with this Agreement.

3. **Termination by GHAD.** GHAD Board may, at its sole option and for convenience, terminate this Agreement or all or any portion of the services provided by Consultant under this Agreement, by giving sixty (60) days prior written notice of such termination to Consultant. The termination of services under this Agreement shall terminate at the end of such sixty (60) day period and Consultant shall be paid, without duplication, all amounts due for services rendered up to and including the date of termination.

**4. Termination by Consultant.** Consultant shall have the right to terminate this Agreement at any time, by giving sixty (60) days prior written notice to GHAD. Such sixty (60) day period shall commence on receipt of the notice by GHAD, and this Agreement shall terminate at the end of such sixty (60) day period (or such longer time as specified in the notice from Consultant) (“**Termination Period**”). Notwithstanding the foregoing, or anything herein to the contrary, Consultant shall remain obligated during the Termination Period to continue all services hereunder and to act in good faith to perform necessary actions as may be required by **Appendix A**. Consultant shall also remain obligated to work in good faith to transition the performance of services to any new consultant retained by GHAD, including but not limited providing all materials and records and meeting with such new consultant to transition such services. During this Termination Period, Consultant shall not have the right to enter into any new agreements, contracts, obligations or commit any future financial resources of GHAD without the prior written approval of the GHAD Board unless such actions are necessary to protect property within GHAD from imminent harm. Upon termination pursuant to this Section 4, Consultant shall without delay, deliver to GHAD Board all materials and records prepared or obtained in the performance of this Agreement, and shall be paid, without duplication, all amounts due for the services rendered up to and including the date of termination.

**5. Abandonment by Consultant.** In the event Consultant ceases performing services under this Agreement or otherwise abandons performance of services prior to completing all of the services described in this Agreement, Consultant shall remain responsible for all obligations and liabilities, including without limitation, maintaining insurance and shall be liable for any and all damages incurred by GHAD as a result of or arising out of such abandonment, until such time as GHAD Board or Consultant terminates this Agreement in accordance with the preceding sections.

**6. Right to Terminate for Default.** In addition to GHAD Board’s right to terminate for convenience, if Consultant fails to perform or adequately perform any obligation required by this Agreement, Consultant’s failure constitutes a default. If Consultant fails to satisfactorily cure a default within twenty (20) calendar days of receiving written notice from GHAD specifying the nature of the default, GHAD Board may immediately cancel and/or terminate this Agreement, and terminate each and every right of Consultant, and any person claiming any rights by or through Consultant under this Agreement. If Consultant files a voluntary petition in bankruptcy, is subject to an adjudicated bankruptcy or makes a general assignment for the benefit of creditors, GHAD Board may at its option and without further notice to or demand upon Consultant, immediately cancel and/or terminate this Agreement, and terminate each and every right of Consultant, and any person claiming any rights by or through Consultant. The rights and remedies of GHAD enumerated in this Section 6 are cumulative and shall not limit, waive, or deny any of GHAD’s rights under any other provision of this Agreement. Nor does this Section otherwise waive or deny any right or remedy, at law or in equity, existing as of the date of this Agreement or hereinafter enacted or established, that may be available to GHAD against Consultant.

7. **Status.** Consultant is an independent contractor and shall not be considered an employee or agent of GHAD.

8. **Time for Completion.** Unless the time is extended in writing by GHAD, Consultant shall complete each service covered by this Agreement no later than the dates for completion, if any, set forth for such service(s) in **Appendix A**. If no time for completion is specified, such tasks shall continue to be performed throughout the term of this Agreement.

9. **Record Retention and Auditing.** Except for materials and records delivered to GHAD, Consultant shall retain all materials and records prepared or obtained in the performance of this Agreement, including financial records, for a period of at least five years after Consultant's receipt of the final payment for the tasks related to such materials and records under this Agreement. Upon request by GHAD, at no additional charge, Consultant shall promptly make such records available to GHAD, or to authorized representatives of the state and federal governments, at a convenient location within Contra Costa County designated by GHAD, and without restriction or limitation on their use.

10. **Ownership of Documents.** All materials and records of a finished nature, such as final plans, specifications, reports, and maps, prepared or obtained in the performance of this Agreement, shall be delivered to and become the property of GHAD. All materials of a preliminary nature, such as survey notes, sketches, preliminary plans, computations, and other data, prepared or obtained in the performance of this Agreement, shall be made available, upon request, to GHAD at no additional charge and without restriction or limitation on their use.

11. **Extra Work.** If Consultant determines any work or services are necessary in addition to the work or services described in **Appendix A**, such extra work shall be explained, and a rate or charge shall also be included for the work in writing and submitted to the GHAD Board for approval. Prior approval from the GHAD Board is required before the work commences unless prior approval is not possible due to the emergency response nature of the GHAD. In this event, Consultant shall notify GHAD Board as soon thereafter as reasonably practical on the expenditure.

12. **Breach.** In the event that Consultant fails to perform any of the services described in this Agreement or otherwise breaches this Agreement, GHAD shall have the right to pursue all remedies provided by law or equity. Any disputes relating to the performance of this Agreement shall not be subject to non-judicial arbitration.

13. **Compliance with Laws.** In performing this Agreement, Consultant shall comply with all applicable federal or state laws, and specifically Public Resources Code (PRC) sections 26500 *et seq.* (GHAD Law). The parties acknowledge that GHAD Law exempts GHAD activities from the California Environmental Quality Act (GHAD Law section 26601 of the PRC) and exempts the GHAD from obtaining local permits under building and zoning ordinances, but the GHAD shall comply with applicable provisions of the Uniform Building Code.

**14. Assignment.** This Agreement shall not be assignable or transferable in whole or in part by Consultant, whether voluntarily, by operation of law or otherwise; provided, however, that Consultant shall have the right to sub-contract that portion of the services for which Consultant does not have the ability to perform so long such subcontracts comply with Section 19 below and are approved by GHAD Attorney. Any other purported assignment, transfer or sub-contracting shall be void.

**15. Amendment.** This Agreement shall be subject to amendment only through written amendment approved in advance by GHAD Board.

**16. Notices.** In all cases where written notice is required under this Agreement, service shall be deemed sufficient if the notice is sent by overnight mail or by certified mail, postage paid, return receipt requested. Proper notice shall be effective on the date it is mailed, unless provided otherwise in this Agreement. Unless otherwise agreed in writing, notices for purposes of this Agreement shall be addressed to:

**To Consultant:**

Attn: Patricia E. Curtin, GHAD Attorney  
c/o Fennemore Wendel  
1850 Mt. Diablo Blvd., Suite 340  
Walnut Creek, CA 94596

**To GHAD:**

Attn: Chair of GHAD Board  
Hayward GHAD  
777 B Street  
Hayward, CA 9541

**17. Headings.** All article headings are for convenience only and shall not affect the interpretation of this Agreement.

**18. Jurisdiction and Venue.** The venue for any suit or proceeding concerning this Agreement, the interpretation of application of any of its terms, or any related disputes shall be in the County of Contra Costa, State of California.

**19. Covenants and Conditions.** All provisions of this Agreement expressed as either covenants or conditions on the part of GHAD or Consultant, shall be deemed to be both covenants and conditions.

**20. Integration.** This Agreement, the exhibits and other references are hereby incorporated into this Agreement, and they fully express all understandings of the parties concerning the matters covered in this Agreement. No change, alteration, or modification of the terms or conditions of this Agreement, and no verbal understanding of the parties, their officers, agents, or employees shall be valid unless made in the form of a written change agreed to in

writing by both parties or an amendment to this Agreement agreed to by both parties. All prior negotiations and agreements are merged into this Agreement.

**21. No Waiver.** No failure of either GHAD or Consultant to insist upon the strict performance by the other of any covenant, term or condition of this Agreement, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Agreement, shall constitute a waiver of any such breach or of such covenant, term or condition. No waiver of any breach shall affect or alter this Agreement, and each and every covenant, condition, and term hereof shall continue in full force and effect to any existing or subsequent breach.

**22. Conflict of Interest.** Consultant and its officers, employees, contractors, subcontractors, and agents that perform work under this Agreement shall comply with all applicable federal and state conflict of interest law, regulations, and policies.

**These signatures attest the parties' agreement hereto:**

IN WITNESS WHEREOF, this Agreement is executed by GHAD pursuant to Resolution No. 23-03 approved on May 23, 2023, and by Consultant.

**GHAD**

**CONSULTANT/GHAD  
ATTORNEY/CLERK:**

HAYWARD GHAD

FENNEMORE WENDEL

By: \_\_\_\_\_  
Chair of the GHAD Board

By: \_\_\_\_\_  
Patricia E. Curtin

## APPENDIX A

### SCOPE OF SERVICES

**Consultant** agrees to provide Professional Services as Legal Counsel and Clerk to the Hayward Geologic Hazard Abatement District (“GHAD”) consistent with this Agreement and GHAD Laws (Public Resources Code section 26500 *et. Seq.*).

#### I. INTRODUCTION.

A geological hazard abatement district ("GHAD") is an independent, public agency that oversees geologic hazard prevention, mitigation, abatement and control. A "geologic hazard" is broadly defined as an actual or threatened landslide, land subsidence, soil erosion, earthquake, fault movement or any other natural or unnatural movement of land or earth.

On November 17, 2015, the City Council of the City of Hayward adopted Resolution No. 15-224 declaring its intent to be subject to the laws governing geologic hazard abatement districts ("GHAD Law"). Consistent with GHAD Law, on March 1, 2016, the City Council adopted Resolution No. 16-030 approving the formation of the Hayward Geological Hazard Abatement District ("Hayward GHAD"), appointing itself to serve as the GHAD Board of Directors and stating that the GHAD will be responsible for hiring its own staff. On May 17, 2016, the GHAD Board adopted Resolution No. 16-001 appointing the Chairperson, Clerk/Legal Counsel, Treasurer and Manager for the Hayward GHAD and Resolution 16-002 approving scope of services for the GHAD Officers. Resolution No. 23-03, approved by the GHAD Board on May 23, 2023, update the appointment for Attorney/Clerk.

As stated in GHAD Law, a geologic hazard abatement district is a political subdivision of the state; it is not an agency or instrumentality of a local agency. As such, the Hayward GHAD is an independent district separate and distinct from the City of Hayward. Consistent with Resolution No. 16-030 and GHAD Law, this scope of services is prepared for the GHAD Attorney/Clerk.

#### II. SCOPE OF SERVICES FOR GHAD ATTORNEY/CLERK.

The GHAD Attorney role includes providing legal advice to the Hayward GHAD in accordance with GHAD Law, the GHAD Plan of Control, and policies and guidelines that may be adopted by the Hayward GHAD Board. In this role, the GHAD Attorney is also responsible for advising the GHAD Board, if it so desires, in the creation of its own rules, regulations and policies in accordance with GHAD Law. Such rules, regulations and policies may relate, but is not limited to awarding of contracts for services, conflict of interest provisions, filing claims with the GHAD, and investment criteria. The GHAD Attorney shall review all official legal documents (i.e., Plan of Control and any amendments thereto, engineer's report and any amendments thereto, contracts, agreement, claims, reports, resolutions) presented to the GHAD Board.

Additionally, the GHAD Attorney will consult with the GHAD Manager and GHAD Treasurer in assuring the Plan of Control and GHAD Law is implemented and the GHAD Board is provided with all necessary documents to make informed decisions.

In working with the GHAD Manager and Treasurer, the GHAD Attorney/Clerk shall provide the following to the GHAD Board on an annual basis:

1. A proposed budget explaining how the GHAD funds are to be expended for the upcoming year.
2. An update (either by written communication or at a GHAD Board meeting) explaining the operations of the GHAD including but not limited to (a) the tasks that have been undertaken by GHAD staff in accordance with the plan of control, (b) the number of units in the GHAD, (c) the current assessment amount being levied, and (d) the balance in the GHAD account.

The GHAD Attorney advises the GHAD Board, GHAD Manager, GHAD Treasurer and other GHAD staff or officers that may be appointed by the GHAD Board in the future. The Attorney will attend all GHAD Board meetings.

The GHAD Clerk role includes securing GHAD Board meeting dates, creating agendas and distributing all necessary notices of public meetings, documents and staff reports to the GHAD Board and as required, to all interested parties. The GHAD Clerk shall work with the City Clerk in assuring that the GHAD materials are included as part of the City's meeting agendas and distributed to the GHAD Board. The GHAD Clerk shall keep records of the proceedings of the meetings and is responsible for maintaining the official records of GHAD proceedings. The GHAD is subject to the provisions of the Ralph M. Brown Act and the Clerk is responsible for clerical roles under the Brown Act.



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** MIN 23-064

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Approve the City Council Minutes of the Special City Council Meeting on May 9, 2023

**RECOMMENDATION**

That the Council approves the Special City Council meeting minutes of May 9, 2023.

**SUMMARY**

The City Council held a special work session on May 9, 2023.

**ATTACHMENTS**

Attachment I      Draft Minutes of May 9, 2023



## **SPECIAL CITY COUNCIL MEETING**

**777 B Street, Hayward, CA 94541**

**Conference Room 2A and Virtual Platform (Zoom)**

<https://hayward.zoom.us/j/89389492751?pwd=dFVaVU9CMVMycmV0b2ZrNG9SMmNFZz09>

**Tuesday, May 9, 2023, 4:30 p.m.**

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The special City Council meeting was called to order by Mayor Salinas at 4:30 p.m. The City Council held a hybrid meeting in Conference Room 2A and virtually via Zoom.

### **Pledge of Allegiance:** Council Member Syrop

Present: COUNCIL MEMBERS Andrews, Bonilla Jr., Goldstein, Roche, Syrop, Zermeño  
MAYOR Salinas

Absent: None

Council Member Zermeño arrived at approximately 4:36 p.m.

### **PRESENTATION**

Mayor Salinas read a Proclamation declaring the week of May 7 through May 13, 2023, as Public Service Recognition Week and presented certificates to HAME, IFPTE Local 21, SEIU Local 1021, IAFF Local 1909, HPOA, HPMU representatives and Human Resources Director Frye. Human Resources Director Frye noted there were a few engagement opportunities that were planned for Public Service Recognition Week. City Manager McAdoo thanked the entire City of Hayward organization for the partnership and work performed.

### **PUBLIC COMMENTS**

Mr. Roland Hull, Code Enforcement Inspector and IFPTE Local 21 member, thanked Council and City leadership for recognizing public employees and requested that the City consider attracting and retaining employees by providing meaningful benefits and compensation.

Mr. Dan Magalhaes, Water Pollution Control Facility Maintenance Supervisor and HAME president, shared that bargaining units had embarked on equity studies that will be used in the next contract to address challenges with recruitment and retention, and urged the Council and executive team to support their efforts.

Mr. Saad Muhammad, SEIU Local 1021 member, commented that during the pandemic employees put themselves in harm's way for the provision of services, appreciated the proclamation in recognition of public service, and expressed that employees want substantial compensation.

Mr. John Varga, IFPTE Local 21 representative, thanked the City for its recognition of public service, underscored the need to fill vacancies with skilled candidates while retaining talented employees, shared there was an upcoming salary survey and hoped that Council agreed that aiming for mid-market compensation will not help move the needle, and urged Council and City leadership to ensure that all City staff receive deserving recognition.

City Manager McAdoo acknowledged that it was Library Director Addleman’s birthday.

## **WORK SESSION**

1. Strategic Roadmap: Discussion of Updated Priorities and Projects to be Considered for the FY2024 - FY2027 City of Hayward Strategic Roadmap **WS 23-019**

Staff report submitted by City Manager McAdoo, dated May 9, 2023 was filed.

City Manager McAdoo introduced Ms. Cristelle Blackford and Mr. Adam Menter with the consulting firm, CivicMakers, who partnered with the City in structuring the process for the Strategic Roadmap and acknowledged City staff for their work on the Strategic Roadmap.

Ms. Cristelle Blackford provided an overview of the agenda for the retreat; provided context setting; shared City Council and City staff survey input; and reviewed proposed revisions to the vision statement.

### **Vision Statement Proposed Revision**

Members of the Council provided feedback on the vision statement-proposed revision as follows: it should include language stating, “the city will see less traffic” over time; it was missing that Hayward will become a destination city rather than a pass-through city; it should manifest the type of city to live in the future; it should incorporate language addressing environmental justice for climate resiliency and ensure the community is aware of the work being done on this effort; modify statement language to state, “families are proud to live in a city that works closely with HUSD to create an education city” to acknowledge that the City is working with its education partners; that the theme of an education city would not just be limited to schools but also apply to other institutions such as trade and apprenticeship programs, Recreational Occupational Programs (ROP); that the word “harm” be used instead of “crime” as this would have a more encompassing vision for what public safety is; it should include language about better cross-departmental collaboration and better collaboration with local jurisdictions including HARD and HUSD; public safety should focus on the innovative work done with pilot programs; the statement was lengthy; it should start with “Hayward continues to grow...” and remove reference to the period of time; replace “exciting retail” with “attractive retail”; and safer community should be tied back to diversity to make it inclusive.

### **Current Priority Areas**

Mr. Adam Menter and Ms. Cristelle Blackford shared input from the Council survey and City staff survey related to current priorities; provided an overview of the Council survey related to “Education City” as a lens that should be applied across priority areas, similar to the “Racial Equity” focus.



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**Tuesday, May 9, 2023, 4:30 p.m.**

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Discussion ensued among members of the City Council regarding whether HLAC would be repurposed; about having a multiagency effort and work including local academic institutions and other organizations; potentially developing a project that would provide workforce housing requiring multiagency efforts; to tackle the issue by having coordination between the Council and HUSD Board; a desire to be known as an education city while understanding what the role of the City would be and what is reasonably deliverable by staff; that there be clarity in working alongside educational and community partners and include both public and private sector careers; and there was overall agreement the “education city” could be seen as a lens but there were concerns about how to accomplish it in a way that is appropriate and ensuring adequate staffing.

### **Confront Climate Crisis**

Ms. Cristelle Blackford with CivicMakers reviewed Council and City staff survey input related to the roadmap project review process, reviewed City Council proposed new projects, and Council input related to Confront Climate Crisis projects.

Discussion ensued among members of the City Council about Confront Climate Crisis projects and the following suggestion were offered: that CC5 project be crossed out as it was already a part of CC6 project; that CC7 project be combined with C8 project to have a neighborhood approach when developing a Master Plan; that C8 project be updated to an aspirational goal to plant 1,500 trees annually. There was a comment that Council had received phone calls around having a smoke-free multifamily unit housing ordinance, underscoring that this was a request that neighborhoods had asked for and this should not fall off the list.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

### **Preserve, Protect and Produce Housing**

Mr. Adam Menter with CivicMakers reviewed Council input related to Preserve, Protect and Produce Housing projects.

Discussion ensued among members of the City Council about Preserve, Protect and Produce Housing projects and the following suggestions were offered: that project HC9 be crossed out and merged with H4 project related to continuing to explore safe parking options along with encampment management; that HC2 project be crossed out which was related to public banking and covered under another item.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

### **Community Safety and Quality of Life**

Ms. Cristelle Blackford with CivicMakers reviewed Council input related to Community Safety and Quality of Life projects.

Discussion ensued among members of the City Council about Community Safety and Quality of Life projects and the following suggestions were offered: that QC3 and QC5 projects be crossed out and combined with Q3 project as they relate to Community Services Officer functions; that QC22 project be crossed out and combined with Q8 project as it related to empty storefronts; that QC13 project be modified by removing “including descendants of Russell City” language as Q22 project is specific to descendants of Russell City; merge QC18 and QC19 projects and make them more than meeting spaces and enable partnering for shared facility usage; combine Q20 and Q21 projects by crossing out Q21 project and adding its language to Q20 project.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

### **Invest in Infrastructure**

Mr. Adam Menter with CivicMakers reviewed Council input related to Invest in Infrastructure projects.

Discussion ensued among members of the City Council about Invest in Infrastructure projects and the following suggestions were offered: that RC6 project be crossed out as the requests were already a part of the budget and projects were underway; modify R17 project to read “replace an average of 2.5 miles of water pipelines annually”; modify R18 project to read “replace an average of 2.5 miles” of sewer lines annually; a request was made related to RC1 to begin figuring out how to fix the loop and it was suggested to make the RC1 project language broader by indicating that options be evaluated for the loop to provide more flexibility with alternatives, and it was agreed that a future work session on the topic would explain the original project, what was done differently, and envisioned plans; modify RC10 project by adding language, “and improve ridership experience” with the hope to make transit stops more usable by residents and make the experience of taking the bus more pleasurable; modify RC3 project to read, “implement beautification and traffic calming at the intersection of Tennyson and Calaroga”; and that RC8 project be crossed out and merged with R9 project which relates to the Jackson Corridor landscape beautification.



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CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

### **Grow the Economy**

Ms. Cristelle Blackford with CivicMakers reviewed Council input related to Grow the Economy projects.

Discussion ensued among members of the City Council about Grow the Economy projects and there were no proposed changes.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes shows the results of the prioritization prepared by CivicMakers.

### **Strengthen Organizational Health**

Mr. Adam Menter with CivicMakers reviewed Council input related to Strengthen Organizational Health projects.

Discussion ensued among members of the City Council about Strengthen Organizational Health projects and the following suggestions were offered: that RC1 project be crossed out from this priority; that RC2 project be crossed out and merged with R11 project and add language to ensure there is up to date technology in place; remove the first sentence of RC4 project as the point of the item was to revisit how the people's budget process is operated in order to find a sustainable way to keep this afloat; and remove the last sentence of RC7 project which relates to sharing performance evaluations of department heads with the City Council.

CivicMakers explained for Council how to prioritize projects via dot voting on the posters with top priority dots for FY2024 and second priority dots for FY2025. Exhibit A (Attachment V) to the minutes provides the results of the prioritization prepared by CivicMakers.

City Manager McAdoo thanked CivicMakers for facilitating the prioritization of projects, shared that the firm would summarize the changes and produce a Draft Roadmap, noted that during the Budget Work Session there would be discussion to incorporate performance metrics on strategic roadmap projects, indicated that staff would explore ways to have online reporting of strategic roadmap projects for access to regular updates, and the Final Strategic Roadmap would be adopted on June 6, 2023.

City Manager McAdoo shared that in cases where priorities receive the same number of votes, projects would further be rated depending on whether the projects are inter-related to one another and if the same staff would be working on the projects.

**ADJOURNMENT**

Mayor Salinas adjourned the special City Council meeting at 9:15 p.m.

**APPROVED**

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Mark Salinas  
Mayor, City of Hayward

**ATTEST:**

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Miriam Lens  
City Clerk, City of Hayward

# May 9, 2023 Dot Voting Results

Red Dot    Blue Dot    Score

## Enhance Community Safety & Quality of Life

### SUPPORT SAFE AND CLEAN NEIGHBORHOODS

#### Staff Proposed Projects

##### Invest in Community-Centered Crime Response and Enforcement Models

Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8
Q3+QC3+QC5 - Conduct an assessment of the Jail and other Community Services Officer functions. QC3-Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications. QC5-Provide an informational report to Council in FY2024 to determine which sworn officer responsibilities can be delegated to Community Service Officers to improve responsiveness and drive down staffing costs.	4	2	10
Q4 - Seek and implement CALEA accreditation for the Police Department	5	1	11

##### Strengthen Emergency Preparedness, Planning, and Response

Q5 - Update comprehensive Emergency Management Plan	3	2	8
Q6 - Reestablish the Hazardous Materials Response Team and research funding options for equipment	3	1	7

##### Invest in Cleanliness and Blight Reduction

Q7 - Roll out a permanent illegal dumping prevention program	2	2	6
Q8+QC22 - Engage owners of vacant building properties to encourage activation, starting in the downtown. QC22-Add additional enforcement against owners of empty storefronts	5	0	10
Q9 - Finalize community preservation ordinance to combat blight and enhance neighborhood livability	3	2	8
Q10 - Create an analysis of the staffing and funding needs to create a public art program	2	2	6

### SUPPORT VIBRANT COMMUNITIES

#### Implement Community Enrichment and Social Support Programming

Q11 - Continue to provide educational, cultural, and social support programs at the Hayward Library	2	2	6
Q12 - Continue to provide family support programs through the Youth and Family Services Bureau	5	1	11
Q13 - Continue to implement Hayward People's Budget projects	1	2	4
Q14 - Continue to work with HARD on understanding recreational programs through the Master Lease	2	2	6

#### Activate Public Spaces

Q15 - Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage	1	4	6
Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza	3	3	9

#### Invest in Community-Wide Internet Infrastructure and Access

Q17 - Continue to provide internet connected devices and hotspots through the Library	4	2	10
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9

#### Strengthen Justice and Belonging

Q19 - Continue to implement an internal racial equity training program	4	2	10
Q20+Q21 - Use the Racial Equity Toolkit to implement pilots in several departments. Assess and pilot inclusive recruitment, retention and promotion standards and practices	6	0	12
Q21 - Assess and pilot inclusive recruitment, retention and promotion standards and practices			
Q22 - Work with the survivors and descendants of Russell City to determine appropriate restitution	2	1	5

#### Council Proposed Added Projects

QC9 - Enhance background checks for gun ownership and gun storage rules	4	1	9
QC18+QC19 - Increase the number of Community Meeting Rooms in Hayward, at Southland Mall or anywhere possible; Provide a report to Council on the process for reserving facilities through the Library, City building, and HARD. Have staff work with HUSD and HARD to activate community centers and pilot opening specific school campuses after instructional hours to provide residents access to their facilities. Success looks like 2-3 campuses open for public use with a funding and staffing structure agreed upon by the partner agencies.	5	5	15
QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	5	5	15

# May 9, 2023 Dot Voting Results

Red Dot Blue Dot Score

## Preserve, Produce, and Protect Housing for All

### Staff Proposed Projects

#### Invest in Programs to House and Support People Experiencing Homelessness

H1 - Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	6	0	12
H2 - Continue to oversee operations of the Navigation Center	5	0	10
H3 - Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program	4	3	11
H4 - Continue to explore safe parking options along with encampment management	4	1	9
H5 - Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding (including hotel/motel conversion, tiny home, and single-family home conversion)	4	3	11

#### Incentivize Housing Production for All

H6 - Create objective residential development standards & update zoning regulations to align with the General Plan	0	5	5
H7 - Explore program to convert tax-defaulted properties to affordable housing	6	1	13
H8 - Continue to create marketing materials to incentive housing production	1	1	3
H9 - Continue work on updating the Affordable Housing Ordinance	0	2	2
H10 - Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	0	2	2

#### Protect the Affordability of Existing Housing

H11 - Continue to pilot a Tenant Relocation Emergency Fund	5	2	12
H12 - Continue to implement the Foreclosure Prevention Program	5	2	12
H13 - Evaluate available funding to issue a Notice of Funding Availability (NOFA)			0
H14 - Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)	1	1	3

### Council Proposed Added Projects

HC3 - Provide creative financing like down payment assistance or loan restructuring. Down payment assistance can help more buyers get unrestricted-deed properties. Loan restructuring, such as by offering a payment assistance loan or a balloon loan (due on sale), keeps people in their homes if they are otherwise subject to foreclosure.	4	6	14
HC10 - Work with BART to encourage Transit Oriented Development at the two Hayward stations	4	3	11

## Confront Climate Crisis and Champion Environmental Justice

### Staff Proposed Projects

#### Reduce Greenhouse Gases and Dependency on Fossil Fuels

C1 - Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)	5	1	11
C2 - Continue to collaborate with EBCE to provide public EV charging facilities	5	2	12
C3 - Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)	0	6	6
C4 - Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	0	6	6

#### Reduce Waste by Promoting a Circular Economy

C5 - Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	1	5	7
C6 - Continue to partner with Alameda County All In Eats to encourage food recovery	1	6	8

#### Mitigate Environmental Impacts through Resilient Design and Environmental Health Programs

C7 - Prepare an ordinance to create smoke-free multifamily housing	3	1	7
C8 - Plant <del>1,000</del> 1,500 trees annually, directly and through work with community groups with neighborhood approach	7	0	14
C9 - Update Tree Preservation Ordinance	5	1	11
C10 - Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities	5	0	10

## May 9, 2023 Dot Voting Results

	Red Dot	Blue Dot	Score
C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council	5	1	11
C12 – Continue to pursue water conservation measures like increasing recycled water supplies	0	6	6

### Council Proposed Added Projects

CC1 - Explore a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances to help community members make the transition from gas to electric	4	1	9
CC6 - Sustainability Staff will work to 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	4	1	9

## Invest in Infrastructure

### Staff Proposed Projects

#### Invest in Multi-Modal Transportation

N1 - Continue to implement major corridor traffic calming initiatives	4	0	8
N2 - Develop a micro-mobility policy (eBikes, eScooters)	4	0	8
N3 - Complete construction of Mission Boulevard phase 3	4	0	8
N4 - Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Cei	4	1	9
N5 - Implement six intersections for Safe Route for Seniors in the downtown area	4	0	8
N6 - Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents	3	3	9

#### Invest in City Facilities & Property

N7 - Break ground on the Stack Center and continue fundraising for project needs	4	2	10
N8 - Continue to work towards construction of La Vista Park	5	2	12
N9 + NC8- Complete Jackson Corridor landscape beautification. <b>Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue</b>	5	2	12
N10 - Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	0	4	4
N11 - Continue Corporation Yard safety upgrades (ARPA project)	4	1	9
N12 - Continue upgrades to Fleet facilities (ARPA project)	0	1	1
N13 - Continue upgrades to Animal Control facilities (ARPA project)	4	1	9
N14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard	0	2	2
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building	2	4	8
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	1	5	7

#### Invest in Water Supplies, Sanitation Infrastructure & Storm

N17 - Replace an average of 2.5 miles of water pipelines annually	2	4	8
N18 - Replace an average of 2.5 miles of sewer lines annually	3	4	10
N19 - Design Water Pollution Control Facility Phase II upgrade	3	2	8
N20 - Develop a Recycled Water Master Plan	2	3	7
N21 - Implement Sustainable Groundwater Plan	0	4	4

### Council Proposed Added Projects

NC1 - <b>Evaluate</b> the alternatives to the downtown loop	6	0	12
NC10 - Work with AC Transit to beautify bus shelters <b>and improve ridership experience</b>	4	4	12

## Grow the Economy

### Staff Proposed Projects

#### Invest in Programs that Support Hayward Business and Workers

E1 - Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall	5	0	10
E2 - Complete remaining “Restaurant Relaunch” and façade program projects	4	2	10

## May 9, 2023 Dot Voting Results

	Red Dot	Blue Dot	Score
E3 - Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses	1	4	6
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>			
E4 - Continue to roll out Downtown District Activation pilot program that includes performance art	5	0	10
E5 - Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license	4	1	9
<b>Grow Educational Pathways and Workforce Development Pipelines</b>			
E6 - Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods	4	3	11
E7 - Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program	2	4	8
E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services agreement with Chabot	4	1	9
E9 - Continue the IT Department’s internship program	1	4	6
E10 - Work cooperatively with Hayward’s educational institutions to streamline and amplify partner communications and achievements	2	2	6
<b>Strategically Dispose of City Property</b>			
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10
E12 - Release solicitation for City Center disposition and development	4	3	11
E13 - Study the options for disposing of Successor Agency parcels on Mission Blvd	0	1	1
<b>Council Proposed Added Projects</b>			
EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them.	4	2	10
EC3 - Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).	4	1	9
<b>Strengthen Organizational Health</b>			
<b>Staff Proposed Projects</b>			
<b>Strengthen Fiscal Stability and Transparency</b>			
R1 - Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	5	1	11
R2- Expand financial transparency and data sharing through platforms like OpenGov	3	3	9
<b>Strengthen and Streamline Customer Service and Access</b>			
R3 - Conduct a language access assessment	2	4	8
R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5
R5 - Continue to implement and assess hybrid meetings options for Board and Commissions	2	1	5
<b>Strengthen Employee Engagement, Professional Development, and Retention</b>			
R6 - Develop talent acquisition plan for citywide and critical positions	5	1	11
R7 - Audit existing policies and HR processes for compliance including areas for revision and general enhancement	1	4	6
R8 - Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	4	3	11
<b>Invest in a Safe Work Environment</b>			
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4
R10 - Develop the Police Department’s Wellness program	3	2	8

# May 9, 2023 Dot Voting Results

Red Dot Blue Dot Score

## Optimize Access to Workforce Technology

R11+RC2 - Optimize ERP solution by supporting use of different modules, including the City's procurement system and ensure we have up to date technology in place. RC2-Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place

3	3	9
0	3	3

R12 - Implement an IT Governance workgroup to ensure business alignment with technology solutions

## Council Proposed Added Projects

RC5 - Prioritize Hayward's involvement in the creation of a Public Bank, creating the potential for our city to divest in fossil fuels, unlock capital for development and small business investments, and securing decision-making power through the Bank's governance structure

5	3	13
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RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area

5	2	12
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# CITY OF HAYWARD

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

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**File #:** CONS 23-270

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Assignment/Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center) for 21015 Skywest Drive

**RECOMMENDATION**

That the City Council adopts a resolution (Attachment II) authorizing the City Manager to negotiate and execute an Assignment/Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center).

**SUMMARY**

On February 27, 2018 , Council approved an agreement with Briggs Resources for the leasehold previously held by American Aircraft Sales. This lease was assigned to GBHWD, LLC, (a subsidiary of Briggs Resources) in February 2019. Earlier this year, GBHWD, LLC agreed to assign the interest in this leasehold to Hayward FBO, LLC (dba APP Jet Center). APP Jet Center will develop a new hangar and office space similar to that proposed by GBHWD.

Council Airport Committee Consideration

This item was discussed with the Council Airport Committee (CAC) on April 27, 2023 and unanimously recommended to be presented to Council for approval.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Location Map



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Assignment/Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center) for 21015 Skywest Drive

## **RECOMMENDATION**

That the City Council adopts a Resolution (Attachment II) authorizing the City Manager to negotiate and execute an Assignment/Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center).

## **SUMMARY**

On February 27, 2018<sup>1</sup>, Council approved an agreement with Briggs Resources for the leasehold previously held by American Aircraft Sales. This lease was assigned to GBHWD, LLC, (a subsidiary of Briggs Resources) in February 2019. Earlier this year, GBHWD, LLC agreed to assign the interest in this leasehold to Hayward FBO, LLC (dba APP Jet Center). APP Jet Center will develop a new hangar and office space similar to that proposed by GBHWD.

### Council Airport Committee Consideration

This item was discussed with the Council Airport Committee (CAC) on April 27, 2023<sup>2</sup> and unanimously recommended to be presented to Council for approval.

## **BACKGROUND**

American Aircraft Sales (AAS), which has been an Airport commercial tenant since 1958, entered into a new ground lease on December 10, 2010 for "Plot G" at 21015 Skywest Drive. This parcel consists of approximately 119,159 square feet of improved land. Despite best efforts, the lease ended in default and AAS vacated the premises on December 31,

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<sup>1</sup> [CITY OF HAYWARD - File #: CONS 18-106 \(legistar.com\)](#)

<sup>2</sup> [CITY OF HAYWARD - Meeting of Council Airport Committee on 4/27/2023 at 5:30 PM \(legistar.com\)](#)

2015. During the latter part of 2016, Briggs Resources, Inc., notified the City of their interest in acquiring the leasehold. Subsequent discussions culminated in an agreement that was approved by Council on February 27, 2018. On February 19, 2019<sup>3</sup>, Council approved a subsequent assignment of the lease from Briggs Resources, Inc., to GBHWD, LLC, which was a new California LLC that had been set up for this development.

## **DISCUSSION**

APP Jet Center is planning to construct a 40,000 square foot hangar on the parcel as well as build a 6,000 square foot office area. The initial lease term is thirty-five years, with two options of seven and one-half years each after the end of the initial term. In addition to the lease term, all other conditions associated with the existing lease remain unchanged and are unaffected.

### Council Airport Committee Consideration

This item was discussed with the CAC on April 27, 2023 and unanimously approved for consideration by Council.

## **ECONOMIC IMPACT**

The office and hangar construction will generate work for skilled and unskilled tradespeople. Post-construction, the City's General Fund will benefit from any additional sales tax generated from the new hangar tenants. Furthermore, this project will benefit the local economy by providing job opportunities and generating sales tax from aircraft sales.

## **FISCAL IMPACT**

Annual rent will be \$41,706, which reflects the current rate for aviation-related uses of \$0.35 per square foot, per year. Per Attachment C to the lease, rent will be adjusted every five years, first by a market rate study and then by the Consumer Price Index (CPI) for the previous five years, not-to-exceed a maximum of 7%.

## **STRATEGIC ROADMAP**

This agenda item pertains to development at the Airport and does not directly relate to any of the six priorities outlined in the Council's Strategic Roadmap.

## **SUSTAINABILITY FEATURES**

The Airport is strongly committed to developing projects that are environmentally

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<sup>3</sup> [CITY OF HAYWARD - File #: CONS 19-079 \(legistar.com\)](#)

responsible. Therefore, staff will ensure that all plans proposed by the developer incorporate features that are commensurate with the City's sustainability guidelines.

## **PUBLIC CONTACT**

The original lease was presented to and approved by the CAC on February 1, 2018<sup>4</sup> and approved by Council on February 27, 2018. The assignment was approved by Council on February 19, 2019. The assignment of the lease was discussed by the CAC and the community on April 27, 2023. The agenda and staff report for this item have been posted on the City's website and distributed to interested parties.

## **NEXT STEPS**

If Council approves, Airport staff will prepare the Assignment and Assumption Agreement for execution by the City Manager.

Prepared by: Doug McNeeley, Airport Manager

Recommended by: Alex Ameri, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager

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<sup>4</sup> [CITY OF HAYWARD - File #: RPT 18-008 \(legistar.com\)](#)

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE AN ASSIGNMENT/ASSUMPTION OF LEASE WITH HAYWARD FBO, LLC (DBA APP JET CENTER)

WHEREAS, the City of Hayward ("City") owns and operates Hayward Executive Airport ("Airport"); and

WHEREAS, on February 27, 2018, the City of Hayward approved a lease with Briggs Resources, Inc., for property located at 21015 Skywest Drive; and

WHEREAS, on February 19, 2019, the City of Hayward approved an assignment of the lease to GBHWD, LLC, of which Briggs Resources, Inc., is the sole member and the leasehold cannot be assigned to an outside interest; and

WHEREAS, GBHWD, LLC is now requesting that the ground lease be assigned to Hayward FBO, LLC (dba APP Jet Center).

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized to negotiate and execute an Assignment/ Assumption of Lease with Hayward FBO, LLC (dba APP Jet Center) in a form to be approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward





# CITY OF HAYWARD

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

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**File #:** CONS 23-281

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Execute Amendment No. 9 to the Professional Services Agreement with CSG Consultants, Inc., for Private Development Review Services in the Amount of \$312,000 for a Total Not-To-Exceed Amount of \$2,412,000 and Extending the Date of the Agreement to June 30, 2024

**RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute Amendment No. 9 to the Professional Services Agreement (PSA) with CSG Consultants, Inc., (CSG) for private development plan check review and related services, increasing the amount by \$312,000 for a total not-to-exceed contract amount of \$2,412,000 and extending the date of the agreement to June 30, 2024.

**SUMMARY**

The City entered into a PSA with CSG on November 18, 2016 to assist with development review. CSG has extensive experience in providing professional services for private development projects in the Bay Area. CSG has provided these services for large scale projects in the City such as SoHay, Lincoln Landing, the Main & Maple Development, and Parcel Groups 3 and 5, specifically in the planning and entitlement stages of projects. Due to staff vacancies and continued significant private development workload, staff is requesting an additional amendment to continue utilizing these services on an as needed basis.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Execute Amendment No. 9 to the Professional Services Agreement with CSG Consultants, Inc., for Private Development Review Services in the Amount of \$312,000 for a Total Not-To-Exceed Amount of \$2,412,000 and Extending the Date of the Agreement to June 30, 2024

### **RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute Amendment No. 9 to the Professional Services Agreement (PSA) with CSG Consultants, Inc., (CSG) for private development plan check review and related services, increasing the amount by \$312,000 for a total not-to-exceed contract amount of \$2,412,000 and extending the date of the agreement to June 30, 2024.

### **SUMMARY**

The City entered into a PSA with CSG on November 18, 2016 to assist with development review. CSG has extensive experience in providing professional services for private development projects in the Bay Area. CSG has provided these services for large scale projects in the City such as SoHay, Lincoln Landing, the Main & Maple Development, and Parcel Groups 3 and 5, specifically in the planning and entitlement stages of projects. Due to staff vacancies and continued significant private development workload, staff is requesting an additional amendment to continue utilizing these services on an as needed basis.

### **BACKGROUND**

Public Works staff are responsible for reviewing grading plans, subdivision maps, improvement plans, and soils and geological reports for private development projects. Due to staff vacancies and significant private development workload, the City entered into a PSA with CSG on November 18, 2016, to provide these plan review services.

- On September 19, 2017<sup>1</sup>, Council approved Amendment No. 1, increasing the original PSA amount to a total not-to-exceed amount of \$500,000, and extending the term to

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<sup>1</sup> [Amendment 1 Staff Report and Council Resolution on Legistar](#)

June 30, 2018.

- Amendment No. 2, approved on May 22, 2018<sup>2</sup>, increased the total not-to-exceed amount to \$680,000 and extended the PSA to December 31, 2018.
- Amendment No. 3, approved on January 8, 2019, extended the PSA to June 30, 2019.
- Amendment No. 4, approved on June 25, 2019<sup>3</sup>, increased the total not-to-exceed amount to \$880,000 and extended the PSA to June 30, 2020.
- Amendment No. 5, approved on September 22, 2020<sup>4</sup>, increased the total not-to-exceed amount to \$1,200,000 and extended the PSA to June 30, 2021.
- Amendment No. 6, approved on July 06, 2021<sup>5</sup>, increased the total not-to-exceed amount of \$1,570,000 and extended the PSA to June 30, 2022.
- Amendment No. 7, approved on February 01, 2022<sup>6</sup>, increased the total not-to-exceed amount to \$1,700,000.
- Amendment No. 8, approved on May 24, 2022<sup>7</sup>, increased the total not-to-exceed amount to \$2,100,000 and extended the PSA to June 30, 2023.

## **DISCUSSION**

The current PSA with CSG for development plan check and review services expires on June 30, 2023. Due to staff vacancies in Public Works & Utilities and Development Services Departments, and significant private development workload, staff anticipates that these services will continue to be required through the end of FY24. CSG is uniquely positioned to efficiently assist City staff in processing development projects due to their familiarity with the City Municipal Code and advanced knowledge and experience in private development projects.

Staff requests approval of Amendment No. 9 to increase the contract amount by \$312,000 for a revised not-to-exceed amount of \$2,412,000 and to extend the contract through June 30, 2024.

## **ECONOMIC IMPACT**

This PSA facilitates timely development in the City, which impacts and improves the local economy.

## **FISCAL IMPACT**

This item will have minimal impact on the General Fund. Given that private consultant hourly rates are typically much higher than City staff's rates for comparable positions, consultant fees are not fully recovered through charges to projects. However, staff anticipates that most of these expenses will be offset by charges to developers, which will replenish the General Fund for the contract expenses.

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<sup>2</sup> [Amendment 2 Staff Report and Resolution on Legistar](#)

<sup>3</sup> [Amendment 4 Staff Report and Resolution on Legistar](#)

<sup>4</sup> [Amendment 5 Staff Report and Resolution on Legistar](#)

<sup>5</sup> [Amendment 6 Staff Report and Resolution on Legistar](#)

<sup>6</sup> [Amendment 7 Staff Report and Resolution on Legistar](#)

<sup>7</sup> [Amendment 8 Staff Report and Resolution on Legistar](#)

Staff will be evaluating the approach taken in current charging practices for development review to ensure that they are fair and equitable and, if needed, will adjust accordingly in order to reduce the impact on the General Fund.

## **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priorities to Grow the Economy, Preserve, Protect & Produce Housing for All, and Invest in Infrastructure by providing professional services to the Development Services and Public Works & Utilities Departments. As part of the aforementioned goals this PSA will assist in finalizing planning on redevelopment of three remaining parcel groups (Parcel 6, 8, and 9). Additionally, this PSA will help with the review of the development applications that promote housing for all.

By receiving professional services from CSG, the City is taking steps to improve infrastructure within the City. CSG will play a key role in reviewing and conditioning large developments projects, improving Hayward's utilities, and advancing street improvements, including traffic calming initiatives.

## **PUBLIC CONTACT**

No public contact has been made related to this amendment.

## **NEXT STEPS**

If Council approves this request, the City Manager will execute an Amendment No. 9 to the PSA with CSG to increase the PSA not-to-exceed amount to \$2,412,000 and extend the agreement to June 30, 2024.

*Prepared by:* Sharon Hu, Management Analyst  
Saeed Saebi, Associate Civil Engineer  
Kathy Garcia, Deputy Director of Public Works

*Recommended by:* Alex Ameri, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AMENDMENT NO. 9 TO THE PROFESSIONAL SERVICES AGREEMENT WITH CSG CONSULTANTS, INC., IN AN AMOUNT OF \$312,000 FOR A TOTAL NOT-TO-EXCEED AMOUNT OF \$2,412,000 FOR TEMPORARY DEVELOPMENT REVIEW SERVICES AND EXTENDING THE DATE OF THE AGREEMENT TO JUNE 30, 2024

WHEREAS, the aforesaid parties have entered into that certain Agreement dated the November 18, 2016, entitled "Agreement for Professional Services between the City of Hayward and CSG CONSULTANTS, INC.," for temporary Development Review Services; and

WHEREAS, the City and Consultant amended that certain Agreement on September 19, 2017 with Amendment No. 1 increasing that Agreement to \$500,000 and extending the termination date to June 30, 2018; and

WHEREAS, the City and Consultant amended that certain Agreement on May 22, 2018 with Amendment No. 2 increasing the Agreement to \$680,000 and extending the termination date to December 31, 2018; and

WHEREAS, the City and Consultant amended that certain Agreement on January 8, 2019 with Amendment No. 3 extending the termination date to June 30, 2019; and

WHEREAS, the City and Consultant amended that certain Agreement on June 25, 2019 with Amendment No. 4 increasing that Agreement to \$880,000 and extending the termination date to June 30, 2020; and

WHEREAS, the City and Consultant amended that certain Agreement with Amendment No. 5 on September 22, 2020 increasing the Agreement to \$1.2 million and extended it to June 30, 2021; and

WHEREAS, the City and Consultant amended that certain Agreement with Amendment No. 6 on July 6, 2021 increasing the Agreement to \$1,570,000 and extending the termination date to June 30, 2022; and

WHEREAS, the City and Consultant amended that certain Agreement with Amendment No. 7 on February 1, 2022 increasing the Agreement to \$1,700,000; and

**ATTACHMENT II**

WHEREAS, the City and Consultant amended that certain Agreement with Amendment No. 8 on June 13, 2022 increasing the Agreement to \$2,100,000 and extended it to June 30, 2023; and

WHEREAS, the City and the Consultant desire to further amend the Agreement in certain respects.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute, on behalf of the City of Hayward, Amendment No. 9 to the agreement with CSG CONSULTANTS, INC., for additional services in the amount of \$312,000, resulting in an increase of the total contract, inclusive of all prior amendments, to an amount not-to-exceed \$2,412,000 and extend it through June 30, 2024 associated with the City of Hayward temporary development plan check review services, in a form approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** CONS 23-285

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Execute an Agreement With the Alameda County Health Care Services Agency for Fiscal Year 2023 Through 2024 and Accept and Appropriate Between \$300,000-\$400,000 in Reimbursement For Medi-Cal Administrative Activities Services Provided by the City of Hayward

**RECOMMENDATION**

That the City Council adopts a resolution (Attachment II) authorizing the City Manager to execute the FY23-24 Agreement with the Alameda County Health Care Services Agency (ACHCSA) to accept and appropriate between \$300,000 and \$400,000 in reimbursement for Medi-Cal Administrative Activities (MAA) services provided by the City of Hayward Youth and Family Services Bureau.

**SUMMARY**

Since 2006, the City of Hayward has had an annual Memorandum of Understanding (MOU) with ACHCSA to provide Medi-Cal Administrative Activities to youth and families in Hayward, with the goal of promoting family stability and preventing juvenile justice involvement through offering comprehensive, culturally responsive services and opportunities. As a result of this MOU, the ACHCSA provides a yearly reimbursement to the City of Hayward for the cost of time spent providing services that support the Medi-Cal program. Examples of these activities, which are provided by the Youth and Family Services Bureau (YFSB) of the Hayward Police Department (HPD) include assisting eligible individuals to apply for Medi-Cal coverage, connecting people to Medi-Cal covered services, and developing programs and policies that close service gaps and allow more people to access Medi-Cal and Medi-Cal covered services. The amount of MAA reimbursement varies year to year, but it is expected to be between \$300,000 and \$400,000 for FY23-24, which minimally funds 1.0 Full Time Equivalent (FTE) Family Counselor. Additional revenue generated beyond that is reinvested into YFSB's programming to further offset the cost to the City's General Fund.

Council approval is requested to authorize the City Manager to negotiate and execute the annual MOU with the Alameda County Health Care Services Agency for Medi-Cal Administrative Activities (MAA) to maintain these important mental health services for Hayward youth and families.

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**File #:** CONS 23-285

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**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Execute an Agreement With the Alameda County Health Care Services Agency for Fiscal Year 2023 Through 2024 and Accept and Appropriate Between \$300,000-\$400,000 in Reimbursement For Medi-Cal Administrative Activities Services Provided by the City of Hayward

### **RECOMMENDATION**

That the City Council adopts a resolution (Attachment II) authorizing the City Manager to execute the FY23-24 Agreement with the Alameda County Health Care Services Agency (ACHCSA) to accept and appropriate between \$300,000 and \$400,000 in reimbursement for Medi-Cal Administrative Activities (MAA) services provided by the City of Hayward Youth and Family Services Bureau.

### **SUMMARY**

Since 2006, the City of Hayward has had an annual Memorandum of Understanding (MOU) with ACHCSA to provide Medi-Cal Administrative Activities to youth and families in Hayward, with the goal of promoting family stability and preventing juvenile justice involvement through offering comprehensive, culturally responsive services and opportunities. As a result of this MOU, the ACHCSA provides a yearly reimbursement to the City of Hayward for the cost of time spent providing services that support the Medi-Cal program. Examples of these activities, which are provided by the Youth and Family Services Bureau (YFSB) of the Hayward Police Department (HPD) include assisting eligible individuals to apply for Medi-Cal coverage, connecting people to Medi-Cal covered services, and developing programs and policies that close service gaps and allow more people to access Medi-Cal and Medi-Cal covered services. The amount of MAA reimbursement varies year to year, but it is expected to be between \$300,000 and \$400,000 for FY23-24, which minimally funds 1.0 Full Time Equivalent (FTE) Family Counselor. Additional revenue generated beyond that is reinvested into YFSB's programming to further offset the cost to the City's General Fund.

Council approval is requested to authorize the City Manager to negotiate and execute the annual MOU with the Alameda County Health Care Services Agency for Medi-Cal

Administrative Activities (MAA) to maintain these important mental health services for Hayward youth and families.

## **BACKGROUND**

Research clearly shows that being arrested in adolescence significantly increases the likelihood of subsequent arrests.<sup>1</sup> Consistent with best practices on the most effective ways to serve youth and families and prevent escalating contact with the juvenile justice system, YFSB provides a continuum of services that address the root causes underlying youth behaviors that result in contact with law enforcement.

The YFSB's central mission is to ensure Hayward's richly diverse youth and families feel safe, supported and experience community connectedness and general wellbeing. This is achieved through offering comprehensive, culturally responsive services and opportunities that promote family stability and prevent juvenile justice involvement through empowering families to build on their strengths, supplement needs, and create pathways to achieving goals. For nearly 45 years, YFSB has successfully done this supporting thousands of families to address challenges and improve their individual and family functioning. Less than 10% of youth who participate in YFSB's services are arrested or re-arrested within one year. YFSB's groundbreaking model of integrating mental health clinicians into the Hayward Police Department was recognized in the Commission on Accreditation for Law Enforcement Agencies (CALEA) evaluation as a national model and was recommended for replication in police departments nationwide.

To offset the cost of providing YFSB Services, since 2006, the City has had an annual MOU with the ACHCSA to provide MAA. The State of California Department of Health Care Services (DHCS) recognizes that local, community agencies such as YFSB have a unique relationship with Medi-Cal eligible individuals and are in a position to facilitate these individuals' access to Medi-Cal and Medi-Cal covered services. It further recognizes the expertise of these agencies to identify and assess the healthcare needs of the Medi-Cal-eligible individuals served. As a result, DHCS, through the ACHCSA, reimburses the City for the cost of time spent providing services that support the Medi-Cal program. Examples of these activities include assisting eligible individuals to apply for Medi-Cal coverage, connecting people to Medi-Cal covered services, and developing programs and policies that close service gaps and allow more people to access Medi-Cal and Medi-Cal covered services. The amount of MAA reimbursement varies year to year, but it is expected to be between \$300,000 and \$400,000 for FY23-24, which basically funds 1.0 Full Time Equivalent (FTE) Family Counselor. Additional revenue generated beyond that is reinvested into YFSB's programming to further offset the cost to the City's General Fund.

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<sup>1</sup> The Annie E. Casey Foundation. (2020). *Research in Brief to Transform Juvenile Probation: Expand the Use of Diversion from the Juvenile Justice System*. Baltimore, MD: Author. Retrieved from <https://www.aecf.org/resources/expand-the-use-of-diversion-from-the-juvenile-justice-system/>

**Table 1** below, summarizes the number of reimbursable hours spent improving access to Medi-Cal and Medi-Cal covered services as part of the MAA program in FY21-22, which is the most recent year with available data.

**Table 1. FY21-22 Hours Spent on Medi-Cal Administrative Activities**

<b>Activity</b>	<b>Hours</b>
Medi-Cal Outreach	528
Referral, Coordination, and Monitoring of Medi-Cal-covered services	3676
Facilitating Medi-Cal Application	2
Contract Administration	414
Program Planning and Policy Development	3957
<b>Total</b>	<b>8577</b>

## **DISCUSSION**

The Youth and Family Services Bureau staff play a critical role in connecting community members to Medi-Cal covered services. In recognition of this function, the County provides an annual reimbursement for the cost of staff time spent providing this service. This reimbursement funding is re-invested to support YFSB programming, which contributes to the overall strength and success of the YFSB model. Providing alternatives to youth involvement in the juvenile justice system is a critical issue locally and nationally. The literature clearly shows that more restrictive juvenile justice interventions such as youth incarceration contribute to poorer outcomes and increased rates of recidivism. Conversely, offering alternatives such as family counseling, case management, and diversion, not only reduces recidivism but also leads to better outcomes for youth and families overall. The execution of this agreement and the acceptance of the associated funding will allow the Youth and Family Services Bureau to continue to play a crucial role in keeping youth out of the juvenile justice system and contributing to the overall safety and wellbeing of Hayward families.

### **Components of Medi-Cal Administrative Activities (MAA) Program – FY23-24**

- Medi-Cal outreach to connect Medi-Cal-eligible individuals with Medi-Cal-covered services;
- Referral, coordination, and monitoring of Medi-Cal covered services;
- Facilitating the Medi-Cal application process;
- Contract administration for Medi-Cal covered services; and
- Program planning and policy development to increase Medi-Cal system capacity and close service gaps and coordinate with other agencies to improve service delivery

The services that will be provided under the recommended agreement are part of the YFSB’s overarching strategy to reduce and prevent juvenile involvement in the justice system by linking youth to services and opportunities that help them stay positively connected with the community. Addressing the root causes underlying youth behavior problems, such as mental health challenges, family functioning issues, school engagement problems, and insufficient access to positive activities and supports are critical components to encourage

youth success and prevent contact with law enforcement. For youth who do encounter law enforcement, these services give officers more options and minimize formal processing in the juvenile justice system. This has a clear nexus with public safety and contributes to the overall wellbeing of Hayward families.

### **ECONOMIC IMPACT**

As stated under DISCUSSION, above, improving community safety and keeping youth out of the juvenile justice system by supporting them to lead productive and healthy lives will have a positive economic impact on the Hayward community, as it addresses many of the factors that underlie poverty and a lack of economic opportunity. Moreover, the positive impact this program has on overall public safety contributes to a safe and thriving City which attracts residents and local businesses.

### **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority of Support Quality of Life. It specifically relates to Project 9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, diversion, and restorative justice.

### **FISCAL IMPACT**

The City will receive between \$300,000 and \$400,000 in reimbursement from the one-year agreement with HCSA. The 1.0 FTE Family Counselor position discussed above is included in the City's FY 2024 Operating Budget; accepting and appropriating these funds will help to offset the cost of the position.

### **NEXT STEPS**

If the Council authorizes this action, staff will work to: 1) execute the agreement with ACHCSA to provide Medi-Cal Administrative Activities services for FY23-24; 2) accept and appropriate between \$300,000 and \$400,000 in reimbursement revenue and 3) continue providing essential mental health services to Hayward youth and families.

*Prepared by:* Emily Young, Youth and Family Services Bureau Administrator

*Recommended by:* Bryan Matthews, Acting Chief of Police

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT WITH THE ALAMEDA COUNTY HEALTH CARE SERVICES AGENCY FOR FISCAL YEAR 2023 THROUGH 2024 AND TO ACCEPT AND APPROPRIATE BETWEEN \$ 300,000 AND \$400,000 IN REIMBURSEMENT FOR MEDI-CAL ADMINISTRATIVE ACTIVITY SERVICES PROVIDED BY THE CITY OF HAYWARD

WHEREAS, the City of Hayward and the Alameda County Health Services Administration Have an Annual Memorandum of Understanding whereby the Hayward Police Department's Youth and Family Services Bureau provides Medic-Cal Administrative Activities to youth and families in the City of Hayward;

WHEREAS, pursuant to the Memorandum of Understanding and due to the critical role the City of Hayward Youth and Family Services Bureau plays in connecting the Hayward community to Medi-Cal covered services, the Alameda County Health Care Services Administration provides a yearly reimbursement to the City of Hayward for the cost of staff time spent providing these services

WHEREAS, the execution of a Fiscal Year 2023 through 2024 Agreement between the City of Hayward and the Alameda County Health Care Services Agency is necessary to continue to provide these services and receive such reimbursements under the MOU.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute a Fiscal Year 2023 through 2024 Agreement with the Alameda County Health Care Services Agency to receive between \$300,000 and \$400,000 in monetary reimbursement for Medi-Cal Administrative Activity services provided by the City of Hayward's Youth and Family Services' Bureau.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** CONS 23-286

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT**

Adopt Resolutions Authorizing the City Manager to Accept and Appropriate \$235,100 From Alameda County Health Care Services and \$120,000 From the Hayward Unified School District For School-Based Mental Health Care Services For Fiscal Year 2023 Through 2024 and to Negotiate and Execute Agreements With Those Entities For Such Services

**RECOMMENDATION**

That the Council adopts resolutions (Attachment II and Attachment III) authorizing the City Manager to execute agreements with the Alameda County Health Care Services Agency (ACHCSA) and the Hayward Unified School District (HUSD) to accept and appropriate \$235,100 and \$ 120,000, respectively, for school-based mental health care services provided by the City in fiscal year 2023 through 2024.

**SUMMARY**

Consistent with best practices on the most effective way to serve youth in a school setting, the Youth and Family Services Bureau (YFSB) School-Based Mental Health Programs take a broad approach to serving students by offering a continuum of interconnected school-based behavioral health services that include prevention, early intervention, and treatment for students and their families who attend HUSD schools. The key components of the program include:

- Mental health counseling and clinical case management services for youth and families;
- Therapeutic and positive youth development groups;
- Mental health consultation and classroom support for teachers, administrators and other school staff;
- Workshops, support groups and other consultation for parents/caregivers;
- Mental health crisis response in the aftermath of school-related tragedies;
- Participation in school site-based multi-disciplinary teams who work together to address the needs of referred youth and manage support resources available at the schools; and
- Active participation in school-wide efforts to create a positive school climate, prevent conflicts and violence, and enhance the community setting for all members.

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**File #:** CONS 23-286

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Under the recommended agreements, 4.0 Full-Time Equivalent (FTE) Family Counselors will provide the services above to four identified schools.

Council approval is requested to authorize the City Manager to negotiate and execute: 1) the annual contract with the County for the Our Kids Our Families Program; and 2) the annual MOU with HUSD for site-based mental health services to maintain these important mental health services for students.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	ACHCSA Resolution
Attachment III	HUSD Resolution



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT:** Adopt Resolutions Authorizing the City Manager to Accept and Appropriate \$235,100 From Alameda County Health Care Services and \$120,000 From the Hayward Unified School District For School-Based Mental Health Care Services For Fiscal Year 2023 Through 2024 and to Negotiate and Execute Agreements With Those Entities For Such Services

## **RECOMMENDATION**

That the Council adopts resolutions (Attachment II and Attachment III) authorizing the City Manager to execute agreements with the Alameda County Health Care Services Agency (ACHCSA) and the Hayward Unified School District (HUSD) to accept and appropriate \$235,100 and \$ 120,000, respectively, for school-based mental health care services provided by the City in fiscal year 2023 through 2024.

## **SUMMARY**

Consistent with best practices on the most effective way to serve youth in a school setting, the Youth and Family Services Bureau (YFSB) School-Based Mental Health Programs take a broad approach to serving students by offering a continuum of interconnected school-based behavioral health services that include prevention, early intervention, and treatment for students and their families who attend HUSD schools. The key components of the program include:

- Mental health counseling and clinical case management services for youth and families;
- Therapeutic and positive youth development groups;
- Mental health consultation and classroom support for teachers, administrators and other school staff;
- Workshops, support groups and other consultation for parents/caregivers;
- Mental health crisis response in the aftermath of school-related tragedies;
- Participation in school site-based multi-disciplinary teams who work together to address the needs of referred youth and manage support resources available at the schools; and
- Active participation in school-wide efforts to create a positive school climate, prevent conflicts and violence, and enhance the community setting for all members.

Under the recommended agreements, 4.0 Full-Time Equivalent (FTE) Family Counselors will provide the services above to four identified schools.

Council approval is requested to authorize the City Manager to negotiate and execute: 1) the annual contract with the County for the Our Kids Our Families Program; and 2) the annual MOU with HUSD for site-based mental health services to maintain these important mental health services for students.

## **BACKGROUND**

Preparing students to thrive and graduate high school ready for college and a career is one of the primary goals of K-12 education. Increasingly, educating the whole child to promote social-emotional and character development as well as academic skills is becoming a recognized best practice in education.<sup>1</sup> The field of Social-Emotional Learning (SEL) offers a framework for how to incorporate a focus on the emotional needs of students into the daily tasks of education. The research shows that with this approach, students demonstrate significantly improved social and emotional skills, attitudes, behavior, and academic performance.<sup>2</sup> Moreover, forming and maintaining relationships with caring adults at school has been linked to long-term success and can serve as a protective factor against trauma and other challenges.<sup>3</sup>

In 2009, the ACHCSA, Center for Healthy Schools and Communities (CHSC) launched a School-Based Behavioral Health Initiative to address student social-emotional issues as a critical ingredient for learning. The initiative supports a wide variety of services, including the Our Kids Our Families Program, which offers:

- School-based mental health services for youth and their families;
- Mental health consultation training for teachers, staff, administrators, and parents;
- Development and improvement of referral and service coordination systems; and
- Consultation on school-wide efforts to create positive, culturally inclusive school environments.

As part of the Our Kids Our Families Program, these services are provided by County staff and a network of community-based behavioral health providers, including the YFSB.

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<sup>1</sup> AEI-Brookings Workgroup on Poverty and Opportunity, *Opportunity, Responsibility and Security: A Consensus Plan for Reducing Poverty and Restoring the American Dream*. December 3, 2015. Accessed August 24, 2020.

<https://www.brookings.edu/research/opportunity-responsibility-and-security-a-consensus-plan-for-reducing-poverty-and-restoring-the-american-dream/>

<sup>2</sup> Durlak, J. A., Weissberg, R. P., Dymnicki, A. B., Taylor, R. D. & Schellinger, K. B. (2011). *The impact of enhancing students' social and emotional learning: A meta-analysis of school-based universal interventions*. *Child Development*, 82(1): 405–432.

<sup>3</sup> Scales, P.C., Boat, A., & Pekel, K. (2020). *Defining and Measuring Social Capital for Young People: A Practical Review of the Literature on Resource-Full Relationships*. Minneapolis: Search Institute. Report for the Bill & Melinda Gates Foundation

For nearly two decades, the YFSB has had an annual contract with the ACHCSA to provide school-based counseling and other support services in Hayward schools. With the development of the School-Based Behavioral Health Initiative in 2009, the focus of the work shifted to include both counseling services (individual, group, and family) as well as significant work with the whole school climate (including, parents, teachers, administrators, community providers, and others). The framework shift sought to amplify opportunities for youth to make crucial connections to adults by supporting the whole school, which included offering a range of services to both the youth and adults in the school system.

In 2016, through a new Local Control Funding Formula (LCFF), the State of California changed the way public schools are funded resulting in an increase in funding for the HUSD. LCFF requires schools to engage their communities to develop Local Control Accountability Plans (LCAP) on how they plan to use the funds. Through town hall meetings with students and families, HUSD determined more school-based counseling services were the greatest need in the schools. Partially as a result of the infrastructure built to deliver the already successful Our Kids Our Families program funded by the County, HUSD initiated an agreement with the City to expand the school-based services provided by YFSB to include additional school sites.

Together, the services described above and provided under the recommended agreements are YFSB’s School-Based Mental Health Programs. These services are integrated and serve as part of a larger system of support for Hayward students. Currently, the County provides funding in the amount of \$235,100 annually to offset the cost of three full-time equivalents (FTEs) YFSB Family Counselors to provide services in three Hayward schools. The District provides funding in the amount of \$120,000 annually to offset the cost of one full-time equivalent (FTE) YFSB Family Counselor to provide services in an additional Hayward school, as well as provide additional services for all schools, such as crisis intervention and linking students to off-site support services.

The tables below summarize the services provided in the 2022-23 school year by the four YFSB Family Counselors assigned to the School-Based Mental Health Programs. In FY22-23, services were provided to the following HUSD Schools:

- Stonebrae Elementary School
- Ochoa Middle School
- Bret Harte Middle School
- Martin Luther King Jr. Middle School

**Table 1. School-Based Mental Health Program Totals – Academic Year 22-23 (through 4/30/23)**

Number of Unique Individuals Served (Students, Family, Teachers, School Administrators, Other Providers)	5155
Unique Activities of Direct Service	1514

**Table 2. School-Based Mental Health Program Services by Type – Academic Year 22-23 (through 4/30/23)**

Individual and Family Clients	246 students
Group Clients	860 students
Student and Family Case Management	186 individuals
Crisis Support	48 students
Classroom Support	44 hours
Consultation and Training for Staff and Administration	189 hours
Workshops and Assemblies	1108 individuals
Intern Supervision and Training	72 hours

**Table 3. School-Based Mental Health Program Services by Focus Area – Academic Year 22-23 (through 4/30/23)**

Social Emotional Learning and Wellness	54% of contacts
Mental Health	18% of contacts
Social Skills/Relationship Support	14% of contacts
Climate and Culture Activities	6% of contacts
Coordination of Services	4% of contacts

## DISCUSSION

The YFSB School-Based Mental Health Programs have successfully served Hayward students for over a decade. At a time when the needs of Hayward youth and families are only increasing, it is more important than ever to maintain critical mental health services for students at school. The services that will be provided under the recommended agreements have been developed in partnership with HUSD and the Alameda County Center for Healthy Schools and Communities. They reflect best practices for school-based mental health by taking a broader, school-wide approach to allow for the greatest impact possible with limited resources. Moreover, the program model allows for universal access to services with all students being eligible to participate at no cost, regardless of insurance or immigration status. Programs like YFSB’s School-Based Mental Health Programs have been shown to have a positive impact on key young adult outcomes across multiple domains of education, employment, criminal activity, substance use, and mental health.<sup>4</sup>

### Components of YFSB School-Based Mental Health Services – Academic Year 23-24

- Mental health counseling and clinical case management services for youth and families to ensure that children and youth in need of early and intensive intervention services are receiving and benefitting from appropriate care, as well as removing or minimizing environmental contributors to problems;
- Therapeutic and positive youth development groups;

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<sup>4</sup> Damon E. Jones, Mark Greenberg, and Max Crowley. (2015). *Early Social-Emotional Functioning and Public Health: The Relationship Between Kindergarten Social Competence and Future Wellness*. American Journal of Public Health 105, 2283\_2290,

- Mental health consultation and classroom support for teachers, administrators and other school staff to enhance the capacity of adults to better meet the social-emotional needs of children, youth, and their networks;
- Workshops, support groups, and other consultation for parents/caregivers;
- Mental health crisis response in the aftermath of school-related tragedies, including crisis intervention and management, triage, psychological first aid, and follow-up with students, parents, and school staff;
- Participation in school site-based multi-disciplinary teams who work together to address the needs of referred youth and manage support resources available at the schools;
- Active participation in school-wide efforts to create a positive school climate, prevent conflicts and violence, and enhance the community setting for all members in order to create optimal conditions for learning and development; and
- Clinical supervision of interns to support the school-based interventions above.

### **School-Based Mental Health Program Staff**

The YFSB staff assigned to the School-Based Mental Health Programs are highly qualified to provide the described services. Of the three counselors assigned to the County-funded Our Kids Our Families Program, two are Licensed Marriage and Family Therapists, and the third is a Licensed Clinical Social Worker. The counselor assigned to the HUSD-funded program is a Licensed Clinical Psychologist. All four (4) YFSB counselors assigned to the school-based programs reflect the diversity of the Hayward community and one is a bilingual, bicultural Spanish speaker. They range in years of clinical experience from 5 to 25+ years.

### **Program Sustainability**

It is anticipated that these programs will be able to continue for many years to come. The current contract amount received annually from Alameda County is \$235,100. County financing comes from a combination of Measure A Funds and Tobacco Master Settlement Funds and is a recurring expenditure in the County's operating budget. Moreover, should additional County funds become available, it has been communicated that they would be likely to invest more in the City of Hayward to expand the services provided. The \$120,000 received annually from HUSD comes from the Local Control Funding Formula. As part of this, school districts are required to create a new three-year Local Control Accountability Plan (LCAP) each year. The services are in the current three-year LCAP and given the ongoing demands for more mental health counseling for students, it is anticipated that this funding will continue to be part of HUSD's three-year plan, and relatedly their operating budget.

The YFSB School-Based Mental Health Services are part of the YFSB's overarching strategy to reduce and prevent juvenile involvement in the justice system by linking youth to services and opportunities that help them stay positively connected with the community. Keeping youth engaged in school is one of the most important protective factors in their success, and by extension, prevents them from getting into trouble with law enforcement. This has a clear nexus with public safety and contributes to the overall well-being of Hayward families.

## **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority of Support Quality of Life. It specifically relates to Project 9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, diversion, and restorative justice.

## **ECONOMIC IMPACT**

As stated above, supporting the emotional needs of students while they are in school has been shown to have positive outcomes on education, employment, criminal activity, substance use, and mental health that last for years to come. This has a positive economic impact on the Hayward community, as it addresses many of the factors that underlie poverty and a lack of economic opportunity. Moreover, the positive impact this program has on overall public safety contributes to a safe and thriving City which attracts residents and local businesses.

## **FISCAL IMPACT**

The City will receive \$235,100 in funding through the agreement with ACHCSA and \$120,000 in funding through the agreement with HUSD. The four Family Counselor positions (4.0 FTE) discussed above are included in the City's FY 2024 Operating Budget; accepting and appropriating these funds will help to offset the cost of these positions. While the revenue from these agreements does not fully cover the cost of the positions, the costs are further offset by additional revenue from the Medical Administrative Activities (MAA) agreement. Any remaining net costs to the City's General Fund are already included in the budget.

## **NEXT STEPS**

If the Council authorizes this action, staff will work to 1) execute the agreement with ACHCSA to provide Our Kids Our Families services for FY23-24; 2) execute the agreement with HUSD to provide school-based mental health services for FY23-24; 3) accept and appropriate \$355,100 in payment; and 4) continue providing essential mental health services to youth in schools.

*Prepared by:* Emily Young, Youth and Family Services Bureau Administrator

*Recommended by:* Bryan Matthews, Acting Chief of Police

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO ACCEPT AND APPROPRIATE \$235,100 FROM ALAMEDA COUNTY HEALTH CARE SERVICE FOR SCHOOL-BASED MENTAL HEALTH SERVICES FOR FISCAL YEAR 2023 THOROUGH 2024 AND TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH THE COUNTY FOR SUCH SERVICES

WHEREAS, the Youth and Family Services Bureau has a long-standing history of providing behavioral health services in schools that combine direct supports to children, youth, and their families with system enhancements, to promote healthy social-emotional growth, prevent problems, and address behavioral health challenges; and

WHEREAS, the execution of a Fiscal Year 2023 through 2024 Agreement between the City of Hayward and the Alameda County Health Care Service Agency is necessary to continue to provide these services and generate the associated revenue.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute an Agreement with the Alameda County Health Care Services Agency to receive \$235,100 for services provided by the City of Hayward’s Youth and Family Services Bureau in Fiscal Year 2023 through 2024.

FURTHER BE IT RESOLVED, that the City Council of the City of Hayward hereby approves the amendment to the Budget Resolution 22-146 by increasing the appropriation of \$235,100 in funding received with the Agreement with the Alameda County Health Care Services Agency.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 23 - \_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO ACCEPT AND APPROPRIATE \$120,000 FROM THE HAYWARD UNIFIED SCHOOL DISTRICT FOR SCHOOL-BASED MENTAL HEALTH SERVICES FOR FISCAL YEAR 2023 THROUGH 2024 AND TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH THE DISTRICT FOR SUCH SERVICES

WHEREAS, the Youth and Family Services Bureau has a long-standing history of providing behavioral health services in schools that combine direct supports to children, youth, and their families with system enhancements, to promote healthy social-emotional growth, prevent problems, and address behavioral health challenges; and

WHEREAS, the execution of a Fiscal Year 2023 through 2024 Agreement between the City of Hayward and the Hayward Unified School District is necessary to continue to provide these services and generate the associated revenue.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute an Agreement with the Hayward Unified School District to receive \$120,000 for services provided by the City of Hayward's Youth and Family Services Bureau in Fiscal Year 2023 through 2024

FURTHER BE IT RESOLVED, that the City Council of the City of Hayward hereby approves the amendment to the Budget Resolution 22-146 by increasing the appropriation of \$120,00 in funding received with the Agreement with the Hayward Unified School District.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** CONS 23-289

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with Bay Area Community Services for the Shallow Rental Subsidy Program Operations to Add \$1 Million in American Rescue Plan Act Funds Bringing the Total Not to Exceed Amount to \$1.5 Million

**RECOMMENDATION**

That the Council adopts a resolution (Attachment II) authorizing the City Manager to execute an amendment to the agreement with Bay Area Community Services for the Shallow Rental Subsidy Program operations to add \$1 Million in American Rescue Plan Act funds bringing the total not to exceed amount to \$1.5 Million and to extend the contract through December 31, 2026.

**SUMMARY**

In July 2021, Council adopted the Let's House Hayward! Strategic Plan (LHH Plan), which includes the activity of identifying funds for and developing a Shallow Rental Subsidy (SRS) program for extremely low-income households with high rent burdens. At the same time, Council adopted a federal expenditure plan for allocating the City's American Rescue Plan Act (ARPA) funding, which included allocating \$500,000 annually for three years (for a total of \$1.5 million) to fund a shallow rental subsidy pilot program. On June 28, 2022, Council adopted a resolution authorizing the City Manager to execute an agreement with Bay Area Community Services (BACS) for \$500,000 for the first year of the shallow rental subsidy pilot program.

Shallow rental subsidies are partial rent payments made on behalf of a tenant directly to their landlord to reduce their household rent burden and increase their available income. To date, the City's SRS Program has provided support to 26 households in its first cohort. If Council authorizes the execution of a contract amendment to allocate the remaining funds dedicated in the Federal Stimulus Expenditure Plan, BACS will begin accepting referrals for the next cohort in June. Staff recommends Council adopt the attached resolution authorizing the City Manager to execute an amendment to the City's FY23 agreement with BACS for SRS program operation increasing the amount of the agreement from \$500,000 to \$1.5 million in ARPA funding over three years and extending the term of the agreement through December 31, 2026.

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**File #:** CONS 23-289

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**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Programs & Outcomes Overview



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with Bay Area Community Services for the Shallow Rental Subsidy Program Operations to Add \$1 Million in American Rescue Plan Act Funds Bringing the Total Not to Exceed Amount to \$1.5 Million

## **RECOMMENDATION**

That the Council adopts a resolution authorizing the City Manager to execute an amendment to the agreement with Bay Area Community Services for the Shallow Rental Subsidy Program operations to add \$ 1 million in American Rescue Plan Act funds bringing the not to exceed amount to \$1.5 million and to extend the contract through December 31, 2026.

## **SUMMARY**

In July 2021, Council adopted the Let's House Hayward! Strategic Plan (LHH Plan), which includes the activity of identifying funds for and developing a Shallow Rental Subsidy (SRS) program for extremely low-income households with high rent burdens.<sup>1</sup> At the same time, Council adopted a federal expenditure plan for allocating the City's American Rescue Plan Act (ARPA) funding, which included allocating \$500,000 annually for three years (for a total of \$1.5 million) to fund a shallow rental subsidy pilot program.<sup>2</sup> On June 28, 2022, Council adopted a resolution authorizing the City Manager to execute an agreement with Bay Area Community Services (BACS) for \$500,000 for the first year of the shallow rental subsidy pilot program.<sup>3</sup>

Shallow rental subsidies are partial rent payments made on behalf of a tenant directly to their landlord to reduce their household rent burden and increase their available income. To date,

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<sup>1</sup> July 13, 2021, City Council Meeting Agenda and Materials (LHH Plan):

<https://hayward.legistar.com/LegislationDetail.aspx?ID=5028014&GUID=E5369F11-C504-413E-B317-E2797DF45328&Options=&Search=>

<sup>2</sup> July 13, 2021, City Council Meeting Agenda and Materials (Federal Expenditure Plan):

<https://hayward.legistar.com/LegislationDetail.aspx?ID=5028015&GUID=E0215022-6A47-486F-81C4-9BFB2583AE10&Options=&Search=>

<sup>3</sup> June 28, 2022, City Council Meeting Agenda and Materials (SRS Year One):

<https://hayward.legistar.com/LegislationDetail.aspx?ID=5709689&GUID=CE713D6D-7CBC-4C37-9654-8DD4943CB683&Options=&Search=>

the City's SRS Program has provided support to 26 households in its first cohort. If Council authorizes the execution of a contract amendment to allocate the remaining funds dedicated in the Federal Stimulus Expenditure Plan, BACS will begin accepting referrals for the next cohort in June. Staff recommends Council adopt the attached resolution authorizing the City Manager to execute an amendment to the City's FY23 agreement with BACS for SRS program operation increasing the amount of the agreement from \$500,000 to \$1.5 million in ARPA funding over three years and extending the term of the agreement through December 31, 2026.

## **BACKGROUND**

On July 13, 2021, Council approved and adopted the Let's House Hayward! Strategic Plan, which proposed identifying funds for and developing a shallow subsidy program for extremely low income and high rent burden households. The proposed program was one of several eviction prevention and anti-displacement initiatives included in the LHH Plan and intends to ensure access to and retention of affordable permanent housing. Prior anti-displacement initiatives enacted by the City include the Residential Rent Stabilization and Tenant Protection Ordinance adopted in June of 2019.

At the same meeting, Council adopted a three-year expenditure plan for the use of federal funding awarded to the City through the American Rescue Plan Act (ARPA). Approved ARPA-funded projects included \$12.3 million in funding for homelessness, housing, and community services projects identified in the LHH Plan. Among these was the allocation of \$500,000 per year for three years to fund a pilot shallow subsidy program for homelessness prevention.

The following year, at its June 28, 2022, meeting, Council authorized an agreement with BACS for \$500,000 to develop and operate the Shallow Rental Subsidy (SRS) Program for FY 23. The remaining \$1 million in funding for the SRS Program was approved as part of the Stimulus Expenditure Plan in 2021 and would be appropriated from funds disbursed as part of the second tranche of ARPA funding.

## **DISCUSSION**

### **Shallow Rental Subsidy Overview**

Shallow rental subsidies are partial rent payments made on behalf of a tenant directly to their landlord to reduce their household rental cost burden and increase their available income, with the goal of preventing future homelessness. Shallow rental subsidies are distinguished from other forms of rental assistance in that they offer a generally lower level of assistance in comparison to other, "deep" subsidies such as Housing Choice Vouchers or Permanent Supportive Housing.<sup>4</sup> For example, while Housing Choice Vouchers cover all or most of a household's rent and are intended to ensure that recipients pay no more than 30% of their income toward housing, shallow subsidies are intended to be a smaller portion of the cost of rent and recipients still pay over 30% of income toward housing after receiving the subsidy.

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<sup>4</sup> US Department of Housing and Urban Development. *Homeless System Response: Shallow Rental Subsidies*. Retrieved from <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Shallow-Rental-Subsidies.pdf>

Per US Department of Housing and Urban Development (HUD) guidelines, renter households paying over 30% of their income on rent are considered “cost-burdened,” and those paying over 50% of their income are considered “severely cost-burdened.” Shallow rental subsidy programs are often also distinct from deep subsidies in that they may 1) be available for longer periods than other forms of assistance, but not be indefinite; 2) be capped at a specific rate or dollar amount; and 3) not include other program or case management services that are often connected to other forms of rental subsidies.

Shallow subsidies are an important solution in the suite of tools for stemming the inflow of people and families into homelessness, as highlighted by Alameda County’s Home Together 2026 plan and the Regional Action Plan (RAP) developed by the Bay Area Regional Impact Council and endorsed by Council in October 2021.<sup>5</sup> The Home Together plan recommends focusing prevention resources on those most likely to lose their homes, including implementing and expanding shallow subsidy availability, “for people with fixed or limited income with housing insecurity to relieve rent burden and reduce the risk of becoming homeless.”<sup>6</sup> The RAP outlines a 1-2-4 system funding model to house, stabilize, and prevent individuals from re-entering homelessness. The model argues that for every one unit of interim housing, there should be two units of permanent housing and four units of prevention interventions (e.g., financial assistance, housing problem-solving services, and legal services). In other words, for every one unit of interim housing, the Regional Impact Council model recommends four units of prevention services, such as the City’s SRS program. The RAP specifically calls out cash payments, such as shallow subsidies, as a priority for implementation. Both reports highlight the need for flexible subsidies, including shallow subsidies, to halt the in-flow of people into homelessness in the region.

### **Hayward’s Shallow Rental Subsidy Program Overview**

As part of its ARPA expenditure plan adopted in July of 2021, Council allocated a total of \$1.5 million over three years to develop and implement the City’s SRS program, in accordance with the strategy outlined in the LHH Plan. The City issued a RFP in the spring of 2022 and selected BACS as the operator for the SRS program. BACS administered the City’s COVID-19 rental assistance program in 2020 and operates SRS programs in Oakland and Berkeley.

The City worked closely with BACS to design the program based on learnings from other SRS programs in the region, as well as research and best practices shared by All Home and national studies. The design of Hayward’s SRS program was modeled on Oakland’s SRS pilot, which had launched in the summer of 2021. Aligning the City’s program with an existing SRS program allowed the City to learn from that program, leverage BACS’s established infrastructure, and participate in regional impact discussions and evaluation activities.

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<sup>5</sup> October 26, 2021, City Council Meeting Agenda and Materials:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=5192086&GUID=57F17E63-FD5D-4D73-B967-6D5D4AD7CB60&Options=&Search=>

<sup>6</sup> Alameda County Health Care Services Agency. *Home Together 2026: 5-year plan to end homelessness in Alameda County* (p. 27). Retrieved from <https://homelessness.acgov.org/reports.page?>

**Figure 1. Hayward Shallow Rent Subsidy Program**

Eligibility	Subsidy Format	Implementation
<ul style="list-style-type: none"> <li>• Extremely low income (30% of Area Median Income or lower)</li> <li>• Prior experience of homelessness</li> <li>• 50% or greater rent cost burden</li> <li>• Reside in a census tract at high risk for housing instability and homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly payment made directly to landlord</li> <li>• Lesser of either \$800 or amount required to bring cost rent burden under 50%</li> <li>• 18 month period</li> <li>• Estimated \$690 per month per household, serving approximately 25 households per year</li> </ul>	<ul style="list-style-type: none"> <li>• Online application portal available in multiple languages, with staff available to support applicants</li> <li>• Case management services that meet each recipient "where they're at" and leverage existing suite of BACS services and partnerships</li> </ul>

**Error! Reference source not found.** provides an overview of the SRS program’s design. Program eligibility guidelines require that participating households be extremely low income as well as “severely cost burdened” per the HUD definition. Enrollment in the program prioritizes households with prior experiences of homelessness and/or live in a that has historically had a high risk for housing instability and homelessness.<sup>7</sup> For the first cohort of households, BACS conducted targeted outreach to participants who applied for the City’s rental assistance program in 2020, walk-in community members who appeared to meet eligibility criteria at HEDCO, the Mid-County Housing Resource Center funded by Alameda County and operated by BACS, and to eligible residents at the Navigation Center. For subsequent rounds of outreach, BACS and City staff have shared program information with representatives from Hayward Unified School District as well as local non-profit organizations that serve older adults and adults with disabilities to ensure that families and other more vulnerable populations have access to the program.

Participants in the program are enrolled for 18 months as part of rolling cohorts. Once households enroll in the SRS program, BACS makes monthly payments directly to participants’ landlords. SRS program payments are capped at either \$800 or the amount required to shift the participating household cost burden to under 50%, whichever is less. In addition to the monthly stipend, participants have access to BACS’s Care Coordinators to seek referrals to other supportive services, including employment, education, financial literacy, and behavioral health resources. City staff, BACS, and faculty from CSU East Bay are currently working together to identify and collect appropriate outcome indicators for future implementation and outcomes

<sup>7</sup> Neighborhood risk will be measured using the Urban Institute’s Emergency Rental Assistance Priority Index: <https://www.urban.org/features/where-prioritize-emergency-rental-assistance-keep-renters-their-homes>

reporting. Such indicators may include housing retention and stability, economic stability, food security, and community connection. For a review of comparable shallow rental subsidy programs in the region and nationally and initial findings from program evaluations, see Attachment III.

To date, BACS has enrolled 28 households in the first cohort of Hayward's SRS program and all but one remain enrolled. Current participants entered the program between November of 2022 and January of 2023 and may remain in the program until spring of 2024, with the end date determined by when they began to receive subsidies. Participants are estimated to have received a total of approximately \$95,000 between program launch and April 2023, with an average monthly subsidy of \$695 per household.

With only six months of implementation and a limited number of participating households to date, it is too early to examine outcomes of program participation. However, staff can share demographic information of who is being served by the program in its first six months of implementation. Personal demographic data provided by heads of participating households point to households in the first cohort of the SRS program (N = 28) being demographically diverse, with enrolled participants representing a range of racial groups, ages, health statuses, economic situations, and household composition. Based on this self-reported data for heads of households, there are some clear initial demographic trends:

- Households tend to be small, with nearly half (48%) of participants living in two-person households and 27% of participants living alone.
- Households with three or more members comprised less than one-third (29%) of participants.
- Households are racially and ethnically diverse:<sup>8</sup>
  - 39% of households identify as Hispanic/Latinx
  - 39% of households identify as Black/African American
  - 39% of households identify as White
- Just over one in five (23%) households are headed by a single parent and over half of all households include children under 18 (54%).
- Most heads of household are under the age of 45 (61%), with the largest number falling between the ages of 35 and 44 (36%).
- Over a third (38%) reported that someone in the household has a major health issue or disability.

On average, participating households have an income of \$19,787 per year, but about one-third (31%) have incomes of less than \$15,000 per year. The data suggests that the typical enrolled participant representing their household earns the equivalent of approximately \$9.50 per hour (based on a 40-hour work week), which is \$6.00 less than the Hayward minimum wage for small businesses and \$6.83 less than minimum wage for businesses with more than 25 employees.

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<sup>8</sup> Categories are not exclusive, which is why totals exceed 100%

As implementation continues, staff will work with CSU East Bay faculty to evaluate additional progress and outcome measures for participating households.

Staff recommends Council adopt the attached resolution authorizing the City Manager to execute an amendment to the City's FY23 agreement with BACS for SRS program operation increasing the amount of the agreement from \$500,000 to \$1.5 million in ARPA funding over three years and extending the term of the agreement through December 31, 2026

## **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority of Preserve, Protect, & Produce Housing for All. Specifically, this item relates to the implementation of the following project:

Project H2, Part b      Implement Let's House Hayward! Strategic Plan: Pilot Shallow Subsidy Program

## **ECONOMIC IMPACT**

The Shallow Rental Subsidy program has a potential economic impact on both the specific households served as well as the broader Hayward community. The program reduces housing cost burden and once fully implemented will increase the available income for approximately 25 households per year for an 18-month period. Households participating in the program have been evaluated as having a high risk for homelessness based on income and housing costs. Preventing additional households from experiencing homelessness puts less economic stress on existing services, including emergency response services, the criminal justice system, emergency shelters, and other essential services.

## **FISCAL IMPACT**

The Shallow Rental Subsidy program is funded through the City's American Rescue Plan Act (ARPA) allocation and will have no impact on the City's General Fund. Council authorized an annual allocation of \$500,000 for three years for a total ARPA allocation of \$1.5 million.

Additionally, the County has highlighted shallow subsidy programs as a priority homelessness prevention strategy. Staff will continue to communicate with the County to identify opportunities, such as Measure W, for providing ongoing funding sources for shallow subsidy programs.

## **PUBLIC CONTACT**

The Let's House Hayward! strategic planning process was the primary mechanism for public contact and community engagement for this program. For a detailed discussion of the LHH community engagement activities, please see prior Council items.

## **NEXT STEPS**

Following Council authorization, staff will work with BACS to execute an amendment to the existing agreement to 1) allocate the additional funding and 2) extend the term to December 31, 2026. Staff will provide implementation updates to the Homelessness-Housing Task Force.

*Prepared by:* Amy Cole-Bloom, Management Analyst  
Rick Rivera, Management Analyst

*Recommended by:* Jessica Lobedan, Community Services Manager  
Regina Youngblood, Assistant City Manager

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE AN AMENDMENT TO THE AGREEMENT WITH BAY AREA COMMUNITY SERVICES FOR THE SHALLOW RENTAL SUBSIDY PROGRAM OPERATIONS TO ADD \$1 MILLION IN AMERICAN RESCUE PLAN ACT FUNDS BRINGING THE TOTAL NOT-TO-EXCEED AMOUNT TO \$1.5 MILLION

WHEREAS, Shallow Rental Subsidy programs are a key component of local and regional homelessness prevention strategies as a way to reduce the inflow of at-risk households into homelessness; and

WHEREAS, Council adopted the Let's House Hayward! Strategic Plan on July 13, 2021, including an activity to develop a Shallow Rental Subsidy program; and

WHEREAS, the City issued a Request for Proposals (RFP) from nonprofit service providers interested in operating a Shallow Rental Subsidy Program on May 2, 2022; and

WHEREAS, Bay Area Community Services (BACS) submitted a proposal outlining their qualifications and experience, including experience operating the City's COVID-19 emergency rental assistance program in 2020, operating multiple other comparable programs, providing one-on-one case management, and providing a suite of supportive services; and

WHEREAS, Council adopted Resolution 22-178, authorizing the City Manager to execute an agreement with BACS for the first year of operations of the Shallow Rental Subsidy Program for \$500,000 during FY 2023; and

WHEREAS, BACS successfully developed and began implementing the program in November 2022, serving 28 households in the first six months of the program with an average monthly stipend of \$695 per household; and

WHEREAS, Council adopted a federal expenditure plan on July 13, 2021, for American Rescue Plan Act (ARPA) funding, which included allocating \$500,000 per year for three years to a Shallow Rental Subsidy program.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Hayward authorizes the City Manager to negotiate and execute an amendment to the agreement between the City and BACS to add the remaining two years of planned ARPA funding in the amount of \$1 million for a total not-to-exceed amount of \$1.5 million and extend the contract through December 31, 2026.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

## **Attachment III Additional Information about Shallow Rental Subsidy Programs**

### **Review of Shallow Rental Subsidy (SRS) Programs and Outcomes**

In recent years, several Shallow Rental Subsidy (SRS) programs have been piloted throughout the Country to evaluate their effectiveness as tools for homelessness prevention. In California, jurisdictions including Oakland, San Francisco, Los Angeles County, and San Diego County have all launched SRS pilot programs. Other city-level pilots outside of California include programs in Philadelphia and Washington, D.C. At the national level, the US Department of Veterans Affairs initiated a pilot shallow subsidy program in 2019 to address housing insecurity among veterans. While it is too early to draw conclusions from most of these pilots, data from a handful of older or more well-established programs implies that SRS may be an effective tool for preventing homelessness and encouraging economic stability.

### **Current Shallow Rental Subsidy (SRS) Programs and Pilots**

In addition to Hayward, several other California jurisdictions have implemented shallow rental subsidy programs. In the Bay Area, the City of Oakland launched an initiative that is in many ways similar to Hayward's SRS Program. Oakland's Shallow Subsidies Housing Pilot Program began in July 2021 and currently serves 200 participating households.<sup>1</sup> Households were selected from a pool of severely cost-burdened, low-income renters living in neighborhoods with high rates of gentrification and displacement of people of color.<sup>2</sup> The program will be evaluated throughout its pilot period by researchers at the UCSF Benioff Homelessness and Housing Initiative. The Oakland pilot shares common elements with the City's program, including its partnership with BACS as primary operator, its limited 18-month duration, its eligibility criteria, and its cap of \$800 per household per month.

The City of San Francisco began offering its own SRS program in May of 2021, the San Francisco Emergency Rental Assistance Program (SF ERAP). SF ERAP began as an extension of the rent relief program initiated by the state in response to the COVID-19 pandemic. It differs from SRS programs in Oakland and Hayward in its shorter program term and less stringent eligibility requirements. Assistance is capped at \$7,500 per participant and is intended to assist with six months to one year of rent or other eligible household expenses. To qualify, participant income must be less than 50% of area median income (AMI), they must demonstrate risk of homelessness, and their current rent must be less than 150% of fair market rent.

Other programs in the state include Los Angeles County's Salvation Army Community Integration Services Shallow Subsidy Program, San Diego County's Pilot Shallow Rental Subsidy Program, and Tulare County's Moving to Work Demonstration Program. Los Angeles County's \$12 million program is administered by the Salvation Army and focuses on households that

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<sup>1</sup> City of Oakland. *Oakland Launches Rental Subsidy Pilot to Stop Displacement, Prevent Homelessness*. Retrieved from <https://www.oaklandca.gov/news/2021/oakland-launches-rental-subsidy-pilot-to-stop-displacement-prevent-homelessness>

<sup>2</sup> Oakland Fund for Public Innovation. *Oakland Shallow Subsidy Pilot*. Retrieved from <https://www.oaklandfund.org/oakland-shallow-subsidy-housing-pilot/>

have received rapid rehousing (RRH) assistance. The program will provide 240 participating households with up to 35% of monthly rent for up to five years and 20% of enrollment is reserved for adults over age 62.<sup>3</sup> In order to qualify, participants must currently be paying over 60% of their income towards rent and not have need of additional case management services.<sup>4</sup> San Diego County's Pilot Shallow Rental Subsidy Program is available exclusively to adults over the age of 55 whose income is less than half of the area median income (AMI) and are severely cost-burdened. The San Diego County pilot prioritizes seniors over age 60 whose income is less than 30% of AMI and reside in historically disadvantaged communities. The program is expected to provide up to 220 households with a flat rental subsidy \$500 per month for a period of 18 months.<sup>5</sup>

Tulare County's Moving to Work (MtW) Demonstration Program is significantly different in design from the programs in Hayward, Oakland, Los Angeles County, and San Diego County. Participants in the Demonstration Program may choose between public housing units with flat, below-market rents or a fixed rental subsidy paid to landlords.<sup>6</sup> The program's shallow subsidy option provides between \$460 and \$905 per month, based on the number of bedrooms in the rental unit. Households may continue to participate in the program for up to five years, or until their income exceeds 120% of AMI, whichever is first.<sup>7</sup> In addition to allowing participants to choose their preferred form of assistance, the MtW Demonstration Program is also notable for having been in operation since 1999.<sup>8</sup>

Outside of California, the cities of Philadelphia and Washington, D.C. have launched their own pilot programs. Philadelphia's Shallow Rent Pilot Program is similar in design and eligibility requirements to programs in California, with the exception that the participants may remain in the program until they are no longer considered to be cost-burdened.<sup>9</sup> Washington, D.C.'s DC Flexible Rent Subsidy Program differs significantly from other comparable pilot programs in that it provides an annual flat amount of \$7,200 directly to participating households via a program-specific bank account. Participants may decide how much to withdraw per month, up

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<sup>3</sup> US Department of Housing and Urban Development. *Homeless System Response: Shallow Rental Subsidies*. Retrieved from <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Shallow-Rental-Subsidies.pdf>

<sup>4</sup> The Salvation Army. *Shallow Subsidy Program*. Retrieved from <https://www.chirpla.org/sites/chirpla.org/files/u107/Shallow%20Subsidy%20ppt-07.2020.pdf>

<sup>5</sup> County of San Diego. *Board Votes to Create Rental Subsidy Program for Older Low-Income San Diegans*. Retrieved from <https://www.countynewscenter.com/board-votes-to-create-rental-subsidy-program-for-older-low-income-san-diegans/>

<sup>6</sup> US Department of Housing and Urban Development. *Homeless System Response: Shallow Rental Subsidies*. Retrieved from <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Shallow-Rental-Subsidies.pdf>

<sup>7</sup> Housing Authority of Tulare County. *Moving to Work*. Retrieved from <https://www.hatc.net/moving-to-work.php?nbl=MTW>

<sup>8</sup> Housing Authority of Tulare County. *Moving to Work*. Retrieved from <https://www.hatc.net/moving-to-work.php?nbl=MTW>

<sup>9</sup> US Department of Housing and Urban Development. *Homeless System Response: Shallow Rental Subsidies*. Retrieved from <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Shallow-Rental-Subsidies.pdf>

to their total rent amount. At the end of the year, households with remaining balances also have the option to withdraw up to \$500 for household expenses.<sup>10</sup>

At the federal level, the US Department of Veterans Affairs (VA) Supportive Services for Veteran Families Shallow (SSVF) program launched its Shallow Subsidy pilot in 2019. The two-year pilot was implemented in eleven jurisdictions across five states, including Alameda, San Francisco, Contra Costa, and Santa Clara Counties in the Bay Area. Participants were selected from a pool of households enrolled in the VA's RRH and homeless prevention assistance programs. Participating veteran households were provided with fixed monthly rental assistance based on local housing costs. The program also offered, but did not obligate participants to accept, assistance with other housing costs and other supportive services as needed.<sup>11</sup>

### **Overview of Potential Shallow Rental Subsidy Program Outcomes**

Data regarding the outcomes of SRS programs throughout the country is currently limited, as most programs are pilots implemented within the last five years. However, some insights regarding outcomes of SRS can be taken from evaluations of more established programs, although variations in program design mean that results may not be directly comparable to Hayward's SRS program.

One of the earliest ongoing SRS programs in the US is Project Independence (PI; note that this is different from the City's HOME-funded program by the same name), established in Alameda County in 1996 to assist residents living with HIV/AIDS, and, as of 2023, still provides between \$204 and \$496 in housing cost assistance to qualifying participants.<sup>12</sup> The stated goals of the PI program are homelessness prevention and assisting individuals in remaining independently housed. A study commissioned by the Alameda County Community Development Agency during the program's pilot period of March 1997 through October 2001 found that participating households were able to remain in their rental housing for an average of 3.9 years out of the 4.5-year evaluation period.<sup>13</sup> Researchers compared program participants to a control group of low-income renter households with an HIV/AIDS diagnosis in the family. After one year, 99% of PI participants remained housed, compared to 32% of non-participating households. After two years, 96% of PI participants were still housed, while only 10% of non-participating households remained in their rental units. The study implies that SRS programs are helpful in

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<sup>10</sup> US Department of Housing and Urban Development. *Homeless System Response: Shallow Rental Subsidies*. Retrieved from <https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Shallow-Rental-Subsidies.pdf>

<sup>11</sup> Department of Veterans Affairs. *FY 2021 Annual Report: Support Services for Veteran Families (SSVF)*. Retrieved from [https://www.va.gov/HOMELESS/ssvf/docs/SSVF\\_Annual\\_Report\\_FY21.pdf](https://www.va.gov/HOMELESS/ssvf/docs/SSVF_Annual_Report_FY21.pdf)

<sup>12</sup> October 18, 2022 Alameda County Board of Supervisors Meeting Agenda and Materials: [https://alamedacounty.granicus.com/DocumentViewer.php?file=alamedacounty\\_af62152e77d8f698503f55ff0f32970d.pdf&view=1](https://alamedacounty.granicus.com/DocumentViewer.php?file=alamedacounty_af62152e77d8f698503f55ff0f32970d.pdf&view=1)

<sup>13</sup> Lisa K. Dasinger and Richard Spiegelman. *Homeless Prevention: The Effect of a Shallow Rent Subsidy Program on Housing Outcomes among People with HIV or AIDS*. AIDS and Behavior (2007). Retrieved from: [https://www.academia.edu/27049179/Homelessness\\_Prevention\\_The\\_Effect\\_of\\_a\\_Shallow\\_Rent\\_Subsidy\\_Program\\_on\\_Housing\\_Outcomes\\_among\\_People\\_with\\_HIV\\_or\\_AIDS](https://www.academia.edu/27049179/Homelessness_Prevention_The_Effect_of_a_Shallow_Rent_Subsidy_Program_on_Housing_Outcomes_among_People_with_HIV_or_AIDS)

preventing homelessness, but results may not be generalizable based on eligibility being limited to individuals with HIV/AIDS diagnoses.

The Tulare County Moving to Work (MtW) Demonstration Program is another long-running US program that fits the criteria to be considered an SRS. Unlike PI, participants in Tulare's MtW are only required to meet economic criteria and represent a wider cross section of potential participants. As noted above, participants have the option to receive either shallow rental subsidies or below market rate public housing for up to five years.<sup>14</sup> One of the key metrics Tulare reported to HUD from 2014 through 2021 is the number of households re-applying to the SRS program after reaching their five-year limit. Of the 2,422 households served between 2014 and 2021, 76% (n=1,832) did not require additional rental assistance within three months of exiting the SRS program.<sup>15</sup> As of 2022, the MtW Demonstration Program revised its annual metrics and no longer tracks re-application to the program. Additionally, the differences in design and focus from other SRS programs may result in outcomes that cannot be directly compared to Hayward's SRS program.

Early data from the VA's SSVF Shallow Subsidy Program also indicated that access to SRS programs may positively impact economic stability and prevent homelessness. In FY21 the program served 1,113 veterans, of which 70% (n=775) were literally homeless, with the remaining 30% (n=339) of participants being imminently at risk of literal homelessness.<sup>16</sup> At the end of their two-year program period, SRS program participants across the board demonstrated an increase in monthly income compared to households that were receiving health and case management services from the VA, but were not enrolled in the SRS program. The greatest gains were seen at the lower end of the income spectrum. Half (50%) of veterans who entered the SRS program with no income had improved their financial stability by the end of the program, compared to 29% of those not receiving SRS. Of the SRS participants making up to \$500 per month, two thirds (67%) had increased their monthly income, compared to 29% of non-participants. Households entering the SRS program at higher income levels also reported gains, though to a lesser extent. The VA expects that these income increases should improve housing stability, but additional long-term follow-up will be needed. Given that the SSVF Shallow Subsidy Program was only open to veterans, these results may not hold true for low-income civilians.

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<sup>14</sup> Housing Authority of Tulare County. *Moving to Work*. Retrieved from <https://www.hatc.net/moving-to-work.php?nbl=MTW>

<sup>15</sup> US Department of Housing and Urban Development. *Housing Authority of the County of Tulare*. Retrieved from [https://www.hud.gov/program\\_offices/public\\_indian\\_housing/programs/ph/mtw/tulare](https://www.hud.gov/program_offices/public_indian_housing/programs/ph/mtw/tulare)

<sup>16</sup> Department of Veterans Affairs. *FY 2021 Annual Report: Support Services for Veteran Families (SSVF)*. Retrieved from [https://www.va.gov/HOMELESS/ssvf/docs/SSVF\\_Annual\\_Report\\_FY21.pdf](https://www.va.gov/HOMELESS/ssvf/docs/SSVF_Annual_Report_FY21.pdf)



# CITY OF HAYWARD

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

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**File #:** CONS 23-290

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**DATE:** May 23, 2023  
**TO:** Mayor and City Council  
**FROM:** City Manager

## **SUBJECT**

Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Bay Area Community Services (BACS) for Fiscal Year 2023-2024 Hayward Navigation Center Operations for an Amount Not-to-Exceed \$2,430,730 and Adopt a Resolution Authorizing the City Manager to Amend the City's Existing Permanent Local Housing Allocation (PLHA) Plan; and to Negotiate and Execute an Agreement with Ruby's Place, Inc. for the Purchase of Four (4) Mobile Housing Units ("Tiny Homes on Wheels") in an Amount Not-To-Exceed \$333,892

## **RECOMMENDATION**

That the City Council:

- Receives an update on the Hayward Navigation Center and Hotel Annex programs (Attachment II);
- Adopts a resolution (Attachment III) authorizing the City Manager to negotiate and execute an agreement with Bay Area Community Services (BACS) for Hayward Navigation Center FY 2023-2024 operations in an amount not-to-exceed \$2,430,730;
- Adopts a resolution (Attachment IV) authorizing the City Manager to amend the City's existing Permanent Local Housing Allocation (PLHA) plan; and to negotiate and execute an agreement with Ruby's Place, Inc. for the purchase of four (4) mobile housing units ("tiny homes on wheels") in an amount not-to-exceed \$333,892.

## **SUMMARY**

Over the past several years, the City has taken several aggressive local measures to address the growing homelessness crisis. This report contains updates on these initiatives, including 1) the three-year progress report on the Hayward Navigation Center (HNC); 2) the final report on the Hayward Navigation Center Annex expansion program; and 3) a proposed change to use of the City's Permanent Local Housing Allocation (PLHA) funding to increase capacity at the Ruby's Place shelter facility.

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**File #:** CONS 23-290

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**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	HNC and Annex Report
Attachment III	Resolution for FY24 Navigation Center Operations
Attachment IV	Resolution for Ruby's Place Tiny Homes



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Assistant City Manager

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Bay Area Community Services (BACS) for Fiscal Year 2023-2024 Hayward Navigation Center Operations for an Amount Not-to-Exceed \$2,430,730 and Adopt a Resolution Authorizing the City Manager to Amend the City's Existing Permanent Local Housing Allocation (PLHA) Plan; and to Negotiate and Execute an Agreement with Ruby's Place, Inc. for the Purchase of Four (4) Mobile Housing Units ("Tiny Homes on Wheels") in an Amount Not-To-Exceed \$333,892

**RECOMMENDATION**

That the City Council:

- Receives an update on the Hayward Navigation Center and Hotel Annex programs (Attachment II)
- Adopts a resolution (Attachment III) authorizing the City Manager to negotiate and execute an agreement with Bay Area Community Services (BACS) for Hayward Navigation Center FY 2023-2024 operations in an amount not-to-exceed \$2,430,730
- Adopts a resolution (Attachment IV) authorizing the City Manager to amend the City's existing Permanent Local Housing Allocation (PLHA) plan; and to negotiate and execute an agreement with Ruby's Place, Inc. for the purchase of four (4) mobile housing units ("tiny homes on wheels") in an amount not-to-exceed \$333,892

**SUMMARY**

Over the past several years, the City has taken several aggressive local measures to address the growing homelessness crisis. This report contains updates on these initiatives, including: 1) the three-year progress report on the Hayward Navigation Center (HNC); 2) the final report on the Hayward Navigation Center Annex expansion program; and 3) a proposed change to use the City's Permanent Local Housing Allocation (PLHA) funding to increase capacity at the Ruby's Place shelter facility.

## BACKGROUND

The Hayward City Council has long identified homelessness and housing affordability as key issues in the community and has supported local efforts to address these issues in conjunction with regional efforts. Hayward residents have also identified homelessness as a priority, citing it as the top concern in the City's 2021 Resident Satisfaction Survey with 70% of respondents categorizing it as either a very serious or extremely serious problem.<sup>1</sup> Over the past several years, the Council has taken several aggressive measures to address this crisis.

In October 2018, Council declared a shelter crisis in Hayward, finding that the health and safety of the City's growing homeless population is threatened by a lack of shelter.<sup>2</sup> Four months later, in January 2019, the Council extended the shelter crisis declaration through June 2021 and authorized the City Manager to take emergency action to implement the Navigation Center.<sup>3</sup> The Hayward Navigation Center (HNC), operated by Bay Area Community Services (BACS), opened in November 2019 with a nightly bed capacity of 45.

Shortly after the HNC opened, the City Council declared a state of emergency on March 17, 2020, related to COVID-19 and authorized the City Manager to take action to protect vulnerable populations.<sup>4</sup> In response to County Public Health Guidelines, Council authorized the implementation of the Hayward Navigation Center Hotel Annex ("the Annex") in December 2020 to provide individuals experiencing homelessness with safe, non-congregate shelter. The Annex program leased 35 unoccupied hotel rooms for six months for use by elderly and immunocompromised individuals, while also providing on-site supportive housing and housing placement services.

In July 2021, Council approved the City's Let's House Hayward! Plan (LHH Plan), a local homelessness reduction strategic plan.<sup>5</sup> The plan uses a racial equity lens, aligns with existing regional plans, centers individuals with lived experience, leverages Hayward's strengths and previous efforts, addresses Hayward's unique needs, and establishes a pipeline of projects and programs that are community-driven to set the City up to quickly respond to upcoming funding and partnership opportunities. At the same time as adopting the LHH Plan, Council also

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<sup>1</sup> December 7, 2021 Hayward City Council meeting:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=5347826&GUID=CAD2AF73-9B5D-4C1E-A85D-0B4965454D25&Options=&Search=>

<sup>2</sup> October 2, 2018 Hayward City Council meeting:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=3690554&GUID=A8DF0FBF-2F19-4648-8632-2BFE62A97107&Options=&Search=>

<sup>3</sup> January 22, 2019 Hayward City Council meeting:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=3838800&GUID=89EC3945-8050-428A-881C-6180A91CBA9A&Options=&Search=>

<sup>4</sup> March 17, 2020 Hayward City Council meeting:

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4396030&GUID=8658BAEA-F832-491C-9353-59A60A847B93&Options=&Search=>

<sup>5</sup> July 13<sup>th</sup>, 2021, City Council Meeting Agenda and Materials (LHH Plan):

<https://hayward.legistar.com/LegislationDetail.aspx?ID=5028014&GUID=E5369F11-C504-413E-B317-E2797DF45328&Options=&Search=>

approved the City's Federal Stimulus Expenditure Plan, which outlined how the City would spend approximately \$38 million in American Rescue Plan Act (ARPA) funding. The Federal Stimulus Expenditure Plan included \$7.5 million in funding dedicated to homelessness for FY 2022 through FY 2024.<sup>6</sup>

On July 5, 2022, the Council received a comprehensive update on the City's homelessness reduction efforts.<sup>7</sup> This report follows up on select topics addressed in the July 2022 report and will be accompanied by additional updates on other areas of the City's homelessness reduction efforts. An update on the City's Shallow Rental Subsidy Program is discussed in a separate item on the May 23, 2023, City Council agenda. Staff will bring a comprehensive LHH Plan update to the Homelessness-Housing Task Force (HHTF) on June 1, 2023.

## **DISCUSSION**

### **Local Efforts to Address Homelessness**

The Hayward City Council has made homelessness a top priority and has authorized various new and expanded programs over the past several years. Outlined below are updates on the City's key homelessness prevention and response initiatives, including the Hayward Housing Navigation Center (HNC) and Hotel Annex and staff's recommendation to increase capacity at the Ruby's Place domestic violence and family shelter.

#### *Hayward Navigation Center Three-Year Update*

On January 22, 2019, the City Council approved emergency actions to implement a Hayward Housing Navigation Center.<sup>8</sup> The HNC opened less than a year later in November 2019. Currently, the HNC has a total capacity of 60 shelter beds. In the three years since its opening, the HNC has served 275 individuals experiencing homelessness. Individuals typically reside at the HNC for an average of 85 days, with BACS's outreach team referring new clients as beds become available. To date, 232 individuals have exited the program, the majority of whom (n=151 or 55%) have gone on to permanent housing. Additional demographic and exit data can be found in Attachment II.

#### *Hayward Navigation Center Hotel Annex Final Update*

In response to capacity restrictions at the HNC and to provide isolation shelter to those with increased vulnerabilities, Council authorized the use of a local hotel as non-congregate shelter for a six-month pilot period.<sup>9</sup> Approved in December 2020, the HNC Hotel Annex opened in

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<sup>6</sup> July 13, 2021, City Council Meeting Agenda and Materials (Federal Expenditure Plan):  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=5028015&GUID=E0215022-6A47-486F-81C4-9BFB2583AE10&Options=&Search=>

<sup>7</sup> July 5<sup>th</sup>, 2023 Hayward City Council meeting:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=5709698&GUID=55CE1563-86DB-4F2F-8D3E-F5ADBBB68E84&Options=&Search=>

<sup>8</sup> January 22, 2019 Hayward City Council meeting:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=3838800&GUID=89EC3945-8050-428A-881C-6180A91CBA9A&Options=&Search=>

<sup>9</sup> December 8, 2020 Hayward City Council meeting:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4711813&GUID=0A99378E-4B2D-4ED2-A971-1C744D5D3E4D&Options=&Search=>

February 2021. Using a portion of the City's federal ARPA funding, the Annex was extended to operate through January 30, 2023.

The Annex provided 35 beds to homeless individuals with medical statuses that increased their vulnerability to the COVID-19 pandemic. Services were provided at the Vagabond Hotel and operated by BACS, and included on-site care coordination, housing placement assistance, meals, and room for pets and belongings. On-site care was modeled on the services offered at the HNC with modifications to allow individuals to safely isolate.

During its approximately two years of operation, the Annex served 143 clients. Individuals resided at the Annex for an average of 160 days, reflecting the additional difficulty placing elderly, disabled, or medically vulnerable individuals into limited supportive housing units. The majority of Annex participants (n=102 or 71%) exited into permanent housing. Additional demographic and exit data can be found in Attachment II.

### **Hayward Navigation Center FY 2024 Agreement for Services**

BACS has been successfully operating the HNC since November 2019. Staff recommends that Council authorize the City Manager to negotiate and execute an agreement with BACS for FY 2024 Hayward Navigation Center operations for an amount not-to-exceed \$2.43 million (Attachment IV). As authorized by Council through the City's annual FY 2024 budget, Council has allocated \$1,127,261 in General Fund monies for the FY 2024 HNC operations. In addition to the General Fund allocation, HNC operations will be supported by funding received via the Permanent Local Housing Allocation (PLHA) and Homeless Housing, Assistance and Prevention (HHAP) Grants.

PLHA is a state-level funding source administered by the California Department of Housing & Community Development (HCD). On June 23, 2020, Council approved a plan for the use of PLHA funding for a projected total amount of \$3,910,410 in funding across five years and authorized the appropriation of the full amount of projected funds.<sup>10</sup> In February 2023, HCD announced Round 2 and 3 PLHA allocations. The City was awarded \$1,012,988 in Round 2 and \$1,114,773 in Round 3, for a total of \$2,127,771.

HHAP consists of state-level funding awarded to Alameda County. The City is a subrecipient and provides all reporting and compliance to the Alameda County Office of Homeless Care and Coordination. Council authorized receipt and appropriation of \$589,391 in HHAP Round 2 funding in July 2021. The City has received notice it will receive \$308,414 in HHAP Round 3 funds and will return to Council to authorize and appropriate accordingly when the funds become available.

The proposed funding for the FY 2023-2024 HNC operations contract is funded by the combined use of the General Fund, a portion of the PLHA Rounds 2 and 3 allocations, and the

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<sup>10</sup> June 23, 2020 Hayward City Council meeting:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4576654&GUID=DD031A6D-AA81-4633-A471-D51D3CF1CADA&Options=&Search=>

anticipated Round 3 HHAP award. Outlined below in Table 2 are the sources of funding for BACS' FY 2023-2024 HNC operations agreement.

**Table 2: FY23-24 HAYWARD NAVIGATION CENTER CONTRACT FUNDING**

<b>Source</b>	<b>Amount</b>
FY2024 General Fund Allocation	\$1,127,261
Permanent Local Housing Allocation	\$995,055
Homeless Housing, Assistance and Prevention	\$308,414
<b>Total</b>	<b>\$2,430,730</b>

Staff recommends that Council authorize the City Manager to negotiate and execute an agreement with BACS for FY 2023-2024 HNC operations for an amount not-to-exceed \$2,430,730 (Attachment IV).

*Recommended Use for Additional PLHA Grant Funding*

As discussed above, on June 23, 2020, Council approved a plan for the use of PLHA funding for a projected total amount of \$3,910,410 in funding across five years and authorized the appropriation of the full amount of projected funds.<sup>11</sup> Round 1 PLHA funding totaling \$651,735 was awarded in February of 2021. In February 2023, HCD announced Round 2 and 3 PLHA allocations. The City was awarded \$1,012,988 in Round 2 and \$1,114,773 in Round 3, for a total of \$2,127,771.

The Round 2 and Round 3 funding allocations exceeded the original funding projections. Based on State projections, staff anticipated Round 2 and 3 awards to total approximately \$1,303,470. With the excess PLHA grant funding, staff recommends Council adopt a resolution (Attachment IV) authorizing the City Manager to:

- Amend the City's existing PLHA plan to include allocation of funds to Ruby's Place; and
- Negotiate and execute an agreement with Ruby's Place, Inc. for the purchase of four mobile housing units ("tiny homes on wheels"), including applicable taxes and registration fees in an amount not-to-exceed \$333,892.

Ruby's Place is an East Bay-based nonprofit specializing in aiding individuals experiencing homelessness due to domestic violence, human trafficking, violent crime, and aging out of foster care. In addition to free mental health care services for low-income victims of crime, Ruby's Place has operated the nation's oldest incorporated shelter for victims of domestic violence at a confidential location in Hayward for over fifty years. Since 2001, the City has provided local and federal funding to Ruby's Place via the competitive Community Agency Funding process.

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<sup>11</sup> June 23, 2020 Hayward City Council meeting:  
<https://hayward.legistar.com/LegislationDetail.aspx?ID=4576654&GUID=DD031A6D-AA81-4633-A471-D51D3CF1CADA&Options=&Search=>

In FY 2022-2023, the City awarded \$250,419 in CDBG funding to Ruby's Place to support expansion of its emergency housing services through the use of tiny homes on wheels at its existing property in Hayward. The existing facility was established through the rehabilitation of single-family homes purchased in 1985 and modified to provide multi-family emergency shelter. The tiny homes on wheels project aligns with emerging trauma-informed best practices for assisting victims of violent crimes by providing private living units for individual families.

Per the US Department of Housing and Development (HUD), purchase or construction of housing under CDBG is limited to permanent structures with foundations. As a result, Ruby's Place has used CDBG funding awarded for FY 2022-2023 to carry out infrastructure activities in preparation for installation of the tiny homes on wheels, including sewer connections, electrical service, access to playground facilities, and security features. However, an alternative funding source is required to complete the project. Staff recommends modifying the existing PLHA plan to use a portion of the greater-than-anticipated PLHA Round 2 and 3 funds to support the purchase of tiny homes for the site. Under the existing PLHA plan, Council directed funding to be used to fund HNC operations.

PLHA funding offers fewer restrictions than CDBG regarding eligible activities, with a broad definition for services to individuals experiencing homelessness. Staff have coordinated with HCD to ensure PLHA funding for the Ruby's Place tiny homes on wheels project is an eligible use of funds.

### **ECONOMIC IMPACT**

There is a positive economic impact from reducing homelessness and poverty and moving individuals into permanent housing as part of the City's shelter and housing navigation programs.

### **FISCAL IMPACT**

This item has no associated fiscal impact. All funds associated with the referenced agreements have been previously appropriated.

### **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority of Preserve, Protect, and Produce Housing, under

- Project H1: Sustain the Navigation Center to House and Support People Experiencing Homelessness
- Project H2: Implement the Homelessness Reduction Strategic Plan

## **PUBLIC CONTACT**

This item is related to the Let's House Hayward (LHH) Strategic Plan, under Strategy 2.1, to Expand Housing-Focused Shelter Capacity through continued oversight and management of the Hayward Navigation Center. Through the LHH process, Homebase, City staff, and partners throughout the Hayward community worked together to engage a diverse set of stakeholders to develop the plan.<sup>12</sup>

*Prepared by:* Rick Rivera, Management Analyst

*Recommended by:* Jessica Lobedan, Community Services Manager  
Regina Youngblood, Assistant City Manager

Approved by:



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Kelly McAdoo, City Manager

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<sup>12</sup> For more information on the Let's House Hayward! Strategic Plan process, please visit <https://www.haywardca.gov/lets-house-hayward>

**Total Served**

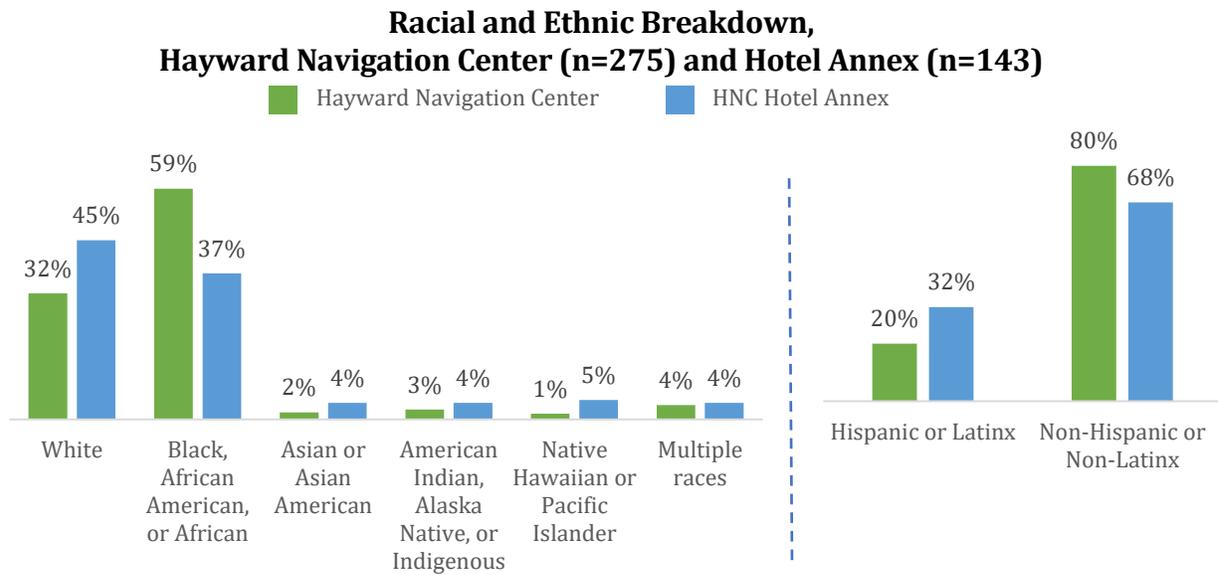
Since opening in November of 2019, 275 individuals have received services at the Hayward Navigation Center (HNC), including 43 residents on-site as of the end of March 2023.

During its operational period between February 2021 and January 2023, the Hotel Navigation Center Hotel Annex (“Annex”) served a total of 143 individuals.

**Demographics**

Across all HNC participants (current and exited), a majority are Black, African American, or African (n=161, 59%) followed by White (n=88, 32%). A majority of HNC participants identified as non-Hispanic/non-Latinx (n=221, 80%).

Across all Annex participants most were white (n=65, 45%) followed by Black, African American, or African (n=53, 37%). A majority of Annex participants identified as non-Hispanic/non-Latinx (n=97, 68%).



Across all HNC Participants (current and exited), 71% (n=195) reported one or more disabling physical or mental conditions. Across all Annex participants, 75% (n=107) reported one or more disabling physical or mental conditions.

Across all HNC participants (current and exited), 50% are chronically homeless. Across all Annex participants (current and exited), 55% are chronically homeless and 42% are not chronically homeless (~3% of Annex participants declined to state).

**Exits**

Across all exits from the HNC (n=232), a majority were to permanent housing (n=151, 65%), followed by exits to homeless situations (n=33 or 16%). Homeless situations are defined as 1)

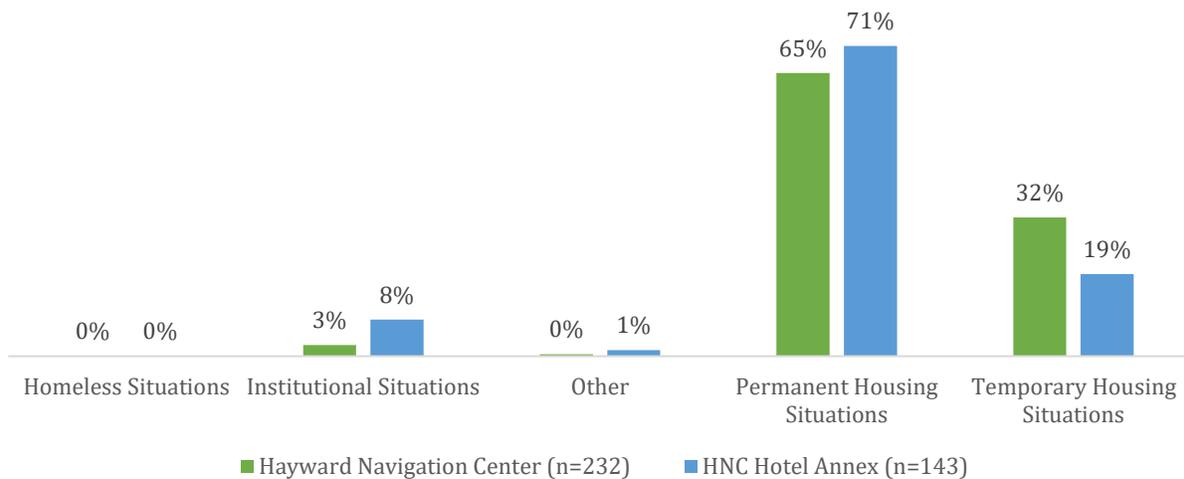
an emergency shelter, including hotel or motel paid for with emergency shelter voucher, or Runaway and Homeless Youth-funded Host Home shelter; or 2) a place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside). Of the 33 exits from the HNC to homeless situations, only 15% (n=5) were to a place not meant for habitation.

Across all exits from the Annex (n=95), a majority were to permanent housing (n=69 or 73%) followed by exits to homeless situations (n=10 or 11%). Of the 10 exits from the Annex to homeless situations, only three (10%) were to a place not meant for habitation.

Staff discussed with BACS why there is a high proportion of “lateral” exits from the program. BACS explained that sometimes residents will make later moves due to individuals applying for apartments or programs outside of the City of Hayward that require their last housing location within that same city. BACS may exit an individual from the program into another shelter that might be closer to their job, that may increase their probability of getting placement in a residential program in the city they applied for the program, or that may meet their family needs better.

Exits from the HNC to homeless situations are slightly higher than exits from the Annex to homeless situations at 16% and 11%, respectively. Exits from the HNC to permanent housing situations are lower than exits from the Annex to permanent housing situations, 65% and 73% respectively.

### Hayward Navigation Center and Hotel Annex Exits



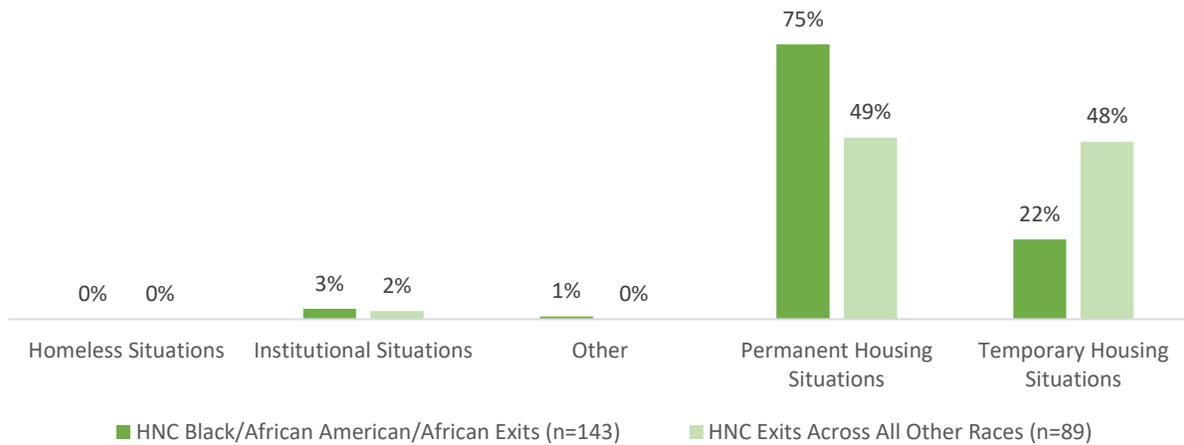
### Equity Analysis

Hayward, like the rest of Alameda County, continues to see disproportionately higher rates of homelessness among Black and African American residents compared to the total population. According to the 2022 Point-in-Time count, 29% of all surveyed homeless individuals in Hayward are Black or African American, compared to just 10% of the total population. Hayward also saw disproportionately higher rates of homelessness among Native

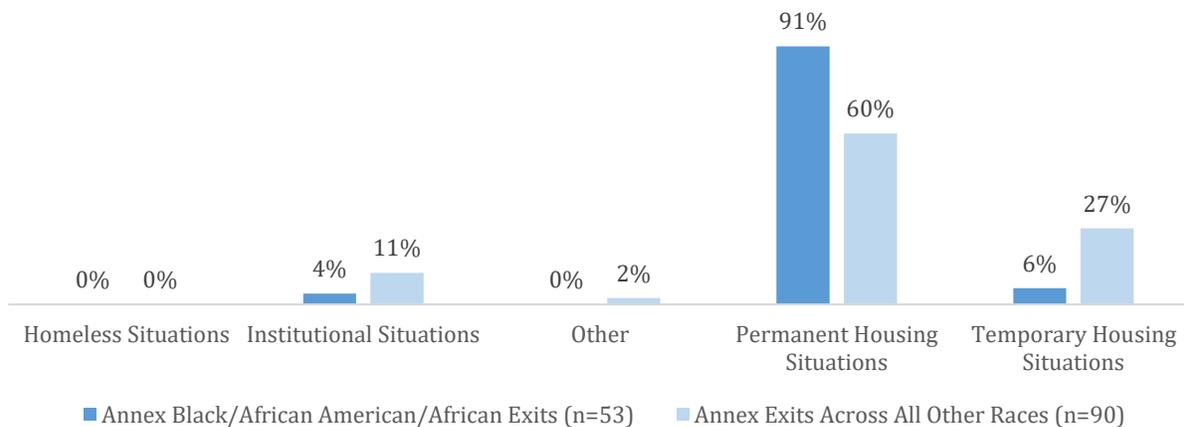
Hawaiian/Other Pacific Islanders compared to the total population (10% and 2%, respectively).

In recognizing this disproportionality, disaggregated exit data for Black/African American/African participants can be found below for each program. Disaggregated exit data for Native Hawaiian/Other Pacific Islander has not been included as the sample size is too small to report without being identifiable.

**Hayward Navigation Center Exits among Black, African American, or African participants vs. Exits Among All Other Races**



**HNC Annex Exits among Black, African American, or African participants vs. Exits Among All Other Races**



Across both the HNC and Annex, Black/African American/African participants had higher rates of exits to permanent housing than all other races together. Additionally, across both the HNC and Annex, Black/African American/African participants had lower rates of exits to homelessness than all other races together.

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH BAY AREA COMMUNITY SERVICES (BACS) FOR FISCAL YEAR 2023-2024 HAYWARD NAVIGATION CENTER OPERATIONS FOR AN AMOUNT NOT-TO-EXCEED \$2,430,730

WHEREAS, the City of Hayward opened the Hayward Navigation Center on November 18, 2019; and

WHEREAS, the City issued a Request for Information (RFI) from nonprofit social service providers interested in operating a Housing Navigation Center on January 23, 2019; and

WHEREAS, a panel of reviewers was convened, comprised of staff from Community Services, Police Department, Planning, and Finance; and

WHEREAS, staff unanimously recommended BACS based on their relevant experience operating the similar Berkeley STAIR Center and providing a number of services to homeless individuals at locations in Hayward, the quality of their application, positive working relationship and flexibility in approach to service delivery, and their ability to quickly staff and operate the Navigation Center; and

WHEREAS, BACS has been operating the Hayward Navigation Center since November 2019; and

WHEREAS, since November 2019, BACS has successfully moved 220 individuals experiencing homelessness into permanent housing through the Hayward Navigation Center and Hayward Navigation Center Annex; and

WHEREAS, the Hayward City Council through **Resolution 20-095**, has approved the City of Hayward's Five-Year Permanent Local Housing Allocation Plan and directed \$3,910,410 to the Hayward Navigation Center operations over a five-year period.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Hayward authorizes the City Manager to negotiate and execute the FY 2023-2024 agreement between the City and BACS for an amount not-to-exceed \$2,430,730.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO AMEND THE CITY'S EXISTING PERMANENT LOCAL HOUSING ALLOCATION (PLHA) PLAN; AND TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH RUBY'S PLACE, INC. FOR THE PURCHASE OF FOUR (4) MOBILE HOUSING UNITS ("TINY HOMES ON WHEELS") IN AN AMOUNT NOT-TO-EXCEED \$333,892

WHEREAS, on June 23, 2020, through Resolution 20-095, the City Council of the City of Hayward approved the City of Hayward's Permanent Local Housing Allocation (PLHA) plan and authorized the City Manager to submit the application to the state of California Department of Housing and Community Development (HCD); and

WHEREAS, Resolution 20-095, also provided authorization and direction to receive a PLHA grant, in an amount not to exceed the five-year estimate of the PLHA formula allocation of \$3,910,410 in accordance with all applicable rules and laws; and

WHEREAS, PLHA allocations are based on estimated revenues collected for the Building Homes and Jobs Act (BHJA) Fund; and

WHEREAS, initial BHJA revenue projections resulted in the City receiving a Round One PLHA award of \$651,735; and

WHEREAS, on February 13, 2023 the California Department of Housing and Community Development released its final list of Round Two and Round Three PLHA awardees; and

WHEREAS, Round Two and Round Three PLHA Awards were based on revised BJHA revenue projections; and

WHEREAS, the City of Hayward was awarded Round Two and Round Three PLHA funding in the amounts of \$1,012,988 and \$1,114,773, respectively, for a total of \$2,127,771; and

WHEREAS, these awards are greater than funding amounts projected by Staff based on the City's Round One PLHA award,

WHEREAS, since 1971 Ruby's Place, Inc. has operated the first incorporated shelter for individuals and families made homeless by domestic violence at an undisclosed location in Hayward ; and

WHEREAS, current best practice for assisting homeless victims of violent crime and their families recommends private shelter units for families; and

WHEREAS, in FY 2022-2023 the City awarded Ruby's Place Community Development Block Grant (CDBG) funding for the preparation of their existing property to accommodate new mobile housing for families; and

WHEREAS, the purchase of the mobile housing units is not an eligible use of CDBG funding; and

WHEREAS, Staff has worked with the California Department of Housing and Community Development to secure its approval to use PLHA funding for the purchase of the mobile housing units;

WHEREAS, existing approved the City of Hayward's Five-Year Permanent Local Housing Allocation Plan directed the estimated total award of \$3,910,410 to the Hayward Navigation Center operations over a five-year period.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Hayward authorizes the City Manager to amend the City's existing Permanent Local Housing Allocation (PLHA) to include allocating a portion of funds to Ruby's Place; and

BE IT FURTHER RESOLVED that the City Council of the City of Hayward authorizes the City Manager to negotiate and execute an agreement with Ruby's Place, Inc. for the purchase of three (3) mobile housing units ("tiny homes on wheels") in an amount not-to-exceed \$333,892.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** CONS 23-291

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with Advanced Mobility Group, Inc. for a Total Not-to-Exceed Amount of \$750,000 for On-Call Transportation Consulting Services

**RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute a Professional Services Agreement (PSA) with Advanced Mobility Group, Inc. (AMG) for on-call Transportation Engineering Design and Related Services for a term of up to three years in an amount not-to-exceed \$750,000.

**SUMMARY**

The City entered into an agreement with AMG to provide on-call transportation engineering design and related services in June 2018. Due to the City's need for additional services, this agreement was subsequently amended seven times and expires on June 30, 2023. Through a competitive bidding process, the evaluation team has selected AMG to continue providing on-call transportation engineering design and related services. Staff recommends that Council adopt a resolution authorizing the City Manager to execute a new PSA with AMG to ensure continuity of services following the expiration of the current agreement.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with Advanced Mobility Group, Inc., for a Total Not-to-Exceed Amount of \$750,000 for On-Call Transportation Consulting Services

### **RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute a Professional Services Agreement (PSA) with Advanced Mobility Group, Inc. (AMG) for on-call Transportation Engineering Design and Related Services for a term of up to three years in an amount not-to-exceed \$750,000.

### **SUMMARY**

The City entered into an agreement with AMG to provide on-call transportation engineering design and related services in June 2018. Due to the City's need for additional services, this agreement was subsequently amended seven times and expires on June 30, 2023. Through a competitive bidding process, the evaluation team has selected AMG to continue providing on-call transportation engineering design and related services. Staff recommends that Council adopt a resolution authorizing the City Manager to execute a new PSA with AMG to ensure continuity of services following the expiration of the current agreement.

### **BACKGROUND**

The Public Works & Utilities Department seeks to pre-qualify firms to provide on-call transportation engineering services, including signal design & operations, development/improvement plan review, citizen request management, neighborhood traffic calming, grant writing, and outreach.

Due to key vacancies in the Transportation Division, Advanced Mobility Group, Inc. (AMG) currently provides on-call transportation engineering design and related services. Tasks provided by AMG include traffic control plan review, managing resident requests through Access Hayward, grant applications, development/improvement plan review, signal timing analysis, and providing technical assistance and upgrades to the City's traffic signal system infrastructure.

## **DISCUSSION**

The current agreement with AMG expires on June 30, 2023. A Request for Proposals (RFP) was prepared by staff and released to eight firms and posted on the City's website on March 13, 2023. Staff evaluated two proposals and determined that AMG was more qualified for the services needed, based on their experience in providing similar services to the City and the firm's competitive rate structure.

## **ECONOMIC IMPACT**

This PSA provides significant benefits to Hayward residents, businesses, and patrons by facilitating timely transportation projects and improving traffic operations.

## **FISCAL IMPACT**

This item will be funded through appropriated budgets in the City's Capital Improvement Program. The total contract amount over three years will be \$750,000.

## **STRATEGIC ROADMAP**

This agenda item supports the Strategic Priority to Invest in Infrastructure. Specifically, this item relates to the implementation of the following project(s):

Specifically, this item relates to the implementation of the following project(s):

- Project N1: Improve Access and Mobility in Downtown Hayward
- Project N2: Implement major corridor traffic calming initiatives
- Project N7: Improve Mission Boulevard as a key 'Gateway to the City'
- Project N8: Implement the Bike & Ped Master Plan
- Project N8b: Add 10 lane miles of bike lanes per year

## **SUSTAINABILITY FEATURES**

The action taken for this agenda item will result in supporting mobility goals in the City's 2040 General Plan, primarily the provision of a multi-modal system of transportation facilities and services. Transportation engineering services support projects that also benefit residents of Hayward by improving air quality and reducing greenhouse gas emissions.

## **PUBLIC CONTACT**

No public contact has been made related to this agenda item.

## **NEXT STEPS**

If Council approves this request, the City Manager will execute an agreement with AMG for a total not-to-exceed amount of \$750,000, which will be in effect starting July 1, 2023, immediately following the expiration of the previous agreement with AMG.

*Prepared by:* Sharon Hu, Management Analyst

Kathy Garcia, Deputy Director of Public Works

*Recommended by:* Alex Ameri, Director of Public Works

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', with a long horizontal stroke extending to the right.

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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH ADVANCED MOBILITY GROUP, INC. FOR A TOTAL NOT-TO-EXCEED AMOUNT OF \$750,000 FOR ON-CALL TRANSPORTATION CONSULTING SERVICES

WHEREAS, the On-Call Transportation Consultant provides transportation engineering design and related services; and

WHEREAS, the City previously entered into an Agreement with Advanced Mobility Group, Inc. ("AMG") to provide on-call transportation consulting services, which expires on June 30, 2023; and

WHEREAS, the Agreement was amended seven times and expires on June 30, 2023; and

WHEREAS, on March 13, 2023, a Request for Proposals (RFP) was prepared by staff, released to eight transportation consulting firms, and posted on the City website; and

WHEREAS, two proposals were received in respond to the RFP and AMG was determined by staff to be the most qualified for the services needed, based on their experience in providing similar services to the City of Hayward and the firm's competitive rate structure.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized to negotiate and execute a professional services agreement with AMG for on-call transportation engineering design and related services in an amount not-to-exceed \$750,000, with an expiration date of June 30, 2026, in a form approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** CONS 23-296

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with St. Francis Electric, Inc., for a Total Not-to-Exceed Amount of \$900,000 for On-Call Traffic Signal and Streetlight Maintenance and Emergency Repair Support Services

**RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute a Professional Services Agreement (PSA) with St. Francis Electric, Inc., (St. Francis) for on-call support and emergency repair services for traffic signal and streetlight infrastructure for a term of three years through June 30, 2026 for a Total Not-to-Exceed Amount of \$900,000.

**SUMMARY**

The City entered into an agreement with St. Francis Electric, Inc. to provide on-call support and emergency repair services for traffic signals and streetlight infrastructure in September 2019. Due to the City's need for additional services, this agreement was subsequently amended three times and expires on June 30, 2023. Through a competitive bidding process, the evaluation team has selected St. Francis to continue providing on-call support and services to the City. Staff recommends that Council adopts a resolution authorizing the City Manager to execute a new PSA with St. Francis to ensure continuity of services following the expiration of the current agreement.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT:** Adopt a Resolution Authorizing the City Manager to Execute a Professional Services Agreement with St. Francis Electric, Inc., for a Total Not-to-Exceed Amount of \$900,000 for On-Call Traffic Signal and Streetlight Maintenance and Emergency Repair Support Services

**RECOMMENDATION**

That Council adopts a resolution (Attachment II) authorizing the City Manager to execute a Professional Services Agreement (PSA) with St. Francis Electric, Inc., (St. Francis) for on-call support and emergency repair services for traffic signal and streetlight infrastructure for a term of three years through June 30, 2026 for a Total Not-to-Exceed Amount of \$900,000.

**SUMMARY**

The City entered into an agreement with St. Francis Electric, Inc. to provide on-call support and emergency repair services for traffic signals and streetlight infrastructure in September 2019. Due to the City’s need for additional services, this agreement was subsequently amended three times and expires on June 30, 2023. Through a competitive bidding process, the evaluation team has selected St. Francis to continue providing on-call support and services to the City. Staff recommends that Council adopts a resolution authorizing the City Manager to execute a new PSA with St. Francis to ensure continuity of services following the expiration of the current agreement.

**BACKGROUND**

Hayward’s Public Works & Utilities Department is responsible for maintaining 146 traffic signals, over 8,000 streetlights, and additional devices such as flashing beacons, radar feedback signs, high intensity activated crosswalk beacons, and rectangular rapid flashing beacon signs. The City’s Traffic Signal Technician performs routine maintenance and repair services for the City’s traffic signals and streetlights, such as replacing signal detection, street light fixture repair, and overall inspection.

The On-Call Streetlight and Traffic Signal Maintenance and Emergency Repair services contract provides after-hours and weekend emergency services support, as well as support

for complex problem-solving and large labor-intensive projects. Services include, but are not limited to, repairing traffic signals and streetlights, testing and inspecting equipment, testing and locating detector loops and cameras, installing and modifying signal systems, painting, reviewing signal timing plans, assisting in the installation of a new traffic signal, installing and maintaining video detection systems, installing and troubleshooting the City's fiber optics network, and providing training to City staff as needed in the use of certain equipment.

The current agreement for on-call services with St. Francis expires on June 30, 2023.

## **DISCUSSION**

The current agreement with St. Francis will expire on June 30, 2023. A Request for Proposals (RFP) was prepared by staff and released to six firms and posted on the City's website on March 2, 2023. Staff evaluated two proposals received and determined that St. Francis was more qualified for the services needed, based on their experience in providing similar services to the City of Hayward, familiarity with the City's traffic signal system, and the firm's competitive rate structure.

## **ECONOMIC IMPACT**

This PSA provides significant benefits to Hayward residents, businesses, and patrons by facilitating the timely and efficient repairs to damaged streetlights, traffic signals, and other devices.

## **FISCAL IMPACT**

There will be no impact on the General Fund. The funding for these services will come from previously approved CIP budgets allocated for Streetlight and Traffic Maintenance. Staff recommends a Professional Service Agreement with St. Francis for an annual not-to-exceed-amount of \$300,000 annually (total \$900,000 for a three-year period).

## **STRATEGIC ROADMAP**

This agenda item is a routine operational item. Though St. Francis will not directly support implementation of Council's Strategic Roadmap, their services will support the implementation of the following planning documents and policies:

- The Hayward 2040 General Plan<sup>1</sup> has a Mobility Element and several related goals, including implementation of the Hayward Complete Streets Policy,<sup>2</sup> balancing multimodal systems, improving pedestrian facilities and bikeway, transportation demand management, and safe movement of goods throughout the City.

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<sup>1</sup> <https://www.hayward2040generalplan.com/mobility> .

<sup>2</sup> <https://www.hayward-ca.gov/your-government/city-council/complete-streets-strategic-initiative> .

- The Hayward Bicycle and Pedestrian Master Plan (BPMP)<sup>3</sup> is consistent with the Hayward 2040 General Plan and outlines efforts to improve pedestrian safety. These include the installation and maintenance of rectangular rapid flashing beacons, signal improvements, and pedestrian hybrid beacons, which will be performed by the vendor.

## **SUSTAINABILITY FEATURES**

This agenda item supports routine installation and maintenance of streetlight and traffic signal infrastructure and supports the City's sustainability initiatives by minimizing congestion, thereby reducing greenhouse gas emissions.

## **PUBLIC CONTACT**

No public contact has been made related to this agenda item.

## **NEXT STEPS**

If Council approves this request, the City Manager will execute a three-year agreement with St. Francis Electric, Inc., for an annual not-to-exceed amount of \$300,000, which will be in effect starting July 1, 2023, immediately following the expiration of the previous agreement with St. Francis Electric.

*Prepared by:* Sharon Hu, Management Analyst  
Kathy Garcia, Deputy Director of Public Works

*Recommended by:* Alex Ameri, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager

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<sup>3</sup> <https://www.hayward-ca.gov/content/bike-and-pedestrian-master-plan-update>.

HAYWARD CITY COUNCIL

RESOLUTION NO. 23-\_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH ST. FRANCIS ELECTRIC, INC., FOR A TOTAL NOT-TO-EXCEED AMOUNT OF \$900,000 FOR ON-CALL TRAFFIC SIGNAL AND STREETLIGHT MAINTENANCE AND EMERGENCY REPAIR SUPPORT SERVICES

WHEREAS, the On-Call Streetlight and Traffic Signal Maintenance services primarily provide after-hours and weekend emergency services support to the City traffic signal technician to maintain and repair streetlights and traffic signal equipment; and

WHEREAS, the City previously entered into an Agreement with St. Francis Electric, Inc., ("St. Francis") to provide on-call streetlight and signal maintenance services, which expired on July 5, 2019; and

WHEREAS, on September 13, 2019, through a competitive bid process, the City entered into another Agreement with St. Francis to continue providing on-call streetlight and traffic signal maintenance services; and

WHEREAS, the Agreement was amended three times and expires on June 30, 2023; and

WHEREAS, on a Request for Proposals (RFP) was prepared by staff and released to six traffic signal and streetlight maintenance firms, and posted on the City website; and

WHEREAS, two proposals were received in respond to the RFP and St. Francis was determined by staff to be the most qualified for the services needed, based on their experience in providing similar services to the City of Hayward, familiarity with the City traffic system, and the firm's competitive rate structure.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized to negotiate and execute a professional services agreement with St. Francis for on-call streetlight and traffic signal maintenance services in an amount not-to-exceed \$300,000 annually, with an expiration date of June 30, 2026, in a form approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2023

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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

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**File #:** WS 23-027

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT**

Strategic Roadmap: Review and Discuss Revisions to the City's Strategic Roadmap

**RECOMMENDATION**

That the Council reviews the attached documents and provides feedback on proposed revisions to the Strategic Roadmap.

**SUMMARY**

It has been three years since Council adopted the City's first three-year Strategic Roadmap. At the Council retreat on May 9, 2023, Council reviewed and discussed edits to the Vision Statement and Priority Areas adopted in 2020. In addition, Council discussed and dot voted on their priority projects for the next three years. Since May 9, staff reviewed Council's comments and dot votes and is proposing the attached revised Strategic Roadmap, which attempts to balance Council's priorities with staff capacity and previous commitments. Staff is seeking feedback on this revised draft, which staff will then incorporate into a final draft to present to Council for adoption on June 6, 2023.

**ATTACHMENTS**

- |                |   |
|----------------|---|
| Attachment I   | Staff Report                                  |
| Attachment II  | Edited Vision Statement                       |
| Attachment III | Edited Education City Lens                    |
| Attachment IV  | Proposed Revised Strategic Roadmap            |
| Attachment V   | Dot Voting Results                            |
| Attachment VI  | Staff Comments by Division                    |
| Attachment VII | Staffing Summary for Proposed FY2024 Projects |



**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT:** Strategic Roadmap: Review and Discuss Revisions to the City's Strategic Roadmap

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### **SUMMARY**

It has been three years since Council adopted the City's first three-year Strategic Roadmap. At the Council retreat on May 9, 2023, Council reviewed and discussed edits to the Vision Statement and Priority Areas adopted in 2020. In addition, Council discussed and dot voted on their priority projects for the next three years. Since May 9, staff reviewed Council's comments and dot votes and is proposing the attached revised Strategic Roadmap, which attempts to balance Council's priorities with staff capacity and previous commitments. Staff is seeking feedback on this revised draft, which staff will then incorporate into a final draft to present to Council for adoption on June 6, 2023.

### **BACKGROUND AND DISCUSSION**

Each year starting in 2020, the City Council has adopted a Strategic Roadmap to help Council prioritize projects and initiatives and to help staff understand where to focus resources. The process for Roadmap creation and adoption usually begins with a Council retreat in January or early February. This year, due to the orientation and appointment of four new Council Members, the retreat was postponed until May 9.

At the May 9 Council retreat, Council Members reviewed and discussed the Vision Statement and Priority Areas for the Roadmap, as well as a proposal to add an Education City lens. In addition, Council Members dot voted on their priority projects for the next three years. Over the past week, staff reviewed Council's comments and dot votes and is proposing the attached revisions, which attempt to balance Council's priorities with staff capacity and previous commitments. Staff is seeking feedback on this revised draft, which staff will then incorporate into a final draft to present to Council for adoption on June 6, 2023.

Due to the short turnaround between May 9 and now, staff has not yet completed the full meeting summary of the retreat. That summary will be complete by May 30 and attached to the staff report for the June 6 meeting.

Both Council and staff have provided general feedback about the Strategic Roadmap process. Staff is actively considering how to incorporate this feedback into next year's process, including the following items:

- As in past years, next year the retreat will be held in January or early February to give staff and Council more time for discussion, revisions, and incorporation into annual budget requests.
- Next year, staff will provide more information about which projects are required due to mandates or grant funding versus which projects have more flexibility. If it makes sense, staff may separate these projects.
- While most projects in the Roadmap are special projects or process improvements, a handful are more operational in nature and therefore have little flexibility (in the iceberg analogy, these would be below the water line). Next year, staff will work to separate these further.
- Next year, staff will provide up-front analysis of the estimated staff impact for each project by work group.

### ***Vision Statement***

On May 9, Council provided several recommendations for wording changes to the vision statement. In addition, there was discussion about the length of the vision, with a recommendation to either shorten the statement or include a summary version at the top that can be used for communication materials and other purposes. Attachment II shows staff's proposed revisions. Staff is seeking Council's feedback on the following options:

- 1) Only keep the longer statement (see redlined edits in Attachment II)
- 2) Keep the longer statement with a summary version at the top – Option 1 or 2
- 3) Only keep one of the two shorter statements – Option 1 or 2

### ***Education City Lens***

On May 9, Council discussed a proposal to add an Education City lens to the Strategic Roadmap, which identifies projects throughout the Roadmap that support the goal of having robust cradle-to-career educational opportunities for residents. There was not full consensus on the proposal at the retreat, though a majority of Council Members were comfortable with the lens approach. Council agreed to mark which projects they felt support the Education City goal during the dot voting exercise.

Attachment III shows staffs revisions to the lens based on Council comments at the retreat and Attachment IV shows an icon next to Council-identified Education City projects. Staff is seeking further feedback from Council on whether to include the Education City lens in the adopted roadmap, and if the attached revisions reflect Council's recommendations.

### ***Dot Voting Results***

On May 9, Council discussed projects in each of the six priority areas and made recommended edits, and then dot voted on these projects. Attachment V shows the redlined edits to the projects and the dot votes. Staff created a “score” for each project based on the number of red dots (first priority – 2 points) and blue dots (second priority – 1 point). Staff has color coded the score column in Attachment V to roughly show Council’s joint priorities: Green = the top third priority projects, Yellow = the second third, Orange = the last third.

The dot voting resulted in the addition of 14 Council-added projects, which are listed in Attachment V. If four or more Council Members placed a red dot next to a Council-added project, that project was added to the Roadmap. The Council-added projects with fewer than four red dots have been documented and will be included in the full meeting summary of the retreat for future reference.

### ***Alignment with Staff Resources and Previous Commitments***

The purpose of the dot voting exercise was to give staff general insight into Council’s collective priorities. Over the past week, staff reviewed the dot vote tallies from the retreat and created revisions to the timeline for the Roadmap that attempt to balance the Council’s priorities with staff capacity and previous commitments. Attachment VI shows staff comments to explain why staff is proposing to implement or delay each project in FY 2024, and the amount of time staff is recommending spending on projects in FY 2024.

Attachment IV shows a clean version of the Roadmap without staff’s comments and notes. Staff is seeking feedback from Council on any concerns or questions they have on this clean version before the June 6 adoption. The projects will be renumbered to the correct order after the May 23 work session.

### ***Staffing***

In past years, staff has not provided a staffing analysis of the Strategic Roadmap. Over the past week, staff members from each department have reviewed Council’s dot votes and provided a rough estimate of the hours needed to complete projects in FY 2024, which is shown in Attachment VII. Over the next year, staff will refine this analysis and explore project management tools to better show staff resources and impacts.

The recommended timelines for each project in the draft Strategic Roadmap (Attachment IV) assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.

Key current vacancies that impact the Strategic Roadmap include:

- Equity Officer
- Management Analyst in Community Services
- Economic Development Specialist
- Community Program Specialist in Economic Development
- Human Resources Manager – Employee and Labor Relations
- Human Resources Manager – Organizational Development

- Police Management Analyst
- Police Wellness Specialist
- Civil Engineering Technician
- Senior Transportation Engineer
- Associate Transportation Engineer
- Utilities Engineer

**FISCAL IMPACT**

Most projects in the Strategic Roadmap will be absorbed into annual departmental operating budgets or existing capital projects. After reviewing Council’s dot voting from the May 9 Retreat, staff is proposing the following additions to the FY 2024 General Fund Budget to fund high priority projects.

For each of these items, staff is seeking direction from Council on whether to add the item to the FY 2024 Budget, or revisit the item in a future year:

Item	Roadmap Project	Amount	Department
Software Subscription	Ticketing system for tracking Council/constituent requests	\$ 10,000	City Manager
Consultant Services	360 Evaluations and Executive Coaching for Department Heads	\$ 92,000	Human Resources
Gateway sign removal and replacement	Replacement of monument gateway sign on Jackson and Silva	\$ 200,000	Maintenance Services
Consultant Services	Broadband: Analysis of existing conditions and strategic plan	\$ 300,000	Public Works
Contract with Organization(s)	Expand litter collection services (like the Downtown Streets Team)	\$ 100,000	Public Works
	<b>TOTAL</b>	<b>\$ 702,000</b>	

**NEXT STEPS**

Based on Council’s feedback, staff will prepare any needed revisions to the Strategic Roadmap and to the FY 2024 Budget and will return to Council on June 6 for adoption. Once adopted, the revised document will be included in the Adopted FY 2024 Operating Budget document and reviewed and updated, if necessary, as part of the mid-year and annual budget processes.

*Prepared by:* Mary Thomas, Assistant to the City Manager  
 Irene Perez, Management Analyst  
 Emily Hwang, Management Fellow

*Recommended by:* Regina Youngblood, Assistant City Manager

Approved by:

A handwritten signature in black ink, appearing to read 'Kelly McAadoo', with a long horizontal stroke extending to the right.

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Kelly McAadoo, City Manager

# Redlined Vision Statement

Hayward City Council Retreat - May 9 2023

## Short vision statement

### **OPTION 1 (69 words)**

The City of Hayward is a place where people want to be. It has a growing economy, good housing options, cradle-to-career educational opportunities, and an inviting downtown. Its diverse and inclusive community is well supported with robust city services, and is kept healthy and safe through innovative programs. City staff have what they need to thrive in their work, and are proud to keep Hayward constantly improving.

### **OPTION 2 (37 words)**

The City of Hayward is a great place to live, with a growing economy, quality education, good housing, and innovative public safety programs. City staff are well supported and take pride in helping Hayward continually improve.

## Full revised vision statement (CLEAN - 458 words)

In the future, Hayward continues to grow in population and stature, becoming a destination city in the East Bay. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, attractive retail, outdoor dining, and inviting public spaces.

Diverse families live in healthy, inclusive 'complete communities' with stable housing, safe streets, excellent schools, cultural attractions, and community services. The city celebrates its diversity openly with cultural events, and protects that diversity with its commitment to equitable development. Hayward leads by developing important service partnerships between local and regional agencies.

Families are proud to live in an 'education city,' where the city actively supports them in taking advantage of the many local educational opportunities available. All residents know they will have a pathway from 'cradle to career' in Hayward.

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 making housing accessible and affordable to all, with new high density developments located near transit. The few who are unhoused are able to access the services necessary to thrive. Because demand is high, blighted properties throughout the city are re-developed and occupied.

Hayward continues to be a leader in climate resilience and environmental justice, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Clean, leafy and landscaped corridors are more walkable and bikeable. Hayward and its neighboring cities have 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.

Through innovative programs, Hayward has also aligned public safety with community expectations for effectiveness, response times, and engagement, leading to an overall reduction in harm, improved mental health, and better relationships within Hayward's diverse community.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City continues to develop innovative revenue sources and maintains a well-staffed and well-resourced workforce. The City is streamlining processes, using technology more effectively, and improving cross-department collaboration 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.

## Full revised vision statement (CHANGES TRACKED)

In the future~~In 5 to 10 years~~, Hayward ~~continues~~is continuing to grow in population and stature, becoming a destination city in the East Bay. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, ~~attractive~~exciting retail, outdoor dining, and inviting public spaces.

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Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City continues to develop innovative revenue sources and maintains a well-staffed and well-resourced workforce. The City is streamlining processes, ~~and~~ using technology more effectively, and improving cross-department collaboration 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.

# Education City Focus Projects

**We strive to build a city where all residents have access to quality educational opportunities and cradle-to-career support so they can achieve their life goals.**

The City is committed to working alongside our educational [and community](#) partners to support the academic success and future employment of Hayward's students. The City does this by actively participating in collaborations like the Hayward Promise Neighborhoods, growing the economy, ~~creating-facilitating~~ pipelines for [both private and public sector careers](#), ~~providing-partnering to provide~~ education and employment services, and communicating about educational opportunities and successes.



**Throughout this plan, we have identified projects with this icon that have an 'Education City' focus or services/projects that we are reviewing through an 'Education City' lens.**

**Questions we ask when we apply an 'Education City' lens to a service or project:**

- Have we communicated with our educational [and community](#) partners to align service offerings and create a more seamless service experience for Hayward families?
- ~~Will-How will~~ this service, project, or policy ~~generate-jobs~~ [create support or expand educational and/or economic opportunities for people in Hayward](#)? If so, are there ways we can ~~develop-facilitate and develop~~ [employment pipelines-with Hayward community and educational partners](#) for Hayward youth and residents to access those jobs?
- How are we communicating about education and economic opportunities [both in and around Hayward](#) to Hayward families? What barriers are there for people to access [this](#) information?
- Transportation specific: Does this project make it easier for families and students to get to their campuses and other educational resources?

**Strategic Roadmap  
FY2024 to FY2025+ Project List**



**Enhance Community Safety and Quality of Life**

✦ = Racial Equity Focus Project 📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Support Safe and Clean Neighborhoods</b>				
<b>Invest in Community-Centered Crime Response and Enforcement Models</b>				
Q1	Continue to implement and measure the HEART Pilot Program ✦			CM, FD, PD
Q2	Implement the recommendations from the Dispatch Assessment ✦			CM, FD, PD
Q3+ QC3 + QC5	Conduct an assessment of the Jail and other Community Services Officer functions. Convene quarterly meetings with residents and the Police Department to foster better communications.			PD
Q4	Seek and implement CALEA accreditation for the Police Department			PD
Q?	Conduct an analysis of the Community Advisory Panel for the Police Department			CM, PD
QC9	Enhance background checks for gun ownership and gun storage rules			PD
<b>Strengthen Emergency Preparedness, Planning, and Response</b>				
Q5	Update comprehensive Emergency Management Plan			FD
Q6	Reestablish the Hazardous Materials Response Team and research funding options for equipment			FD
Q?	Explore solutions for ambulance transfer			FD
<b>Invest in Cleanliness and Blight Reduction</b>				
Q7	Roll out a permanent illegal dumping prevention program ✦			MS
Q8 + QC22	Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts			CM, DS
Q9	Finalize community preservation ordinance to combat blight and enhance neighborhood livability ✦			DS
Q10	Create an analysis of the staffing and funding needs to create a public art program			CM
QC21	Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City			DS, MS
<b>Support Vibrant Communities</b>				
<b>Implement Community Enrichment and Social Support Programming</b>				
Q11	Continue to provide educational, cultural, and social support programs at the Hayward Library ✦📖			LB
Q12	Continue to provide family support programs through the Youth and Family Services Bureau ✦📖			PD
Q13	Continue to implement Hayward's People's Budget projects			CM
Q14	Continue to work with HARD on understanding recreational programs through the Master Lease ✦			CM

## Strategic Roadmap FY2024 to FY2025+ Project List



### Enhance Community Safety and Quality of Life

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Activate Public Spaces</b>				
Q15	Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage ✦			CM, LB
Q16	Work with partners to design programming for the future Stack Center Community Event Plaza 📖			CM, LB
QC18+ QC19	Increase the number of community meeting rooms across the city in collaboration with HUSD and HARD.			LB
<b>Invest in Community-Wide Internet Infrastructure and Access</b>				
Q17	Continue to provide internet connected devices and hotspots through the Library 📖			LB
Q18	Work with partners to identify funding for a strategic plan for Broadband			CM, IT, PW
<b>Strengthen Justice and Belonging</b>				
Q19	Continue to implement an internal racial equity training program ✦			CM
Q20+Q 21	Use the Racial Equity Toolkit to implement pilots across departments, and assess and pilot inclusive recruitment, retention, and promotion practices ✦			CM
Q22	Work with the survivors and descendants of Russell City to determine appropriate restitution ✦			CM

# Strategic Roadmap FY2024 to FY2025+ Project List



## Preserve, Protect, and Produce Housing for All

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Invest in Programs to House and Support People Experiencing Homelessness</b>				
H1	Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises ✦			CM
H2	Continue to oversee operations of the Navigation Center Annex ✦			CM
H3	Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program ✦			CM
H4	Continue to explore safe parking options along with encampment management ✦			CM
H5	Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding ✦			CM
<b>Incentivize Housing Production for All</b>				
H6	Create objective residential development standards & update zoning regulations to align with the General Plan			DS
H7	Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities ✦			DS
H8	Continue to create marketing materials to incentive housing production			DS
H9	Continue work on updating the Affordable Housing Ordinance ✦			DS
H10	Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types			DS
HC10	Work with BART to encourage Transit Oriented Development at the two Hayward stations			CM
<b>Protect the Affordability of Existing Housing</b>				
H11	Continue to pilot Tenant Relocation Emergency Fund ✦			DS
H12	Continue to implement the Foreclosure Prevention Program inclusive of loan restructuring, modification, and financial assistance ✦			DS
H13	Evaluate available funding to issue a Notice of Funding Availability (NOFA)			DS
H14	Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)			DS
HC3	Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties			DS

# Strategic Roadmap FY2024 to FY2025+ Project List



## Confront Climate Crisis & Champion Environmental Justice

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Reduce Greenhouse Gases and Dependency on Fossil Fuels</b>				
C1	Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)			PW
C2	Continue to collaborate with EBCE to provide public EV charging facilities			PW
C3	Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)			MS
C4	Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems			MS
CC1	Explore a partnership with EBCE to offer incentives to purchase electric appliances to encourage community members make the transition from gas to electric			PW
CC6	Ensure electric transit infrastructure such as EV chargers also serve e-bike and not just electric cars			PW
<b>Reduce waste by promoting a circular economy</b>				
C5	Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward			PW
C6	Continue to partner with Alameda County All In Eats to encourage food recovery			CM
<b>Mitigate climate crisis impacts through resilient design and community engagement</b>				
C7	Prepare an ordinance to create smoke-free multifamily housing			DS
C8	Plant 1,500 trees annually, directly and in partnership with community groups ✦			MS
C9	Update Tree Preservation Ordinance			DS, MS
C10	Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities ✦			PW
C11	Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan and provide an update to Council			DS
C12	Continue to pursue water conservation measures like increasing recycled water supplies			PW

# Strategic Roadmap FY2024 to FY2025+ Project List



## Invest in Infrastructure

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Invest in Multi-Modal Transportation</b>				
N1	Continue to implement major corridor traffic calming initiatives			PW
N2	Develop a micro-mobility policy (eBikes, eScooters)			PW
N3	Complete construction of Mission Boulevard phase 3			PW
N4	Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia ✦📖			PW
N5	Implement six intersections for Safe Route for Seniors in the downtown area			PW
N6	Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents			PW
NC10	Work with AC Transit to beautify bus shelters and improve ridership experience			PW
NC1	Evaluate the alternatives to the Downtown Loop			PW
<b>Invest in City Facilities &amp; Property</b>				
N7	Break ground on the Stack Center and continue fundraising for project needs 📖			PW, LB
N8	Construct La Vista Park			PW
N9 + NC9	Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue			MS, PW
N10	Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11			PW
N11	Continue Corporation Yard safety upgrades (ARPA project)			MS, PW
N12	Continue upgrades to Fleet facilities (ARPA project)			MS
N13	Continue upgrades to Animal Control facilities (ARPA project)			MS, PD, PW
N14	Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard			MS, PW
N15	Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism			CM, MS, PW, PD
N16	Create a preliminary concept plan for the Weekes Library to be eligible for potential grants ✦📖			LB, MS, PW
<b>Invest in Water Supplies, Sanitation Infrastructure &amp; Storm Sewers</b>				
N17	Replace an average of 2.5 miles of water pipelines annually			PW
N18	Replace an average of 2.5 miles of sewer lines annually			PW
N19	Design Water Pollution Control Facility Phase II upgrade			PW
N20	Develop a Recycled Water Master Plan			PW
N21	Implement Sustainable Groundwater Plan			PW

# Strategic Roadmap FY2024 to FY2025+ Project List



## Grow the Economy

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Invest in Programs that Support Hayward Business and Workers</b>				
E1	Work with the CEDC to identify priority sites and review concept plans, including downtown sites and Southland Mall			CM
E2	Complete remaining “Restaurant Relaunch” and façade program projects			CM
E3	Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center			CM
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>				
E4	Continue to roll out the Downtown District Activation pilot program which includes performance art			CM
E5	Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license ✦			DS
EC2	Provide an informational report on the Cabaret Ordinance and Conditional Use Permits and develop recommendations to update them			CM, DS
<b>Grow Educational Pathways and Workforce Development Pipelines</b>				
E6	Provide cradle to career educational programs for all ages through cross-agency pathways, in partnership with the Hayward Promise Neighborhoods ✦📖			LB
E7	Design and implement the ARPA Tuition Assistance program and job fair series with CSUEB, Chabot, EAROP and Hayward employers ✦📖			CM
E8	Continue the Fire Career Pathway Program with ROP and Chabot, and host 17 student fire fighters annually 📖			FD
E9	Continue the IT Department’s internship program 📖			IT
E10	Collaborate with Hayward’s educational institutions to streamline and amplify partner communications and achievements 📖			CM
EC3	Development recommendations for encouraging development of worker-cooperatives in Hayward. 📖			CM, FN
<b>Strategically Dispose of City Property</b>				
E11	Continue to work on Route 238 Corridor lands dispositions and development			CM
E12	Release solicitation for City Center disposition and development			CM
E13	Study the options for disposing of Successor Agency parcels on Mission Blvd			CM

# Strategic Roadmap FY2024 to FY2025+ Project List



## Strengthen Organizational Health

✦ = Racial Equity Focus Project    📖 = Education Focus Project

Projects		Y1	Y2+	Departments
<b>Strengthen Fiscal Sustainability and Transparency</b>				
R1	Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model			FIN
R2	Expand financial transparency and data sharing through platforms like OpenGov			FIN
R5	Prioritize Hayward's involvement in the creation of a Public Bank			FIN
<b>Strengthen and Streamline Customer Service and Access</b>				
R3	Conduct a language access assessment ✦			CM
R4	Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward			CM
R5	Assess hybrid meeting model for Board and Commissions and explore options to add additional meeting locations with hybrid capacity			CM, IT
RC6	Develop systems for tracking and responding to constituent requests for Council, such as using a ticketing system and having more informational updates online			CM
<b>Strengthen Employee Engagement, Professional Development, and Retention</b>				
R6	Develop talent acquisition plan for citywide and critical positions			HR
R7	Audit existing policies and HR processes for compliance including areas for revision and general enhancement			HR
R8	Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace			HR
RC7	Implement 360 evaluations for all department heads and simultaneously implement executive coaching			HR, CM
<b>Invest in a Safe Work Environment</b>				
R9	Conduct a workplace safety assessment for all workplace locations and implement phased improvements ✦			HR, PD, FR, MS
R10	Develop the Police Department's Wellness program			PD
<b>Optimize Access to Workforce Technology</b>				
R11 + RC2	Ensure up to date technologies and processes including the City's procurement system by optimizing ERP solution through use of different modules			FIN, IT
R12	Implement an IT Governance workgroup to ensure business alignment with technology solutions			IT

May 9, 2023 Dot Voting Results	Red Dot	Blue Dot	Score
<b>Enhance Community Safety &amp; Quality of Life</b>			
<b>SUPPORT SAFE AND CLEAN NEIGHBORHOODS</b>			
<b>Staff Proposed Projects</b>			
<b>Invest in Community-Centered Crime Response and Enforcement Models</b>			
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8
Q3+QC3+QC5 - Conduct an assessment of the Jail and other Community Services Officer functions. QC3-Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications. QC5-Provide an informational report to Council in FY2024 to determine which sworn officer responsibilities can be delegated to Community Service Officers to improve responsiveness and drive down staffing costs.	4	2	10
Q4 - Seek and implement CALEA accreditation for the Police Department	5	1	11
<b>Strengthen Emergency Preparedness, Planning, and Response</b>			
Q5 - Update comprehensive Emergency Management Plan	3	2	8
Q6 - Reestablish the Hazardous Materials Response Team and research funding options for equipment	3	1	7
<b>Invest in Cleanliness and Blight Reduction</b>			
Q7 - Roll out a permanent illegal dumping prevention program	2	2	6
Q8+QC22 - Engage owners of vacant building properties to encourage activation, starting in the downtown. QC22-Add additional enforcement against owners of empty storefronts	5	0	10
Q9 - Finalize community preservation ordinance to combat blight and enhance neighborhood livability	3	2	8
Q10 - Create an analysis of the staffing and funding needs to create a public art program	2	2	6
<b>SUPPORT VIBRANT COMMUNITIES</b>			
<b>Implement Community Enrichment and Social Support Programming</b>			
Q11 - Continue to provide educational, cultural, and social support programs at the Hayward Library	2	2	6
Q12 - Continue to provide family support programs through the Youth and Family Services Bureau	5	1	11
Q13 - Continue to implement Hayward People's Budget projects	1	2	4
Q14 - Continue to work with HARD on understanding recreational programs through the Master Lease	2	2	6
<b>Activate Public Spaces</b>			
Q15 - Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage	1	4	6
Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza	3	3	9
<b>Invest in Community-Wide Internet Infrastructure and Access</b>			
Q17 - Continue to provide internet connected devices and hotspots through the Library	4	2	10
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9
<b>Strengthen Justice and Belonging</b>			
Q19 - Continue to implement an internal racial equity training program	4	2	10
Q20+Q21 - Use the Racial Equity Toolkit to implement pilots in several departments. Assess and pilot inclusive recruitment, retention and promotion standards and practices	6	0	12
Q21 - Assess and pilot inclusive recruitment, retention and promotion standards and practices			
Q22 - Work with the survivors and descendants of Russell City to determine appropriate restitution	2	1	5
<b>Council Proposed Added Projects</b>			
QC9 - Enhance background checks for gun ownership and gun storage rules	4	1	9
QC18+QC19 - Increase the number of Community Meeting Rooms in Hayward, at Southland Mall or anywhere possible; Provide a report to Council on the process for reserving facilities through the Library, City building, and HARD. Have staff work with HUSD and HARD to activate community centers and pilot opening specific school campuses after instructional hours to provide residents access to their facilities. Success looks like 2-3 campuses open for public use with a funding and staffing structure agreed upon by the partner agencies.	5	5	15
QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	5	5	15

<b>May 9, 2023 Dot Voting Results</b>	<b>Red Dot</b>	<b>Blue Dot</b>	<b>Score</b>
<b>Preserve, Produce, and Protect Housing for All</b>			
<b>Staff Proposed Projects</b>			
<b>Invest in Programs to House and Support People Experiencing Homelessness</b>			
H1 - Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	6	0	12
H2 - Continue to oversee operations of the Navigation Center	5	0	10
H3 - Piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program	4	3	11
H4 - Continue to explore safe parking options along with encampment management	4	1	9
H5 - Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding (including hotel/motel conversion, tiny home, and single-family home conversion)	4	3	11
<b>Incentivize Housing Production for All</b>			
H6 - Create objective residential development standards & update zoning regulations to align with the General Plan	0	5	5
H7 - Explore program to convert tax-defaulted properties to affordable housing	6	1	13
H8 - Continue to create marketing materials to incentive housing production	1	1	3
H9 - Continue work on updating the Affordable Housing Ordinance	0	2	2
H10 - Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	0	2	2
<b>Protect the Affordability of Existing Housing</b>			
H11 - Continue to pilot a Tenant Relocation Emergency Fund	5	2	12
H12 - Continue to implement the Foreclosure Prevention Program	5	2	12
H13 - Evaluate available funding to issue a Notice of Funding Availability (NOFA)			0
H14 - Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)	1	1	3
<b>Council Proposed Added Projects</b>			
HC3 - Provide creative financing like down payment assistance or loan restructuring. Down payment assistance can help more buyers get unrestricted-deed properties. Loan restructuring, such as by offering a payment assistance loan or a balloon loan (due on sale), keeps people in their homes if they are otherwise subject to foreclosure.	4	6	14
HC10 - Work with BART to encourage Transit Oriented Development at the two Hayward stations	4	3	11
<b>Confront Climate Crisis and Champion Environmental Justice</b>			
<b>Staff Proposed Projects</b>			
<b>Reduce Greenhouse Gases and Dependency on Fossil Fuels</b>			
C1 - Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)	5	1	11
C2 - Continue to collaborate with EBCE to provide public EV charging facilities	5	2	12
C3 - Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)	0	6	6
C4 - Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	0	6	6
<b>Reduce Waste by Promoting a Circular Economy</b>			
C5 - Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	1	5	7
C6 - Continue to partner with Alameda County All In Eats to encourage food recovery	1	6	8
<b>Mitigate Environmental Impacts through Resilient Design and Environmental Health Programs</b>			
C7 - Prepare an ordinance to create smoke-free multifamily housing	3	1	7
C8 - Plant <del>1,000</del> 1,500 trees annually, directly and through work with community groups with neighborhood approach	7	0	14
C9 - Update Tree Preservation Ordinance	5	1	11
C10 - Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities	5	0	10

<b>May 9, 2023 Dot Voting Results</b>	<b>Red Dot</b>	<b>Blue Dot</b>	<b>Score</b>
C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council	5	1	11
C12 – Continue to pursue water conservation measures like increasing recycled water supplies	0	6	6
<b>Council Proposed Added Projects</b>			
CC1 - Explore a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances to help community members make the transition from gas to electric	4	1	9
CC6 - Sustainability Staff will work to 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	4	1	9
<b>Invest in Infrastructure</b>			
<b>Staff Proposed Projects</b>			
<b>Invest in Multi-Modal Transportation</b>			
N1 - Continue to implement major corridor traffic calming initiatives	4	0	8
N2 - Develop a micro-mobility policy (eBikes, eScooters)	4	0	8
N3 - Complete construction of Mission Boulevard phase 3	4	0	8
N4 - Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Cei	4	1	9
N5 - Implement six intersections for Safe Route for Seniors in the downtown area	4	0	8
N6 - Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents	3	3	9
<b>Invest in City Facilities &amp; Property</b>			
N7 - Break ground on the Stack Center and continue fundraising for project needs	4	2	10
N8 - Continue to work towards construction of La Vista Park	5	2	12
N9 + NC8- Complete Jackson Corridor landscape beautification. <b>Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue</b>	5	2	12
N10 - Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	0	4	4
N11 - Continue Corporation Yard safety upgrades (ARPA project)	4	1	9
N12 - Continue upgrades to Fleet facilities (ARPA project)	0	1	1
N13 - Continue upgrades to Animal Control facilities (ARPA project)	4	1	9
N14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard	0	2	2
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building	2	4	8
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	1	5	7
<b>Invest in Water Supplies, Sanitation Infrastructure &amp; Storm</b>			
N17 - Replace an average of 2.5 miles of water pipelines annually	2	4	8
N18 - Replace an average of 2.5 miles of sewer lines annually	3	4	10
N19 - Design Water Pollution Control Facility Phase II upgrade	3	2	8
N20 - Develop a Recycled Water Master Plan	2	3	7
N21 - Implement Sustainable Groundwater Plan	0	4	4
<b>Council Proposed Added Projects</b>			
NC1 - <b>Evaluate</b> the alternatives to the downtown loop	6	0	12
NC10 - Work with AC Transit to beautify bus shelters <b>and improve ridership experience</b>	4	4	12
<b>Grow the Economy</b>			
<b>Staff Proposed Projects</b>			
<b>Invest in Programs that Support Hayward Business and Workers</b>			
E1 - Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall	5	0	10
E2 - Complete remaining “Restaurant Relaunch” and façade program projects	4	2	10

<b>May 9, 2023 Dot Voting Results</b>	<b>Red Dot</b>	<b>Blue Dot</b>	<b>Score</b>
E3 - Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses	1	4	6
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>			
E4 - Continue to roll out Downtown District Activation pilot program that includes performance art	5	0	10
E5 - Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license	4	1	9
<b>Grow Educational Pathways and Workforce Development Pipelines</b>			
E6 - Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods	4	3	11
E7 - Design and implement the ARPA Tuition Assistance program with Cal State East Bay, Chabot College, and Eden Area Regional Occupational Program	2	4	8
E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services agreement with Chabot	4	1	9
E9 - Continue the IT Department’s internship program	1	4	6
E10 - Work cooperatively with Hayward’s educational institutions to streamline and amplify partner communications and achievements	2	2	6
<b>Strategically Dispose of City Property</b>			
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10
E12 - Release solicitation for City Center disposition and development	4	3	11
E13 - Study the options for disposing of Successor Agency parcels on Mission Blvd	0	1	1
<b>Council Proposed Added Projects</b>			
EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ration, and Happy Hour), and offer recommendations to update them.	4	2	10
EC3 - Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).	4	1	9
<b>Strengthen Organizational Health</b>			
<b>Staff Proposed Projects</b>			
<b>Strengthen Fiscal Stability and Transparency</b>			
R1 - Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	5	1	11
R2- Expand financial transparency and data sharing through platforms like OpenGov	3	3	9
<b>Strengthen and Streamline Customer Service and Access</b>			
R3 - Conduct a language access assessment	2	4	8
R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5
R5 - Continue to implement and assess hybrid meetings options for Board and Commissions	2	1	5
<b>Strengthen Employee Engagement, Professional Development, and Retention</b>			
R6 - Develop talent acquisition plan for citywide and critical positions	5	1	11
R7 - Audit existing policies and HR processes for compliance including areas for revision and general enhancement	1	4	6
R8 - Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	4	3	11
<b>Invest in a Safe Work Environment</b>			
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4
R10 - Develop the Police Department’s Wellness program	3	2	8

<b>May 9, 2023 Dot Voting Results</b>	<b>Red Dot</b>	<b>Blue Dot</b>	<b>Score</b>
<b>Optimize Access to Workforce Technology</b>			
R11+RC2 - Optimize ERP solution by supporting use of different modules, including the City's procurement system and ensure we have up to date technology in place. RC2-Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place	3	3	9
R12 - Implement an IT Governance workgroup to ensure business alignment with technology solutions	0	3	3
<b>Council Proposed Added Projects</b>			
RC5 - Prioritize Hayward's involvement in the creation of a Public Bank, creating the potential for our city to divest in fossil fuels, unlock capital for development and small business investments, and securing decision-making power through the Bank's governance structure	5	3	13
RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area	5	2	12
RC7 - As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads that includes feedback from subordinates, enabling the City Manager to provide better support to personnel and make more informed decisions regarding staffing. <del>Management evaluations should be summarized and presented to Council on a regular basis.</del>	4	3	11

FY2024 Proposed Strategic Roadmap Projects by Division FTE Capacity to Work on Roadmap Projects in FY24 = the number of FTEs in your work group (for example 0.2 of one person + 0.6 of another = 0.8 FTE) that have capacity in FY24 to work on these projects. <i>The "FTE Impact" for FY24 should be roughly equal the "FTE Capacity."</i>	Red Dot	Blue Dot	"Score" Green = top third, yellow = second third, orange = last third	Project in more than one Work Group	STAFF RECOMMENDATION			ATTACHMENT VI	
					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)	Current Key Vacancies Assigned to this Project	New Costs for FY24 (for Council added projects being implemented in FY24)
<b>City Manager's Administration   FTE Capacity to Work on Roadmap Projects in FY24* = 5</b>					5				\$ 10,000
Q20 - Use the Racial Equity Toolkit to implement pilots in several departments	6	0	12		0.5		Implement in FY24 - CMO Lead	Equity Officer	
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12	X	0.2	Continue	Continue implementation in FY24 with Police and Fire		
RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area	5	2	12		0.6		Implement in FY24		\$10,000 for Zendesk subscription
E12 - Release solicitation for City Center disposition and development	4	3	11		0.1		Implement in FY24 using salary savings to hire a consultant to work on disposition projects		
RC7 - As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads that includes feedback from subordinates, enabling the City Manager to provide better support to personnel and make more informed decisions regarding staffing. <b>Simultaneously, implement executive coaching.</b>	4	3	11	X	0.2	Continue	Begin implementation in FY24, including starting executive coaching, with additional rollout in FY25 (in partnership with HR)		Funding shown in HR
HC10 - Work with BART to encourage Transit Oriented Development at the two Hayward stations	4	3	11		0.1		BART staff will provide a report to Council in fall 2023 about potential opportunities. This is part of the Housing Element, as required by HCD and BART is aware.		
<b>Adding Project:</b> Conduct an analysis of the Community Advisory Panel for the Police Department			NA	X	0.2		Adding this project to FY24 because it was raised in another meeting as a Council priority (in partnership with Police)		
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10	X	0.1		Implement in FY24 using salary savings to hire a consultant to work on disposition projects		
Q19 - Continue to implement an internal racial equity training program	4	2	10		0.2	Continue	Continue implementation in FY24	Equity Officer	
N7 - Break ground on the Stack Center and continue fundraising for project needs	4	2	10	X	0.5	Continue	Include in FY24 - Project already started & grant deadlines (in partnership with Public Works-Engineering and Library)		
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9	X		Start	Delay to FY25 due to lack of staff capacity and funding (in partnership with Public Works-Engineering and IT)		Funding shown in Public Works
Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza	3	3	9	X	0.3	Continue	Include in FY24 - Plaza opens July 2024, so work needs to begin now (in partnership with Library)		
R2- Expand financial transparency and data sharing through platforms like OpenGov	3	3	9	X	0.2	Continue	Launch internal data team in FY24 to measure baselines for all performance metrics in the budget - combine with Lean Innovation trainings		
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8	X	0.2	Continue	Include in FY24 - High priority for staff (in partnership with PD and Fire)		
R3 - Conduct a language access assessment	2	4	8	X	0.2		Include in FY24 - Project already started & it's a requirement for CDBG/HOME funds	Equity Officer	
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including funding mechanism	2	4	8	X	0.3		Include in FY24 - Project already started & commitments made (in partnership with Police and Public Works-Engineering)		
C6 - Continue to partner with Alameda County All In Eats to encourage food recovery	1	6	8		0.2	Continue	Complete the existing grant-funding Food Action Plan and delay any future work until FY25 or FY26		
Q14 - Continue to work with HARD on understanding recreational programs through the Master Lease	2	2	6		0.1	Continue	Further exploration of this topic to occur at the July HLAC meeting - Staff will spend some effort in FY24, and possibly expand the effort in FY25 based on input from Council		
E3 - Continue to partner with DSAL to build and launch the commercial kitchen incubator program at the Stack Center, which could potentially be expanded to incubate other types of businesses	1	4	6		0.1	Continue	Include in FY24 - Project already started & commitments made		
Q10 - Create an analysis of the staffing and funding needs to create a public art program	2	2	6			Start	Delay to FY25 or FY26 due to lower Council priority and a lack of capacity		
Q15 - Design and Install Heritage Plaza Art Pieces to Honor Indigenous and Russell City Heritage	1	4	6		0.1		Include in FY24 - Project already started & commitments made		
Q22 - Work with the survivors and descendants of Russell City to determine appropriate restitution	2	1	5		0.2		Include in FY24 - Project already started & commitments made	Equity Officer	
R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5	X		Start	Delay to FY25 due to lower Council priority and lack of capacity		
Q13 - Continue to implement Hayward People's Budget projects	1	2	4	X	0.4		Include in FY24 - Project already started & commitments made (in partnership with Community & Media Relations)		
E13 - Study the options for disposing of Successor Agency parcels on Mission Blvd	0	1	1			Continue	Delay to FY25 or FY26 due to lower Council priority and a lack of capacity		

FY2024 Proposed Strategic Roadmap Projects by Division FTE Capacity to Work on Roadmap Projects in FY24 = the number of FTEs in your work group (for example 0.2 of one person + 0.6 of another = 0.8 FTE) that have capacity in FY24 to work on these projects. <i>The "FTE Impact" for FY24 should be roughly equal the "FTE Capacity."</i>	Red Dot	Blue Dot	"Score" Green = top third, yellow = second third, orange = last third	Project in more than one Work Group	STAFF RECOMMENDATION			Current Key Vacancies Assigned to this Project	New Costs for FY24 (for Council added projects being implemented in FY24)
					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)		
<b>Community &amp; Media Relations   FTE Capacity to Work on Roadmap Projects in FY24* = 0.9</b>					0.9				\$ -
RC6 - Develop systems for tracking and responding to constituent requests for Council, other than the email account, such as using a ticketing system, having more informational updates online, or having more administrative support for this area	5	2	12		0.3		Implement in FY24 - CMO Admin Lead		Budget shown in CMO Admin
R3 - Conduct a language access assessment	2	4	8	X	0.1		Include in FY24 - Project already started & it's a requirement for CDBG/HOME funds		
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including funding mechanism	2	4	8	X	0.2		Community & Media Relations will support this project specifically on assessing possible funding mechanisms		
E10 - Work cooperatively with Hayward's educational institutions to streamline and amplify partner communications and achievements	2	2	6			Start	Delay to FY25 or FY26 due to lower Council priority and a lack of capacity		
R5 - Assess how the hybrid meetings for Board and Commissions are functioning and explore options for adding additional meeting locations in Hayward with hybrid capacity	2	1	5	X	0.1	Continue	Partial implementation in FY24, with continued implementation in FY25 or FY26		
R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5	X		Start	Delay to FY25 due to lower Council priority and lack of capacity		
Q13 - Continue to implement Hayward People's Budget projects	1	2	4	X	0.2		Include in FY24 - Project already started & commitments made		
<b>Community Services   FTE Capacity to Work on Roadmap Projects in FY24* = 1.9</b>					1.9				\$ -
H1 - Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises	6	0	12		0.4	Continue	Implement in FY24		
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12	X	0.3	Continue	Implementation is ongoing and will continue in FY24	Management Analyst	
H3 - Pilot a shallow subsidy program for homelessness prevention	4	3	11		0.2		Implementation is ongoing and will continue in FY24	Management Analyst	
H5 - Leverage partnerships to support acquisition and rehabilitation projects through State Homekey funding (including hotel/motel conversion, tiny home, and single-family home conversion)	4	3	11	X	0.3		Implementation is ongoing and will continue in FY24	Management Analyst	
H2 - Continue to oversee operations of the Navigation Center	5	0	10		0.3	Continue	Implementation is ongoing and will continue in FY24		
H4 - Continue to explore safe parking options along with encampment management	4	1	9	X	0.4	Continue	Continue the work that has already begun on this, but delay any further exploration to FY25 due to lack of staff capacity and funding		
<b>Economic Development   FTE Capacity to Work on Roadmap Projects in FY24* = 1.1</b>					1.1				\$ -
E1 - Work with the CEDC to identify priority sites throughout Hayward and review concept plans, including key downtown sites and Southland Mall	5	0	10		0.2	Continue	Implementation is ongoing and will continue in FY24		
E4 - Continue to roll out Downtown District Activation pilot program that includes performance art	5	0	10		0.3		Implementation is ongoing and will continue in FY24		
Q8+QC22 - Engage owners of vacant building properties to encourage activation, starting in the downtown.QC22-Add additional enforcement against owners of empty storefronts	5	0	10	X	0.2	Continue	For FY24, ED and DSD will provide an informational report about current activities - additional enforcement cannot happen without an ordinance update (see Code Enforcement)	Economic Development Specialist/ Community Program Specialist	
E2 - Complete remaining "Restaurant Relaunch" and façade program projects	4	2	10		0.2		Implementation is ongoing and will continue in FY24		
EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ratio, and Happy Hour, <b>Conditional Use Permits Requirements for Targeted Industries</b> ), and offer recommendations to update them.	4	2	10	X		Start	Delay to FY25 due to lack of staff capacity and funding for a consultant (estimated \$15,000 needed)	Economic Development Specialist/ Community Program Specialist	
EC3 - <b>Development recommendations for encouraging development of worker-cooperatives in Hayward.</b> Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff present <b>develop</b> a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).	4	1	9	X		Start	Delay to FY25 due to lack of staff capacity and funding for a consultant	Economic Development Specialist/ Community Program Specialist	
E7 - Design and implement the ARPA Tuition Assistance program <b>and job fair series</b> with Cal State East Bay, Chabot College, Eden Area Regional Occupational Program <b>and Hayward employers</b>	2	4	8		0.2		Include in FY24 - Project already started & commitments made		
<b>Housing   FTE Capacity to Work on Roadmap Projects in FY24* = 0.9</b>					0.9				\$ -
<del>H7 - Explore program to convert tax-defaulted properties to affordable housing</del> <b>Updated: Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities</b>	6	1	13		0.2	Continue	Updated based on Council direction from April 25th work session		

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					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)		
H11 - Continue to pilot a Tenant Relocation Emergency Fund	5	2	12		0.1		Implementation is ongoing and will continue in FY24		
H12 - Continue to implement the Foreclosure Prevention Program <b>inclusive of loan restructuring, modification, and financial assistance</b>	5	2	12		0.1		Updated to include elements of HC3 that are being provided by existing Program		
HC3 - Provide creative financing like down payment assistance <del>or loan restructuring</del> . Down payment assistance can help more buyers get unrestricted-deed properties. <del>Loan restructuring, such as by offering a payment assistance loan or a balloon loan (due on sale), keeps people in their homes if they are otherwise subject to foreclosure.</del>	4	3	11		0.25	Continue	Moved deleted language to H12 as it is included in an existing program		
H8 - Continue to create marketing materials to incentive housing production	1	1	3			Start	Revisit in FY26		
H9 - Continue work on updating the Affordable Housing Ordinance	0	2	2			Start	Revisit in FY26		
H13 - Evaluate available funding to issue a Notice of Funding Availability (NOFA)	0	0	0		0.25		Include in FY 24 - There is an affordable housing project with a funding gap and construction start deadline		
<b>Code Enforcement   FTE Capacity to Work on Roadmap Projects in FY24* = 0.65</b>					0.65				\$ -
Q8+QC22 - Engage owners of vacant building properties to encourage activation, starting in the downtown.QC22-Add additional enforcement against owners of empty storefronts	5	0	10	X	0.25	Continue	For FY24, ED and DSD will provide an informational report about current activities and conduct additional education - any updates to the ordinance would be done in FY25 or FY26 due to lack of staff capacity in FY24		
Q9 - Finalize community preservation ordinance to combat blight and enhance neighborhood livability	3	2	8		0.1		This item will come to Council in June and implementation will begin in FY24		
C7 - Prepare an ordinance to create smoke-free multifamily housing	3	1	7		0.3		This project is moving and commitments have been made		
<b>Planning   FTE Capacity to Work on Roadmap Projects in FY24* = 1.6</b>					1.6				\$ -
C9 - Update Tree Preservation Ordinance	5	1	11	X	0.2		Implement in FY24		
C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council	5	1	11	X	0.1	Continue	Projects are CIP based when grant funding becomes available - Public Works Environmental Services is the primary lead		
EC2 - Economic Development Staff will provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ratio, and Happy Hour, <b>Conditional Use Permits Requirements for Targeted Industries</b> ), and offer recommendations to update them.	4	2	10	X		Start	Delay to FY25 due to lack of staff capacity and funding for a consultant (Economic Development is the lead on this project)		
E5 - Finalize Sidewalk Vendor Ordinance and provide a training on how to apply for a business license	4	1	9	X	0.3		Adoption and implementation will happen in FY24 - Project has started		
H6 - Create objective residential development standards & update zoning regulations to ensure conformance with the General Plan	0	5	5		0.1		This item is in motion and will come to Council in September for final adoption and implementation will begin in FY24		
H14 - Amend the Municipal Code to establish residential replacement requirements pursuant to State Law (AB 1397)	1	1	3	X	0.4	Continue	The City is obligated to begin work on this, per State legislation		
H10 - Amend the Municipal Code to address Housing Element Actions related to housing for a variety of income levels and housing types	0	2	2	X	0.5	Continue	The City is obligated to begin work on this, per the Housing Element - work will begin in FY24 and continue in FY25 and FY26		
<b>Finance   FTE Capacity to Work on Roadmap Projects in FY24* = 0.8</b>					0.8				\$ -
RC5 - Prioritize Hayward's involvement in the creation of a Public Bank, creating the potential for our city to divest in fossil fuels, unlock capital for development and small business investments, and securing decision-making power through the Bank's governance structure	5	2	12		0.2	Continue	In FY 2024, staff will be taking part in the upcoming creation of the Public Bank stakeholders board		
R1 - Hold a work session with the Council to provide an overview of the updated General Fund Long Range Financial model	5	1	11		0.3		In Fall 2024, staff will hold and facilitate a work session with Council to provide an overview of the updated General Fund model		
E11 - Continue to work on Route 238 Corridor lands dispositions and development	4	2	10	X	0.1	Continue	In FY 2024, staff will work with a subject matter expert consultant to continue work on the disposition and development of Route 238 corridor land/property.		
EC3 - <b>Development recommendations for encouraging development of worker-cooperatives in Hayward.</b> Put forward incentives to create worker-cooperatives in Hayward. Action Steps: Have Economic Development Staff <del>present</del> <b>develop</b> a strategy to encourage the development of worker-cooperatives in Hayward, including but not limited to: potential tax incentives, building networks for educational and legal support, creating materials that promote worker-ownership, and potential policy recommendations (such as offering employees the right of first refusal to purchase small businesses in the case of owner retirement).	4	1	9	X		Start	Project lead = Economic Development. Delay to FY25 due to lack of staff capacity and funding for a consultant (estimated \$15,000 needed)		

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					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)		
R2- Expand financial transparency and data sharing through platforms like OpenGov	3	3	9	X	0.1	Continue	In FY 2024, staff will leverage and implement additional modules in the OpenGov platform to enhance financial transparency.		
R11+RC2 - Optimize ERP solution by supporting use of different modules, including the City's procurement system and ensure we have up to date technology in place. RC2 Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place	3	3	9	X	0.1		In FY 2024, full implementation of a procurement solutions (OpenGov)		
<b>Fire   FTE Capacity to Work on Roadmap Projects in FY24* = 9.1</b>					9.1				\$ -
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12	X	5	Continue	Implementation is ongoing and will continue in FY24		
<b>Adding Project:</b> Explore solutions for ambulance transfer			NA		0.5	Continue	Adding this project per conversations with Council		
E8 - Continue Fire career pathway program with ROP and Chabot – have 17 student fire fighters – execute instructional services agreement with Chabot	4	1	9		1	Continue	Working through the details of the Chabot partnership at the new Fire Training Center is a key goal for FY 2024		
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8	X	1		Include in FY24 - High priority for staff (in partnership with PD and Fire)		
Q5 - Update comprehensive Emergency Management Plan	3	2	8		0.5	Continue	After rolling out a significant effort in spring 2023, the work will continue in FY 2024, but slow down due to competing priorities		
Q6 - Reestablish the Hazardous Materials Response Team and research funding options for equipment	3	1	7		1		In the process of ordering equipment using one time funding - About 30 people will train a few hour a week in Fy 2024		
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4	X	0.1	Continue	Continue phased implementation in FY 2024, including the City Hall parking garage - this is a high priority for staff		
<b>Human Resources   FTE Capacity to Work on Roadmap Projects in FY24* = 3.5</b>					3.5				\$ 92,000
R8 - Develop citywide compensation philosophy to create and define consistent internal benchmarks and alignment in comparator marketplace	4	3	11		0.5		Implement in FY 2024	HR Manager - Employee and Labor Relations	
R6 - Develop talent acquisition plan for citywide and critical positions	5	1	11		0.25		Implement in FY 2024		
RC7 - As part of "Invest in a Safe Work Environment": Implement 360 evaluations for all department heads that includes feedback from subordinates, enabling the City Manager to provide better support to personnel and make more informed decisions regarding staffing. <b>Simultaneously, implement executive coaching.</b>	4	3	11	X	0.25		Begin implementation in FY24, including starting executive coaching, with additional rollout in FY25 (in partnership with CMO)	HR Manager - Organizational Development	92,000 (includes 360s and 6-months of coaching)
R7 - Audit existing policies and HR processes for compliance including areas for revision and general enhancement	1	4	6		1.5	Continue	In FY24, Staff will work on policies in real-time, as needed. Staff will not dedicate FTEs to a focused workload/assignment specific to auditing policies.	HR Manager - Employee and Labor Relations	
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4	X	1	Continue	Continue COVID-related activities and other workplace safety efforts like testing safety buttons - this is a high priority for staff		
<b>Information Technology   FTE Capacity to Work on Roadmap Projects in FY24* = 1.85</b>					1.85				\$ -
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9	X	0.25		Provide an initial informational report to CIC on the current state of Broadband and release a an RFP to select a consultant to complete a strategic analysis		Budget reflected in Public Works Engineering
R5 - Assess how the hybrid meetings for Board and Commissions are functioning and explore options for adding additional meeting locations in Hayward with hybrid capacity	2	1	5	X	0.25	Continue	Staff will begin review in FY24 to determine cost and viability		
R4 - Conduct a post-COVID assessment of on-line and in-person customer service needs, including Access Hayward	1	3	5	X	0.1	Continue	Partial implementation in FY24, with continued implementation in FY25 or FY26		
R12 - Implement an IT Governance workgroup to ensure business alignment with technology solutions	0	3	3		0.25		Currently an IT Strategic goal for FY24		
E9 - Continue the IT Department's internship program	1	4	6		1		Expanding the internship program from 2 to 3 positions in FY24		
<b>Library   FTE Capacity to Work on Roadmap Projects in FY24* = 20.4</b>					20.4				\$ -
QC18+QC19 - Increase the number of Community Meeting Rooms in Hayward, at Southland Mall or anywhere possible; Provide a report to Council on the process for reserving facilities through the Library, City building, and HARD. Have staff work with HUSD and HARD to activate community centers and pilot opening specific school campuses after instructional hours to provide residents access to their facilities. Success looks like 2-3 campuses open for public use with a funding and staffing structure agreed upon by the partner agencies.	5	2	12	X	0.1	Continue	Library staff will partner with Maintenance-Facilities to provide an informational report on reservations for Library and other City facilities. Staff will conduct an initial review of opportunities with HLAC agencies in FY 2024. Any addition effort from City staff will likely be delayed to FY2025 due to lack of staff capacity		
E6 - Provide cradle to career educational programs for all ages with an emphasis on creating cross-agency pathways, in partnership with the Hayward Promise Neighborhoods	4	3	11		8	Continue	This is a core function of the Library Department and will be expanded by 2.5 staff in partnership with Hayward Promise Neighborhoods		
Q17 - Continue to provide internet connected devices and hotspots through the Library	4	2	10		4	Continue	Implement in FY24		
N7 - Break ground on the Stack Center and continue fundraising for project needs	4	2	10	X	0.1	Continue	Partner with CMO Administration on this effort		

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					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)		
Q16 - Work with partners to design programming for the future Stack Center Community Event Plaza	3	3	9	X	0.1	Continue	Partner with CMO Administration on this effort		
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	1	5	7	X	0.1		Include in FY24 - Project already started & commitments made		
Q11 - Continue to provide educational, cultural, and social support programs at the Hayward Library	2	2	6		8		This is a core function of the Library Department		
<b>Maintenance Services   FTE Capacity to Work on Roadmap Projects in FY24* = 5</b>					5				\$ 200,000
C8 - Plant 1,500 trees annually, directly and through work with neighborhood approach	7	0	14		0.5		Based on current staffing shortfall coupled with new tree planting goal, we will need to add 2.0 FTE every 3 years to have a sustainable tree maintenance program to maintain these trees in perpetuity		
N9 + NC8- Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue	5	2	12	X	2.5		Implement in FY24, assuming budget is approved for new monument		\$ 200,000.00
C9 - Update Tree Preservation Ordinance	5	1	11	X	0.1		Implement in FY24 (DSD is the lead)		
N11 - Continue Corporation Yard safety upgrades (ARPA project)	4	1	9	X	0.25	Continue	Partial implementation in FY24 - This project is spread over three years		
N13 - Continue upgrades to Animal Control facilities (ARPA project)	4	1	9	X	0.25	Continue	This will happen in late FY24, per the funding requirement		
C3 - Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)	0	6	6		0.25		Analysis is midway - this will go to the CIC in FY24 with a price tag		
C4 - Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems	0	6	6		0.1	Continue	Project underway utilizing current CIP funding		
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building	2	4	8	X	0.1	Continue	Project is underway		
N14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard	0	2	2	X	0.1	Continue	This is being led by Public Works		
N12 - Continue upgrades to Fleet facilities (ARPA project)	0	1	1		0.25		This will be completed in FY 2024 - commitments have been made		
Q7 - Roll out a permanent illegal dumping prevention program	2	2	6		0.5	Continue	Implementation is ongoing and will continue in FY24		
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4	X	0.1		Facilities will assist as needed; HR/Risk Management should lead		
<b>Police   FTE Capacity to Work on Roadmap Projects in FY24* = 33.9</b>					33.9				\$ -
Q1 - Continue to implement and measure the HEART Pilot Program	6	0	12	X	3.5	Continue	Implementation is ongoing and will continue in FY24		
Q4 - Seek and implement CALEA accreditation for the Police Department	5	1	11		1.5	Continue	One person oversees the accreditation process - all the managers provide data and information for 490 standards		
Q12 - Continue to provide family support programs through the Youth and Family Services Bureau	5	1	11		12	Continue	Implementation is ongoing and will continue in FY24		
QC6 - Increase coordination around human trafficking, truancy, and child abuse	4	3	11		7		In FY24, staff will provide an informational report on current conditions and barriers to/opportunities for coordination		
<b>Adding Project: Q?</b> - Conduct an analysis of the Community Advisory Panel for the Police Department			NA	X	0.2		Adding this project to FY24 because it was raised in another meeting as a Council priority (in partnership with the City Manager's Office)		
Q3+QC3+QC5 - Conduct an assessment of the Jail and other Community Services Officer functions. QC3- Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications. QC5-Provide an informational report to Council in FY2024 to determine which sworn officer responsibilities can be delegated to Community Service Officers to improve responsiveness and drive down staffing costs.	4	2	10		2		Work in underway and ongoing. Staff will provide a report on the assessment in FY24		
EC2 - Provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance, the Alcohol ratio, and Happy Hour, <b>Conditional Use Permits Requirements for Targeted Industries</b> ), and offer recommendations to update them.	4	2	10	X		Start	Delay to FY25 due to lack of staff capacity and funding for a consultant (Economic Development is the lead on this project)		
N13 - Continue upgrades to Animal Control facilities (ARPA project)	4	1	9	X	1		Existing ARPA funding, this also includes future facilities assessment		
QC9 - Enhance background checks for gun ownership and gun storage rules	4	1	9		0.1		Background checks are not within the purview of the Hayward Police Department. Staff will resend a recent staff report with some additional context in FY24.		
Q2 - Implement the recommendations from the Dispatch Assessment	4	0	8	X	3	Continue	Implementation is ongoing and will continue in FY24. This is a high priority for staff		

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R10 - Develop the Police Department's Wellness program	3	2	8		2		Getting this project off the ground will require hiring a new position + project work from the division manager	Police Wellness Specialist	
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building, including funding mechanism	2	4	8	X	1.5		Project is underway	Budget Analyst	
R9 - Conduct a workplace safety assessment for all workplace locations and implement phased improvements	0	4	4	X	0.1		Continue phased implementation in FY 2024, including the City Hall parking garage - this is a high priority for staff		
<b>Engineering Design   FTE Capacity to Work on Roadmap Projects in FY24* = 4.65</b>					4.65				\$ 300,000
N8 - Continue to work towards construction of La Vista Park	5	2	12		1.25	Continue	Implement in FY24		
N9 + NC8- Complete Jackson Corridor landscape beautification. Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue	5	2	12	X	0.2		Support Maintenance Services with the gateway sign	Engineering Technician	Budget in Maintenance Services
N7 - Break ground on the Stack Center and continue fundraising for project needs	4	2	10	X	0.75	Continue	Project underway with grant funding. Engineering will play a lead role in the construction oversight		
Q18 - Work with partners to identify funding for a strategic plan for Broadband	4	1	9	X	0.25		Provide an initial informational report to CIC on the current state of Broadband and release a an RFP to select a consultant to complete a strategic analysis		\$300,000
N3 - Complete construction of Mission Boulevard phase 3	4	0	8		1.25		Project is underway		
N15 - Provide CIC a needs assessment/preliminary feasibility report on a new Police Building	2	4	8	X	0.25	Continue	Project is underway		
N16 - Create a preliminary concept plan for the Weekes Library to be eligible for potential grants	1	5	7	X	0.25		Project is underway		
N10 - Continue City parking lot upgrades, with a focus on parking lots 7, 8, and 11	0	4	4		0.2		Project is underway and commitments made		
N14 - Provide CIC a needs assessment/preliminary feasibility report on a new Corporation Yard	0	2	2	X	0.25	Continue	Project is underway		
<b>Environmental Services (FTE Capacity to Work on Roadmap Projects in FY24* = 3.9</b>					3.9				\$ 100,000
C2 - Continue to collaborate with EBCE to provide public EV charging facilities	5	2	12		0.2		Implementation is ongoing and will continue in FY24.		
QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City	5	2	12	X	0.15		Could include MSD. ESD can handle this if it is administration of a contract. Estimate will also need approximately \$100K for contract.		100,000.00
C1 - Implement Year 1 Programs from the adopted GHG Roadmap (Climate Action Plan)	5	1	11		2.85	Continue	Without additional staff, many actions in draft CAP will be postponed. Specifically most of the actions related to decarbonizing ex. buildings (BE-2 & BE-3) are near term and require additional staff. Will also have \$100K in EECBG funds to hire consultant.		
C10 - Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities	5	0	10		0.4	Continue	The Environmental Justice Element will be presented to Council sometime in FY 2024		
C11 - Work with HASPA partners to seek grant funding to implement the Shoreline Master Plan, including providing an update to Council	5	1	11	X	0.1	Continue	This work depends on the availability of grant funding and is continuous		
CC1 - Explore a partnership with EBCE to offer vouchers/discounts on purchasing electric appliances to help community members make the transition from gas to electric	4	1	9		0.05		rebates already exist		
CC6 - Sustainability Staff will work to 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	4	1	9		0.05		e-bike rebates will be offered by EBCE soon. Charging for e-bikes may require more work.		
C5 - Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward	1	5	7		0.1		to be operated by HARD with support from CalRecycle grant funds and/or Measure D funds		
<b>Transportation   FTE Capacity to Work on Roadmap Projects in FY24* = 3.5</b>					3.5				\$ -
NC1 - Evaluate the alternatives to the downtown loop	6	0	12		1	Continue	Begin evaluation in FY 2024 - this work depends on the ability to hire the vacant Senior Transpiration Engineer	Senior Transportation Engineer	
NC10 - Work with AC Transit to beautify bus shelters and improve ridership experience	4	3	11		0.25		Staff will conduct outreach to AC Transit in FY 2024 and report to the CIC	Associate Transportation Planner	
N4 - Implement Safe Routes for School, with a focus on Cesar Chavez and Palma Ceia	4	1	9		0.25		Project is underway	Associate Transportation Engineer	
N6 - Continue to add approximate 10 miles of bike lanes annually, with a focus on protected bike lanes and intersections that have high traffic/incidents	3	3	9			Continue	Pause on this effort due to lack of staff capacity and other priority projects		
N1 - Continue to implement major corridor traffic calming initiatives	4	0	8		1	Continue	Project is underway		

<b>FY2024 Proposed Strategic Roadmap Projects by Division</b> FTE Capacity to Work on Roadmap Projects in FY24 = the number of FTEs in your work group (for example 0.2 of one person + 0.6 of another = 0.8 FTE) that have capacity in FY24 to work on these projects. <i>The "~ FTE Impact" for FY24 should be roughly equal the "FTE Capacity."</i>	Red Dot	Blue Dot	"Score" Green = top third, yellow = second third, orange = last third	Project in more than one Work Group	STAFF RECOMMENDATION			Current Key Vacancies Assigned to this Project	New Costs for FY24 (for Council added projects being implemented in FY24)
					FY 2024 Projects w/ ~ FTE Impact	Future/Continued Project	Comments and Clarifications (*Recommendations and FTE Capacity assume that any current vacancies can be filled or work can be done by temporary staff. Staff will provide status updates throughout the year if we are unable to fill these vacancies.)		
N2 - Develop a micro-mobility policy (eBikes, eScooters)	4	0	8		0.5		Project is underway		
N5 - Implement six intersections for Safe Route for Seniors in the downtown area	4	0	8		0.5	Continue	Project is underway		
<b>Utilities Planning &amp; Engineering   FTE Capacity to Work on Roadmap Projects in FY24* = 3</b>					3				\$ -
N18 - Replace an average of 2.5 miles of sewer lines annually	3	4	10		0.5	Continue	Implement in FY 2024		
N19 - Design Water Pollution Control Facility Phase II upgrade	3	2	8		2	Continue	Project is underway		
N17 - Replace an average of 2.5 miles of water pipelines annually	2	4	8		0.5	Continue	Project pending filling vacant position in Utilities.	Senior or Associate Engineer	
N20 - Develop a Recycled Water Master Plan	2	3	7			Continue			
C12 – Continue to pursue water conservation measures like increasing recycled water supplies	0	6	6			Continue			
N21 - Implement Sustainable Groundwater Plan	0	4	4			Continue			

Staffing Summary for Proposed FY 2024 Projects

Special Projects/Efforts	Proposed FTE Staff Impact for FY2024											CM	DS	FR	FN	HR	IT	LB	MS	PD	PW	Total
	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0											
Q1- HEART Pilot Program												0.5		5.0						3.5		9.0
Q2- Dispatch Assessment recommendations												0.2		1.0						3.0		4.2
C1- Implement Year 1 programs from adopted GHG Roadmap																					2.9	2.9
N9+NC8- Jackson Corridor landscape beautification & relocation of gateway sign																			2.5	0.2	2.7	
E6- Cradle to career educational programs for all ages*																		2.5			2.5	
N15- Needs assessment & preliminary feasibility report on new Police Building												0.5							0.1	1.5	0.3	2.4
Q3+QC3+QC5- Assessment of Jail and CSO functions. Convene quarterly meetings with residents and PD.																			2.0		2.0	
R10- Police Department's Wellness program																			2.0		2.0	
N19- Water Pollution Control Facility Phase II upgrade																				2.0	2.0	
R7- Audit existing HR policies and processes for compliance																1.5					1.5	
Q4- CALEA accreditation for Police Department																			1.5		1.5	
N7- Stack Center construction and fundraising efforts												0.5						0.1		0.8	1.4	
R9- Workplace safety assessment for all workplace locations														0.1		1.0			0.1	0.1	1.3	
N13- Animal Control Facilities upgrades (ARPA project)																		0.3	1.0	1.3		
N8- Construction of La Vista Park																				1.3	1.3	
N3- Completion of Mission Blvd Phase 3 construction																				1.3	1.3	
E8- Continue Fire career pathway with ROP & Chabot														1.0							1.0	
Q6- Reestablish Hazardous Materials Response Team														1.0							1.0	
NC1- Downtown loop alternatives																				1.0	1.0	
N1- Implement major corridor traffic calming initiatives																				1.0	1.0	
RC6- Ticketing system for requests from Council												0.9									0.9	
Q13- Hayward People's Budget projects implementation												0.6									0.6	
Q20-Racial Equity Toolkit pilots in several departments												0.5									0.5	
Q18- Funding strategies for Broadband												-					0.3			0.3	0.5	
H10- Amend Municipal Code to address Housing Element Actions													0.5								0.5	
Q? - Explore solutions for ambulance transfer														0.5							0.5	
Q5- Update Emergency Management Plan														0.5							0.5	
R8- Develop citywide compensation philosophy																0.5					0.5	
N2- Develop micro-mobility policy																				0.5	0.5	

Special Projects/Efforts	Proposed FTE Staff Impact for FY2024											CM	DS	FR	FN	HR	IT	LB	MS	PD	PW	Total			
	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0														
N5- Implement six intersections for Safe Route for Seniors in downtown																						0.5	0.5		
RC7-360 evaluations for department heads												0.2				0.3									0.5
Q8+QC22- Vacant building property activation and enforcement against empty storefronts												0.2	0.3												0.5
Q16- Future Stack center Community Event Plaza												0.3						0.1							0.4
H1- St. Regis Behavioral Health Campus development												0.4													0.4
H4- Safe parking options and encampment management												0.4													0.4
H14- Amend Municipal Code to reflect State Law (AB 1397)													0.4												0.4
Q? - Analysis of Community Advisory Panel for Police Department												0.2								0.2					0.4
C10- Implement Year 1 programs from adopted General Plan Environmental Justice Element																						0.4		0.4	
R5- Assess hybrid meetings and identify additional meeting locations												0.1					0.3								0.4
N16- Preliminary concept plan for Weekes Library for grant eligibility																		0.1				0.3		0.4	
N14- Needs assessment & preliminary feasibility report on new Corporation Yard																			0.1			0.3		0.4	
R3- Language Access Assessment												0.3													0.3
C9- Tree Preservation Ordinance update													0.2						0.1						0.3
H5- Support acquisition and rehab projects through State Homekey Funding												0.3													0.3
C7- Multifamily housing smoke-free ordinance													0.3												0.3
E5- Finalize Sidewalk Vendor Ordinance													0.3												0.3
R1- Hold work session for updated General Fund Long Range Financial model															0.3										0.3
HC3- Offer creating financing such as down payment assistance												0.3													0.3
H13- Evaluate funding and issue a Notice of Funding Availability (NOFA)												0.3													0.3
R6- Develop talent acquisition plan																0.3									0.3
N11- Corporation Yard safety upgrades (ARPA project)																			0.3						0.3
C3- EV charging for city facilities plan																		0.3							0.3
N12- Upgrades to Fleet facilities (ARPA project)																			0.3						0.3
NC10- Beautify bus shelters and improve ridership experience																						0.3		0.3	
N4- Safe Routes for School implementation																						0.3		0.3	
E11- Route 238 Corridor lands disposition and development												0.1			0.1										0.2
C6- All In Eats collaboration for food recovery												0.2													0.2
Q22- Restitution for Russell City survivors and descendants												0.2													0.2

Special Projects/Efforts	Proposed FTE Staff Impact for FY2024											CM	DS	FR	FN	HR	IT	LB	MS	PD	PW	Total
	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0											
H3- Flexible funding tool and shallow subsidy program	■											0.2										0.2
E4- Downtown District Activation pilot program	■											0.2										0.2
E2- Complete "Restaurant Relaunch"	■											0.2										0.2
E7- ARPA Tuition Assistance program and job fair series	■											0.2										0.2
H7- Explore Social Impact Bond Program for building ownership opportunities	■											0.2										0.2
C11- Work with HASPA to seek grant funding for Shoreline Master Plan	■												0.1								0.1	0.2
RC5- Prioritize involvement in Public Bank	■													0.2								0.2
N10- City parking lot upgrades (Lots 7,8, 11)	■																				0.2	0.2
C2- EBCE collaboration for public EV charging facilities	■																				0.2	0.2
QC21- Expand litter collection services	■																				0.2	0.2
E12- City Center solicitation	■											0.1										0.1
HC10-Transit Oriented Development with BART	■											0.1										0.1
E3- Stack Center commercial kitchen incubator program	■											0.1										0.1
H11- Pilot Tenant Relocation Emergency Fund	■											0.1										0.1
H12- Implement Foreclosure Prevention Program	■											0.1										0.1
Q9- Finalize community preservation ordinance	■												0.1									0.1
H6- Create objective residential development plan & update zoning regulations	■												0.1									0.1
R11+RC2- Optimize ERP solution and ensure up-to-date technology and processes	■													0.1								0.1
QC18+QC19- Increase number of community meeting rooms in Hayward	■															0.1						0.1
C4- City facilities transition from natural gas to electric	■																0.1					0.1
QC9- Enhance background checks for gun ownership and storage rules	■																			0.1	0.1	
C5- Identify opportunities for compost hubs	■																				0.1	0.1
Q14- Work with HARD on understanding recreational programs through Master Lease	■											0.1										0.1
CC1- Explore partnership with EBCE for incentives on electric appliances for community members	■																				0.1	0.1
CC6- Improve e-bike adoption through e-bike rebate program	■																				0.1	0.1
<b>TOTAL</b>											<b>8.7</b>	<b>2.3</b>	<b>9.1</b>	<b>0.7</b>	<b>3.5</b>	<b>0.5</b>	<b>3.2</b>	<b>3.8</b>	<b>14.9</b>	<b>14.1</b>	<b>60.6</b>	

\* For E6, 2.5 FTEs reflects the number of staff funded through the Hayward Promise Neighborhood Grant. Operationally, it is estimated that 8 FTEs support this program.

**Note:** This list does not include Strategic Roadmap projects that staff categorized as more operational in nature which are projects: Q4 - CALEA accreditation, QC6 - Coordination on human trafficking and child abuse, Q7 - Illegal dumping program, Q11 - Library programs, Q12 - YFSB programs, Q17 - Tech lending library, Q19 - Racial equity training, Q20 - Racial equity tool, H2 - Navigation Center, H8 - Housing marketing materials, H9 - Affordable Housing Ordinance, C8 - Tree planting, E1 - CEDC priority sites, N6 - Annual addition of bike lanes, N17 - Annual replacement of water pipelines, N18 - Annual replacement of sewer lines, E9 - IT internship program, R2 - Financial transparency and data sharing, R12 - IT Governance workgroup,



# CITY OF HAYWARD

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**File #:** RPT 23-056

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**DATE:** May 23, 2023

**TO:** Mayor and City Council

**FROM:** Council Members Andrews and Roche

**SUBJECT**

City Council Referral: Use of Council Member Funds for Reimbursement Related to Juneteenth Hayward Coordination

**RECOMMENDATION**

That Council reviews the attached Council referral memo and provides direction to staff.

**SUMMARY**

A formal Council referral was received from Council Members Andrews and Roche on May 12, 2023. The referral requests that the Council consider allocating \$1,000 from Council Member Andrews' office budget for reimbursement of expenses related to the Juneteenth Hayward event including but not limited to operations, entertainment, and marketing.

**ATTACHMENTS**

Attachment I      Council Referral Memo



## COUNCIL REFERRAL MEMORANDUM

To: Hayward Mayor and City Council  
From: Council Members Angela Andrews and Julie Roche  
Subject: Use of Council Member Funds for Reimbursements related to Juneteenth Hayward Coordination  
Date: 5/12/23

### **Background:**

As we continue our efforts to acknowledge the need for diversity, inclusion, and equity we are in the midst of coordinating Juneteenth Hayward 2023. The event will also support goals related to community engagement and economic development. CM Andrews is requesting \$1,000 to go towards reimbursement for expenses related to event coordination including but not limited to operations, entertainment, and marketing. Examples include:

- Order banners explaining the history of Juneteenth for display at the event
- Sponsor booths of nonprofits.

This request is within the guidelines outlined in the Council Member Handbook on page 12 and 13 under section: *Council Office Budget and Expenditure Guidelines 2.f.:*

*Other expenses approved by the City Council in advance of their incurrence.*

**Timeline:** June 1, 2023

Angela Andrews  
Angela Andrews  
Hayward City Council Member

Julie Roche  
Julie Roche  
Hayward City Council Member