

# **SPECIAL CITY COUNCIL MEETING**

**May 9, 2023**

**PRESENTATIONS**

**STRATEGIC ROADMAP  
2023-2023**

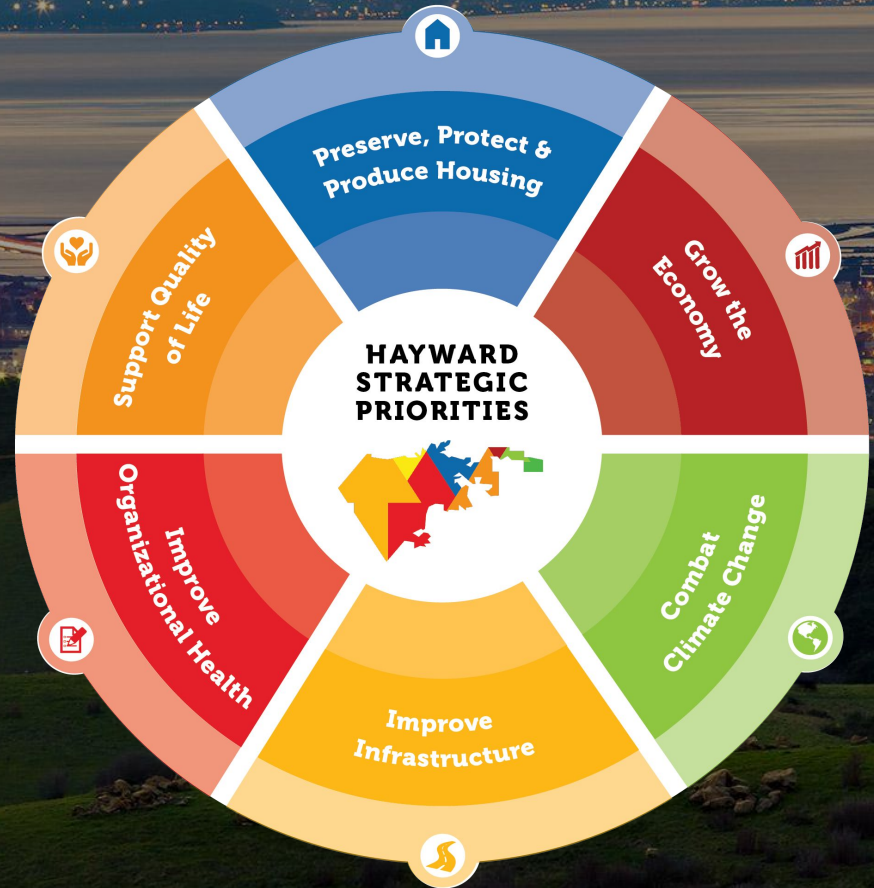
**ITEM #1**

**WS 23-019**

# Strategic Roadmap 2023 - 2026



Council Work Session  
May 9, 2023



# Introductions



We're back (and happy to be here)!

# Agenda, Purpose & Objectives

HAYWARD



# Today's Goals

Reflect on Strategic Roadmap Purpose

Align on Vision & Priorities

Discuss and Prioritize Projects

# Agenda

4:30 p.m.	Public Comment
5:00 p.m.	Agenda, Purpose, Objectives & Context
5:30 p.m.	Vision & Priorities Discussion ( <i>working dinner</i> )
<b>6:20 p.m.</b>	<b>10 Minute Break</b>
6:30 p.m.	Projects Discussion (Areas 1 - 3)
<b>7:45 p.m.</b>	<b>10 Minute Break</b>
8:00 p.m.	Projects Discussion (Areas 4 - 6)
<b>9:00 p.m.</b>	<b>Next Steps</b>

## Ground Rules

- Be fully **present**
- Help make sure **everyone is heard**
- **Listen actively** and with an open mind
- Pursue **consensus**
- Help us keep things **on time**



## A lot to cover in four hours ...

- We appreciate your help keeping to the agenda
- 7 Council Members X 6 Priority Areas = 2 minutes each
- There will be future opportunities for input



**Context  
Setting**



**HAYWARD**

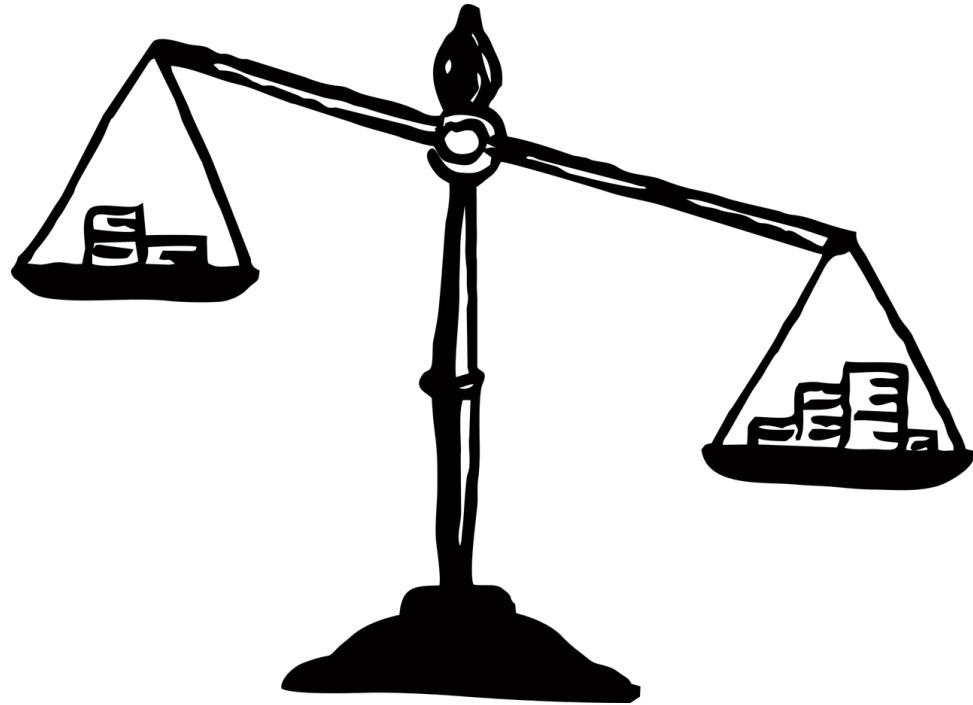
# Why do we have a Strategic Roadmap?

- Informs and is part of the budget document
- Helps Council prioritize projects and initiatives
- Helps staff understand where to focus resources
- Helps staff present tradeoffs to Council and the public



## We need your help to rightsize the Roadmap to match staff capacity

- Appreciate the work Council put in preparing for the retreat - it helps us understand each of your priorities
- Many more projects than current staff capacity - where should we focus first?



# Most City staff are assigned to daily operations

## The special project/initiative work to (the work Council sees on agendas/publicly):

- Implement special projects
    - Adopt new policies
  - Manage process changes
- 

## The daily work of providing core services:

- Fire/EMS response
- Law & code enforcement
- Street, facility, and utility maintenance
- Community and social service programs
- Annual pavement/sidewalk maintenance projects
  - Water/sewer operations/WPCF operations
  - Internal services



Police, 325.5

**Full “Iceberg”**  
909 FTEs  
Budgeted in FY  
2023

Patrol, 126

Investigations, 51

Communications, 33

Records Bureau, 17

Youth & Family  
Services, 16

District Operations,  
14.5

Traffic  
Enforcement, 12

Administ...  
10

Jail, 20

Animal Services, 14

Evidence &  
Facilities, 6

Person-  
nel &  
Train-  
ing, 4

Inte...  
Affa...  
3

**Public Works, 161**

Utilities System  
Maintenance, 14

Administration , 13

Water Pollution Control  
Facility, 32.5

Engineering  
Inspection &  
Review, 13

Utilities  
Planning &  
Engineering,  
11

Executive  
Airport, 11

Engineering  
Design &  
Manageme...  
11

Sewer  
Collectio...  
10

Water Polluti...  
Source  
Control, Trans...  
6.5

Trans...  
6

Water Distribution, 31

Environment, 3

**Fire, 146.5**

Operations, 121

**Maintenance  
Services, 69**

Landscape, 24

Streets, 22

Fleet, 10

Facilities, 10

Adm  
in, 3

**Library, 38.3**

Library  
Operations ,  
16.8

Library  
Programs &  
Services,  
12.5

Education  
Services, 5

Admin, 4

**Finance, 34.5**

Revenue, 15

Purchasing ,  
5.5

Admin &  
Budget, 5

Admin, 7.5

Emer-  
gency, 2

Trai...  
&  
EMS...

**Development  
Services, 50**

Building, 20

Planning, 14

Administration, 4

Code  
Enforcem...  
12

**City Manager's Office,  
31**

Housing,  
6

CMR, 6.5

Adminis...  
10

Community  
Services, 5

Econ  
Dev, 3.5

**IT, 20**

Systems  
Management, 9

Client  
Support, 6

Admin  
&  
Infras-  
tructu...  
5

Recruit  
& Train...  
4

WC &  
Safety,  
3.5

**HR, 18**

Benefits  
& Labor,  
5.5

Admin  
& Org  
Health,  
5

**City Attorney, 10**

**City  
Clerk,  
4.5**



Police, 325.5

**Tip of the “Iceberg”**  
~ 35 FTEs (<4%)  
assigned to Roadmap  
projects in FY 2023,  
with 8 key positions  
vacant

Patrol, 126

Investigations, 51

Communications, 33

Records Bureau, 17

Youth & Family  
Services, 16

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14.5

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Safety,  
3.5

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Prevention  
& Haz Mat,  
14

Admin, 7.5

Emerg-  
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Trai...  
&  
EMS...

Benefits  
& Labor,  
5.5

Admin  
& Org  
Health,  
5

**Strategic  
Vision**

**HAYWARD**



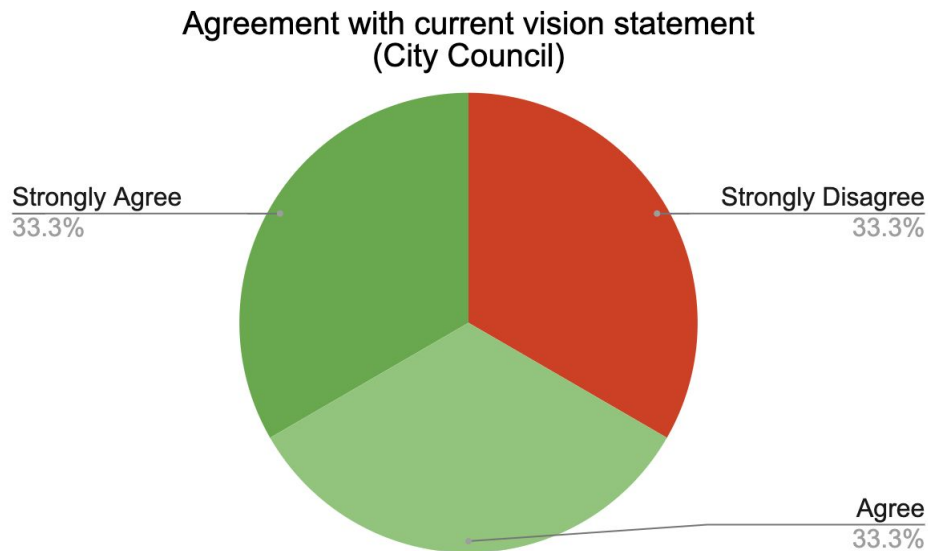


## Process Overview

- Review City Council and City staff survey input
- Review Proposed Revisions
- Discussion

# Vision Statement - Council Survey

## City Council (survey)



## Revisions:

- Define "complete communities" in order to celebrate the city's diversity
- Work with neighboring cities to reduce car trips through Hayward

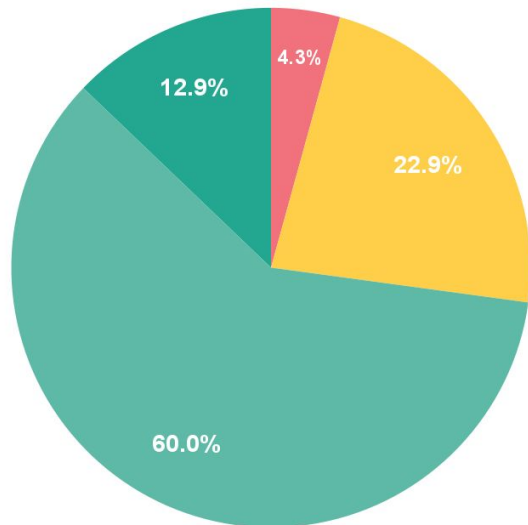
## Additions:

- Education city; cradle-to-career pathways.
- Complete communities including: meeting spaces, cultural events or attractions, activities, retail, and services.
- Work to develop and improve the city equitably, reduce the cost of living and enable self-actualization.
- Innovative revenue sources.
- Highlight that strong public safety improves community relationships.

# Vision Statement - Staff Survey

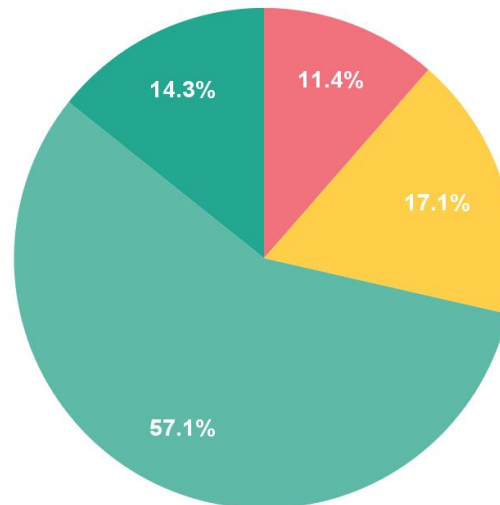
**Overall, to what extent do you agree or disagree that the current vision statement reflects the needs of the Hayward community?**

Disagree Neutral Agree Strongly Agree



**Overall, to what extent do you agree or disagree that the current vision statement represents your work and values?**

Disagree Neutral Agree Strongly Agree



# Vision Statement - Staff Survey

Most staff agree that the vision reflects the needs of the Hayward community and represents their work, yet some shared critical comments.

## Feedback on format

- Lengthy and prescriptive
- Too “cookie cutter,” ambitious, and forced

## Disconnect due to real challenges working at the city

- Employee reality is very far from the vision
- Priorities not well aligned with actual work
- Staff morale is low because of the high workload, need more staffing
- Cross-dept collaboration important for success

## Missing or underrepresented topics

- Community safety and security
- Community resilience and disaster preparedness
- Operational and maintenance programs

## Areas that aren't resonating

- Messaging of diversity initiatives may be misinterpreted
- Concerns about displacement of current residents, given the vision's focus on attracting new residents
- Feasibility and affordability of sustainable energy
- The real problems of transportation, safety, and cleanliness downtown seems far from the vision

# Vision Statement - Proposed Revision

In 5 to 10 years, Hayward is continuing to grow in population and stature. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

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, exciting 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' with many educational opportunities, and they know they will be supported from 'cradle to career.'

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, 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. Hayward has also aligned Public safety with community expectations for response times, effectiveness, and engagement, leading to an overall reduction in crime and better community relationships.

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 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.

# Discussion

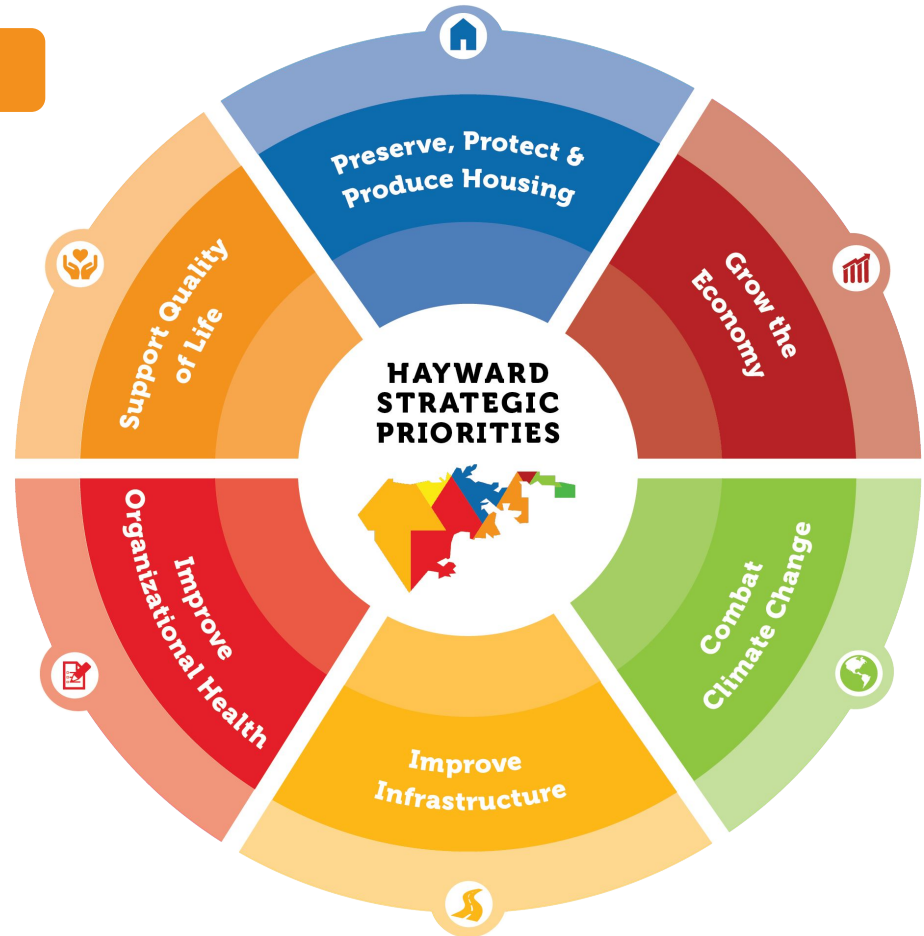
- *Do you agree with the proposed revisions?*
- *Did we miss anything?*

**Strategic  
Priorities  
+  
Education City  
Proposal**

**HAYWARD**



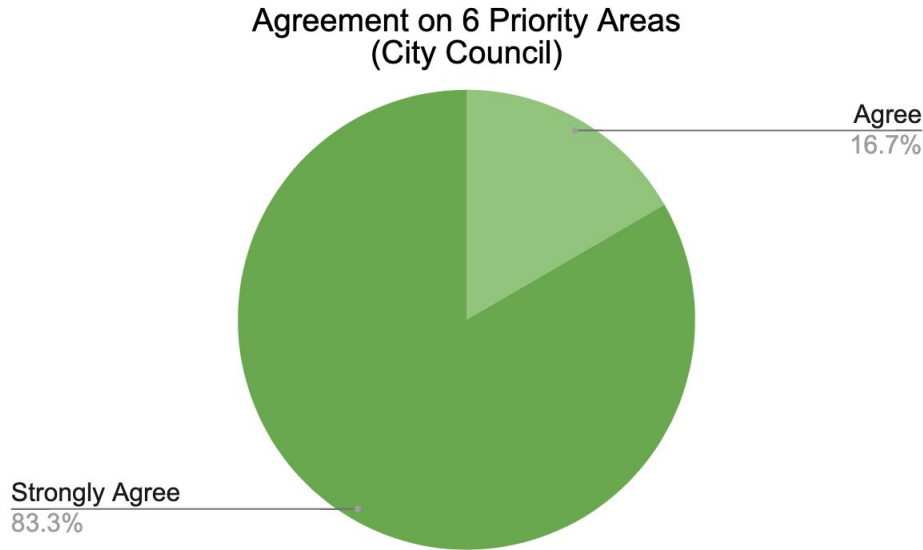
# Current Priority Areas





# Priority Areas - Council Survey

## City Council (survey)



There is good alignment that the current priority areas are framed well

### Suggested changes:

- Rank or clearly prioritize items

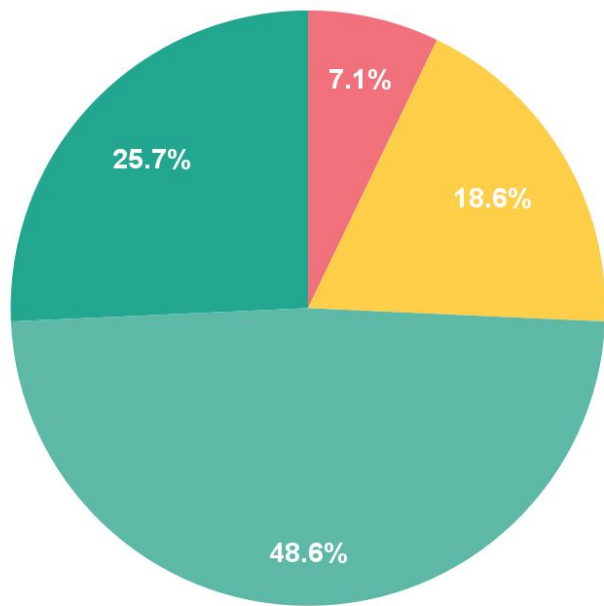
Add projects or framing for...

- High density housing
- Environmental justice
- Coordination with agency partners

# Priority Areas - Staff Survey

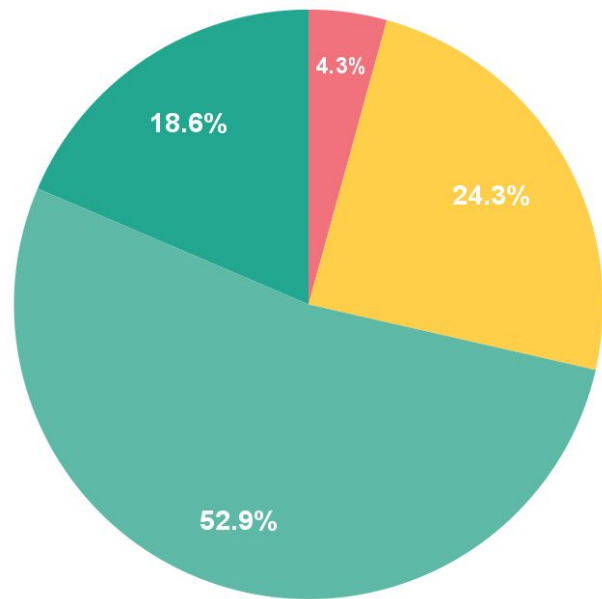
Alignment with your individual work and values?

Disagree Neutral Agree Strongly Agree



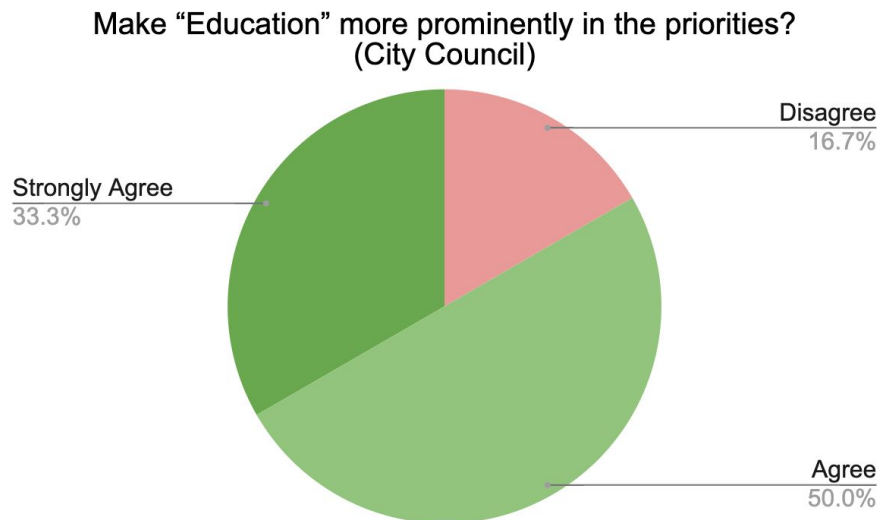
Alignment with your department's work and values?

Disagree Neutral Agree Strongly Agree



# “Education City” - Council Survey

## City Council (survey)



Could fit under several priority areas:

- Quality of Life
- Grow the Economy
- Enhance Community Safety

**It could be seen as a lens, similar to the racial equity focus (x2)**

Partnerships & relationships between the city, businesses, services, and education.

# “Education City” - Staff Survey

## In Support

- Education is essential for Hayward, especially considering housing growth
- We are unique in having a junior college, a state university, & career-focused programs
- Aligned with the “Education & Lifelong Learning” element of the General Plan (from 2014)
- City could help with education partnerships & outreach

## Neutral or Concerned

- Hayward is not an education-based public agency. What city services support this?
- Will this come with more budget & staff?
- It is unclear how the city would work on this, what deliverables would be, and who would be responsible.
- The meaning of "Education City" and the framework/deliverables are unclear.

# Education City Proposal

Proposal:

**Include “education” as a lens that is applied across priority areas, similar to the racial equity approach.**

If Council agrees with this approach, staff will return at the next work session with a proposed list of ‘Education City Focus Projects’ and questions.

## 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 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 pipelines for public sector careers, providing 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:**

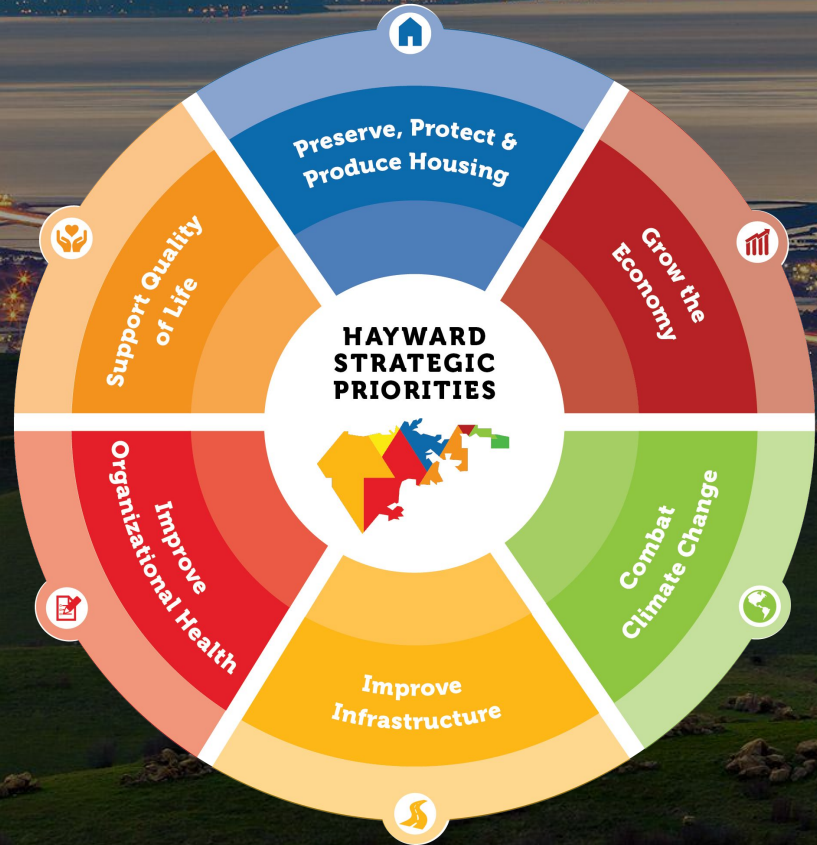
- Have we communicated with our educational partners to align service offerings and create a more seamless service experience for Hayward families?
- Will this service, project, or policy generate jobs? If so, are there ways we can develop employment pipelines for Hayward youth and residents to access those jobs?
- How are we communicating about education and economic opportunities to Hayward families? What barriers are there for people to access information?
- Transportation specific: Does this project make it easier for families and students to get to their campuses and other educational resources?

# Discussion

- *Do you agree with the proposal? If not, what is your alternative proposal?*
- *Are these the right questions?*

# 10 Minute Break

Council Work Session  
May 9, 2023



**Roadmap  
Project Review  
and Update**





# Project Review Process

1. Review City Council and City staff survey input
2. Review City Council proposed new projects
3. Discuss (~ 2 mins per Council person)
  - Do you have any **clarifying questions** about a proposed project?
  - Do you have any **suggestions** (e.g., projects to change, combine, move, or remove)?
4. Prioritize via dot voting on the posters (*first pass*)
  - Top third => FY24
  - Second third => FY25
  - Council-proposed projects with 4+ top third votes => FY24

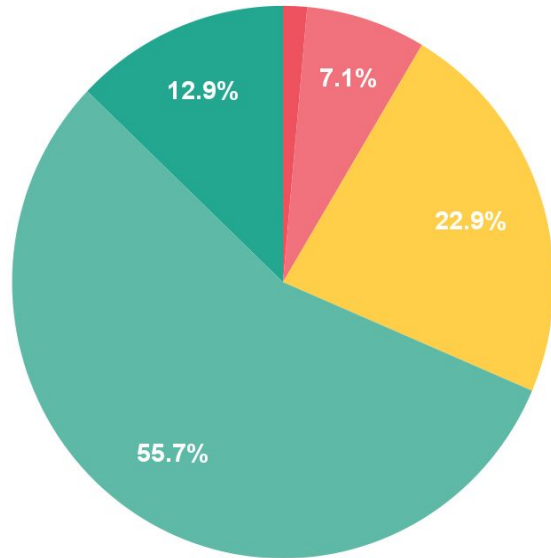
# Project Lists Overall



# Project Lists Overalls - Staff Survey

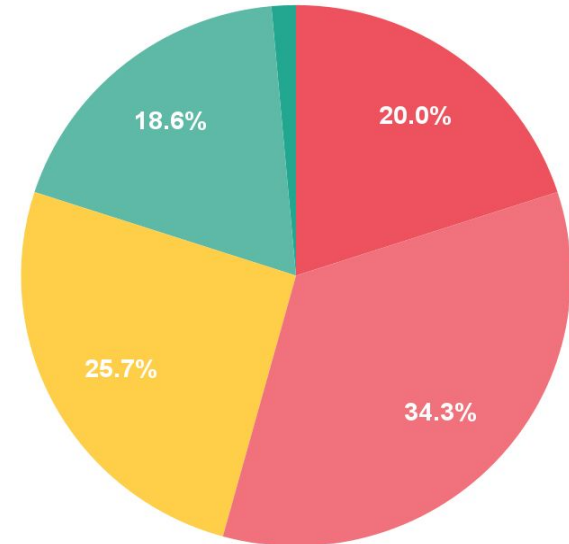
Projects move your goals and priorities forward over the next 3 years?

● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree



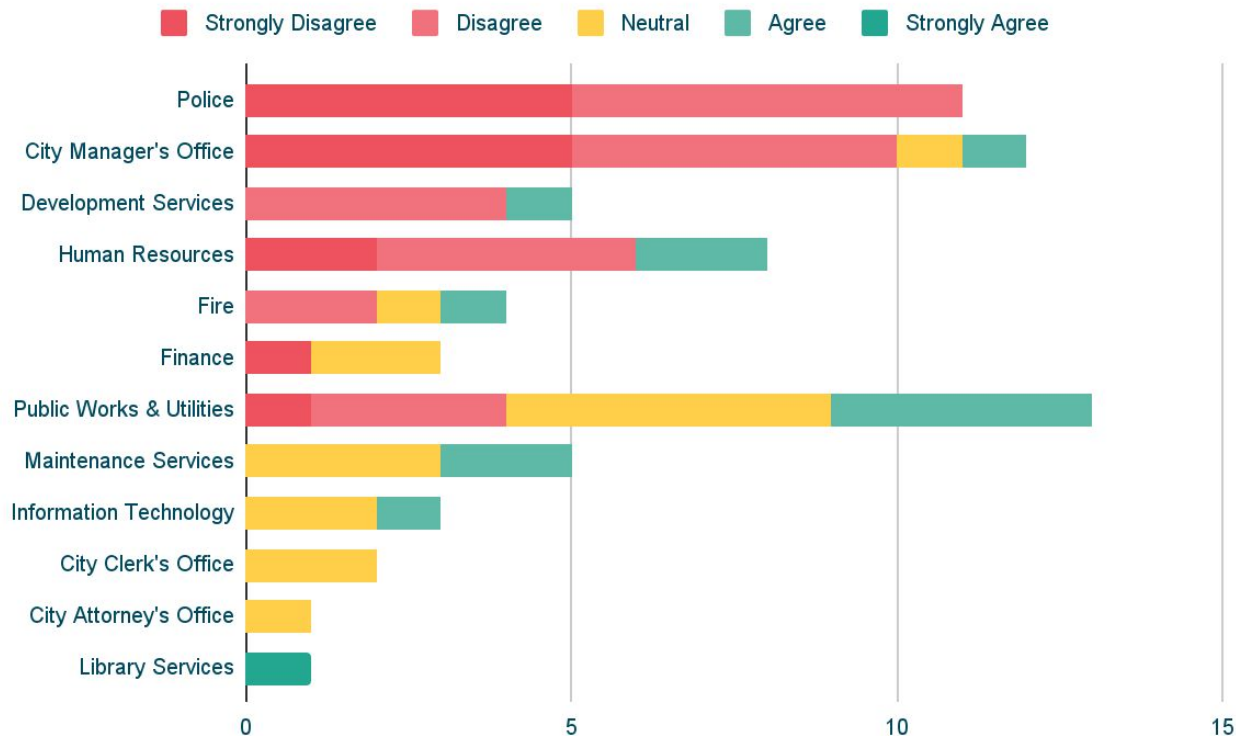
Your department has the appropriate staff capacity to complete its projects over the next 3 years?

● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree



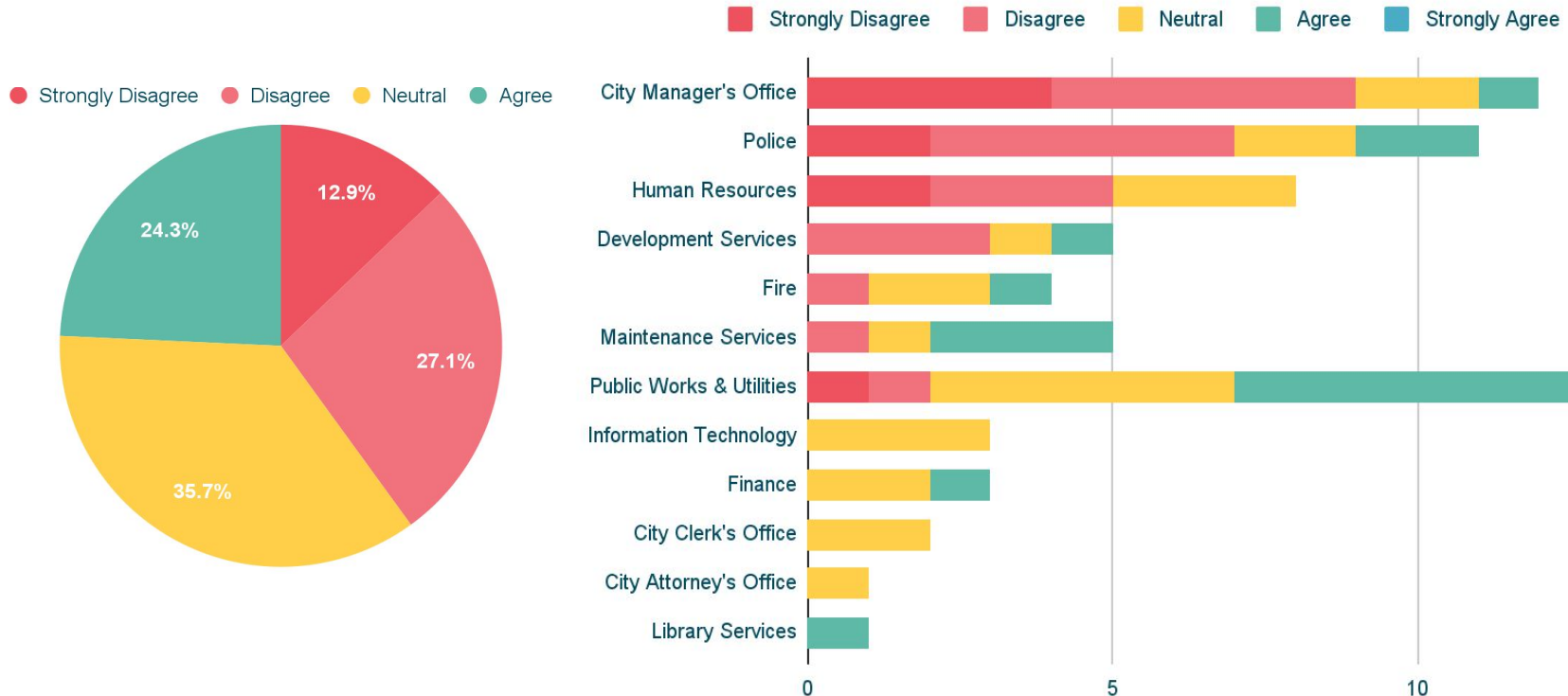
# Projects Lists Overall - Staff Survey

To what extent do you agree or disagree that your department has the appropriate staff capacity to complete its projects over the next 3 years?



# Projects - Staff Survey

To what extent do you agree or disagree that your department has the appropriate budget to complete its projects over the next 3 years?



# Projects - Staff Survey

## Staff Survey - Project List Comments

- This is the first time some people have seen some of these projects.
- The iceberg analogy is not resonating with some. It takes so much to keep things running, and that's core.
- **Projects could be combined/reorganized**
  - These projects seem to be a mixed list of sizes, specificity, and ambition.
  - Some items can be folded into others or implemented as a framework/checklist.
- **Some projects may be missing**
  - Projects for the City Manager's Office are missing and could advance these priorities.
  - Ensure all departments are listed in the plan.

**Confront  
Climate Crisis**



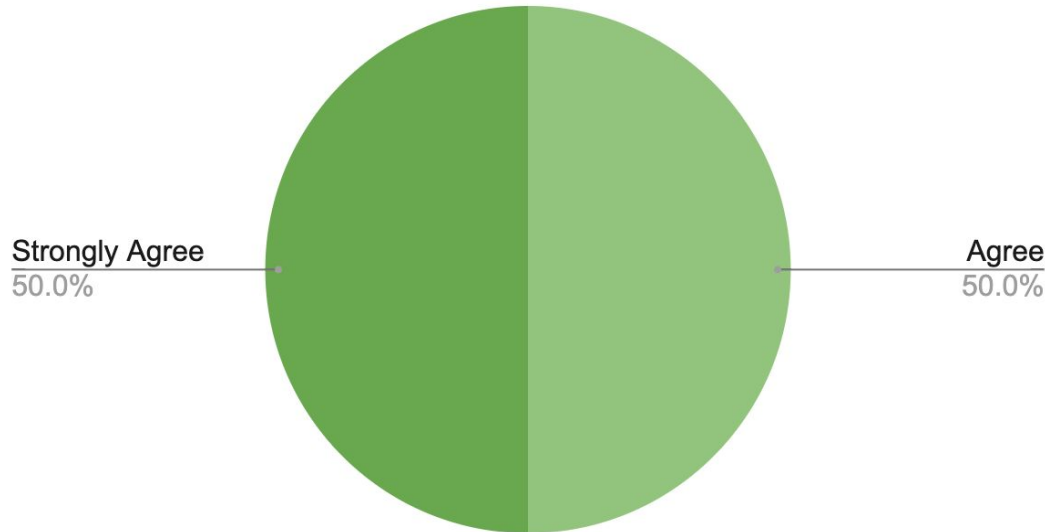


# Confront Climate Crisis

## City Council Agreement & Alignment with Staff-Proposed Projects

### Agreement on Project List #3

Confront Climate Crisis and Champion Environmental Justice  
(City Council)



- All agree that the project list is appropriate.
- Aligns well with current Council commission and/or committee work plans.





# Confront Climate Crisis

## City Council Comments on Staff-Proposed Projects

- Review the structure of 'Keep Hayward Clean' and 'Green Task Force' programs
- More work needed to consider how to truly incorporate Environmental Justice (impacts on and programs for frontline communities)
- Increase the number of trees to plant; continue working with stopwaste.org and other community groups
- Support the transition to electric homes, e-cars, and e-bicycles, including creative financing to remove the burden from consumers



# Confront Climate Crisis

## Staff Survey - Project List Comments

- There were very few comments on this section
- Be clear that Development Services takes the lead with HASPA (Hayward Area Shoreline Planning Agency)
- Feasibility and affordability of sustainable energy questioned (concerns about EVs and the grid)



# Climate: Council-Proposed 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

CC2 - Pursue grant dollars through the Green House Gas Reduction Fund (for building electrification, supporting a shuttle service, partnering with trades on a Just Transition)

CC3 - Work with banks to finance electrification with no change in payment or LTV (no penalty to new buyers, just tack it onto an existing mortgage); or have PG&E finance it, or finance it through public grants. Electrification of a pre-existing structure will cost about \$40,000 (panel and wiring upgrades, replacing gas lines with electrical wiring, etc.). If required as part of a property sale, the added cost will impact lower income buyers disproportionately unless we establish mechanisms to protect them.

CC4 - Ban new gasoline stations and limit expansion of existing gasoline stations



# Climate: Council-Proposed Projects

## Staff Survey - Project List Comments

CC5 - Ensure that work done to produce EV chargers also benefit e-bike and not just electric cars

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.

CC7 - Offer free trees by neighborhoods (max amount of trees by areas)

CC8 - Increase the number of trees planted annually to 5,000

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to change, combine, move, or remove)?

# Prioritization

## **Total Project Count: 20**

- Top priority (FY2024): **7** blue dots
- Second priority (FY2025): **7** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

**Preserve,  
Protect &  
Produce  
Housing**

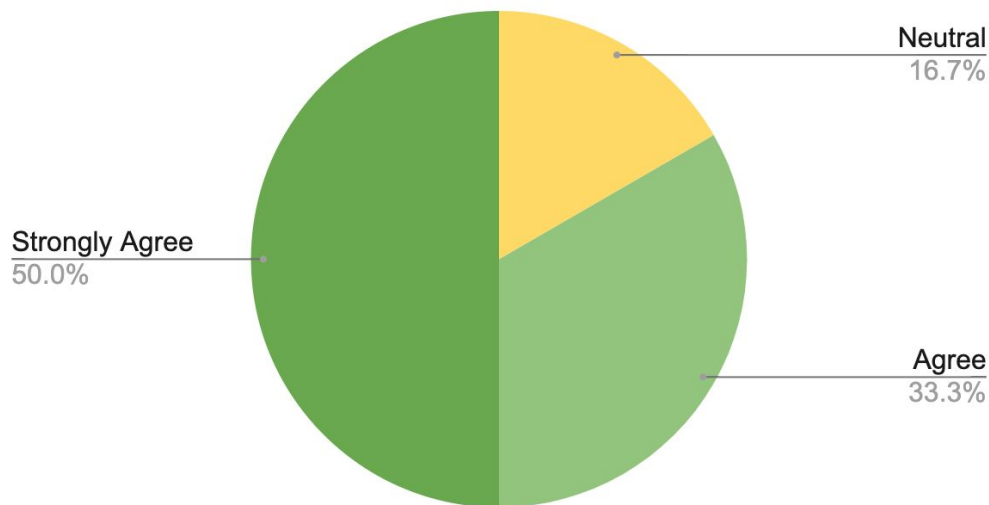




# Preserve, Protect & Produce Housing

## City Council Agreement & Alignment with Staff-Proposed Projects

Agreement on Project List #2  
Preserve, Produce, and Protect Housing for All  
(City Council)



- Almost all agree that the project list is appropriate
- Aligns well with current Council commission and/or committee work plans





# Preserve, Protect & Produce Housing

## City Council Comments on Staff-Proposed Projects

- Continue this work plan. This is a long list
- Need more flex uses for housing
- The availability of affordable housing is an important issue - increased housing density & more financing options could help
- Need creative financing options to increase homeownership; and need to protect small landlords
- Protect tenants from the end of the eviction moratorium
- Expand H3 to include "piloting a flexible funding pool for preventing homelessness, including a shallow subsidy program."
- Build programs for our unhoused population that are not punitive



# Preserve, Protect & Produce Housing

## Staff Survey - Project List Comments

### **Constrained resources will lead to delays.** E.g.:

- No funding for tenant right-to-counsel program
- Enforceable rental registry requires \$\$ & staff

**Homelessness** is a problem larger than Hayward & its budgetary capacity.

- Look for comprehensive approaches that don't try to solve everything.

**Density bonuses to encourage amenities:** staff report on October 18, 2022 did *not* recommend.

### **Clarifications required / possible**

- How to strengthen the rent protection ordinance?
- Who is the target population is for mini homes & what kind of partnerships?
- How do proposed rent/ mortgage payments relate to existing shallow subsidies & HOME investment partnership)
- Down payment assistance could be grouped with other subsidies, and could be possible with ARPA funds.
- Remove item to explore a residential and commercial vacancy tax (already a vacant property registry fee of \$2,550)



## Housing: Council-Proposed Projects

HC1 - Help people stay in their homes with additional subsidized rent/mortgage payments

HC2 - Support public banking. Supporting Public Bank East Bay can help the city get more projects funded by being an alternate source of loans, as well as by guaranteeing project viability.

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.

HC4 - Strengthen the rent protection ordinance

HC5 - Explore the creation of a residential and commercial vacancy tax. Action steps: Staff will provide an informational report to the Budget and Finance Committee in FY24 on the creation of a residential and commercial vacancy tax to disincentivize real estate speculation, activate our businesses corridors, and introduce more housing stock into the market to relieve housing costs.

HC6 - Develop a light-weight tenant "right to counsel" program. Action Steps: Housing Staff to present a proposal for a Right to Council-Lite that connects legal resources to our pre-existing tenant mediation services through ECHO Housing to help facilitate the program.



## Housing: Council-Proposed Projects

HC7 - Develop an enforceable rental registry. Action steps: Have Housing Staff develop a proposal for an enforceable Rental Registry that allows the city to track rent and rent increases across the city (we currently rely on an honor system), streamlining tenant/landlord mediation and allowing staff to track the impact of housing policy more effectively. More information: [HTTTPs://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries](https://www.policylink.org/resources-tools/tools/all-in-cities/housing-anti-displacement/rental-registries)

HC8 - Explore housing for teachers

HC9 - Provide an informational report to Council in FY2024 outlining potential options for Safe Parking Sites to support unhoused individuals living out of their vehicles and reducing trash and illegally parked vehicles in neighborhoods across Hayward

HC10 - Work with BART to encourage Transit Oriented Development at the two Hayward stations

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to amend, combine, move, or remove)?

# Prioritization

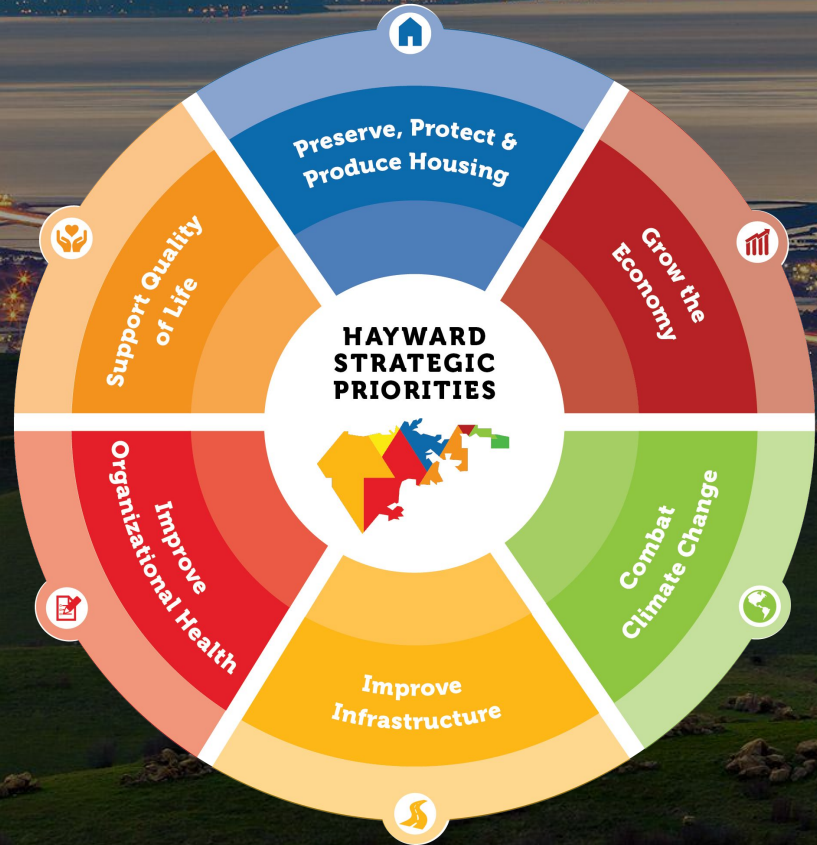
## **Total Project Count: 24**

- Top priority (FY2024): **8** blue dots
- Second priority (FY2025): **8** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

# 10 Minute Break

Council Work Session  
May 9, 2023



**Community  
Safety &  
Quality of Life**



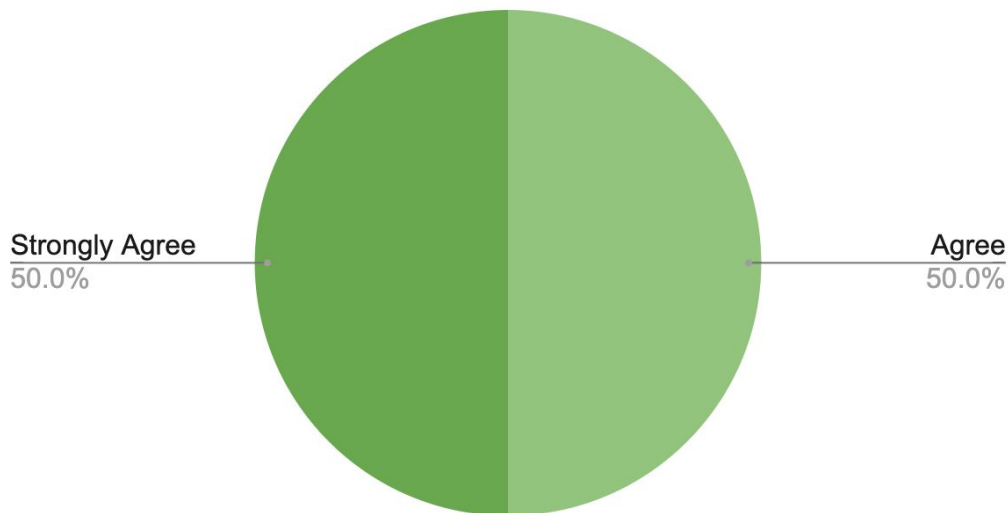




# Enhance Community Safety and Quality of Life

## City Council Agreement & Alignment with Staff-Proposed Projects

Agreement on Project List #1  
Enhanced Community Safety & Quality of Life  
(City Council)



- All agree that the list is appropriate.
- Aligns well with current Council commission or committee work plans.



## Enhance Community Safety and Quality of Life

### City Council Comments on Staff-Proposed Projects

- Investigate alternatives to traditional policing (complaint system via City Manager's office, community policing, neighborhood watch, unarmed responses)
- Activate community spaces via programs with schools & parks, public art, and beautification
- Create policies that enable safe environments (security cameras, traffic easing, vacancy taxes)
- Programs to address truancy, child abuse, and human trafficking
- Include disaster preparedness
- Could include an education focus within this category



# Enhance Community Safety and Quality of Life

## Staff Survey - Project List Comments

### Concerns about staffing

- Large disconnect between proposed projects & current ability to provide public safety services. Address department vacancies & increase positions first
- Prioritize basic operational needs related to public safety if low staffing trends continue
- Other roadmap priority areas involve city growth & expansion. This will impact police and fire.
- Concerns that many existing efforts and low staffing levels require scaling back even existing efforts

### Suggested revisions

- The onus should be on the city, rather than the businesses themselves, to provide the infrastructure for a clean, well maintained, and well-lit downtown
- The Youth & Family Services Bureau (YFSB) and the Police Explorer are important existing programs that are missing
- HEART is well represented, but it will be difficult to expand to 24 hours
- HPD cannot function without a jail



# Council-Proposed New Projects

QC1 - Expand the HEART Pilot Program to 24-hours

QC2 - Provide a report on how Council can help bolster community policing as a model in collaboration with HPD

QC3 - Convene quarterly meetings with residents and the Police Department to bridge gaps. Increasing conversations and establishing contacts will help foster better communications.

QC4 - Reestablish the Neighborhood Watch program. 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.

QC6 - Increase coordination around human trafficking, truancy, and child abuse

QC7 - Work with hospitals to provide street medicine to those in need through the MIHU/HEART program

QC8 - Find ways to reduce armed traffic stops; Review ways to provide unarmed response when feasible, Review ways to provide unarmed response when feasible. Ex:) Can tickets be mailed for minor things and cars do not look suspicious?



# QoL: Council-Proposed Projects

QC9 - Enhance background checks for gun ownership and gun storage rules

QC10 - Develop an opt-in list of seniors and differently abled folks the City can coordinate check-ups as part of the City's Emergency Management Plan. The action steps would be to develop a Vulnerable Needs Registry through HFD's Emergency Services division and in partnership with our local service providers that allows senior, housing-insecure, and disabled residents to opt-in to a secure database that will improve emergency responsiveness.

QC11 - Implementation of an outside complaint system through the City Manager's office (instead of through the police). Action Steps: Staff will present a report to Council in FY24 on the implementation progress of creating a complaint system through the City Manager's Office (instead of through HPD) already approved by Council. Success looks like the process being live for residents within the next two years.

QC12 - Create a 311 line to supplement Access Hayward. Examples include SJ, LA, NY

QC13 - Create a Task Force for reparations and guarantee basic income to understand state actions and how Hayward residents can benefit including descendants of Russell City

QC14 - Launch an Education City conference to focus on growing Hayward families



# QoL: Council-Proposed Projects

QC15 - Implement a yearly recognition with signs and social media graphics that celebrates Hayward graduates. Tie it with local restaurants and other retailers to promote products related to graduate

QC16 - Develop community events/resources (like markets or concert series) to improve neighborhood cohesiveness and identity

QC17 - More engagement with the Chamber of Commerce and HARD on public facing events. Hoping to improve the flow of communication for desired outcomes and for event scheduling.

QC18 - 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

QC19 - 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.

QC20 - Provide a report on the fireworks response program that was adopted in 2022 and the cost to expand the program



# QoL: Council-Proposed Projects

QC21 - Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City

QC22 - Add additional enforcement against owners of empty storefronts

QC23 - Create more permanent art downtown, Hesperian, mission, Tennyson

QC24 - Explore an Art & Culture Commission. These projects (including the two below) deal with the diverse culture of our City, for better quality of life, celebration of who we are, and create pride in our city. Once finished, these projects will lead our Residents to Downtown, creating traffic for our businesses, and more City pride.

QC25 - Create a Mini Fault Park by old City Hall, with poems and photos, and poetry stands throughout the city.

QC26 - Create a disc golf course, for example at Skywest or as part of La Vista

QC27 - Create a Task Force to plan for Hayward's 150th year

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to change, combine, move, or remove)?



# Prioritization

## **Total Project Count: 49**

- Top priority (FY2024): **16** blue dots
- Second priority (FY2025): **16** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

**Invest in  
Infrastructure**

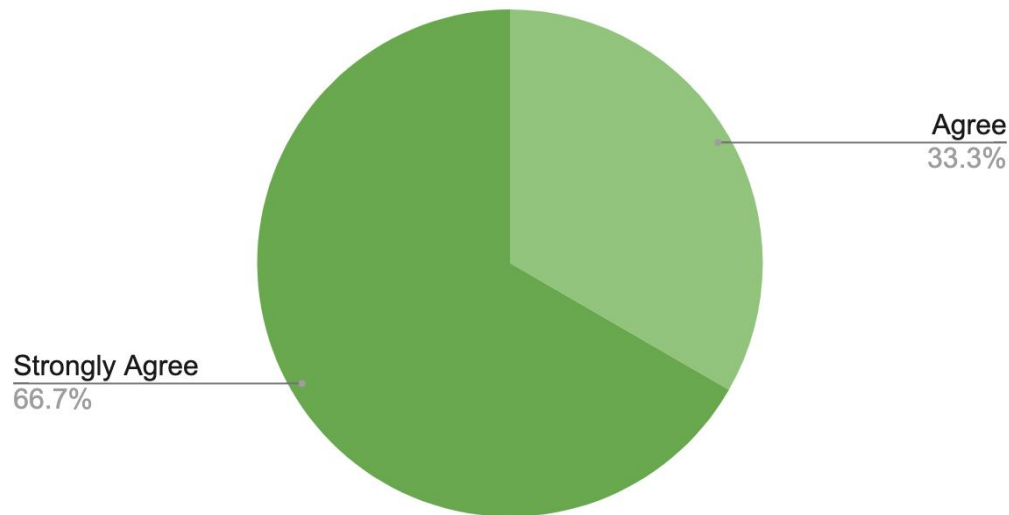




# Invest in Infrastructure

## City Council Agreement & Alignment with Staff-Proposed Projects

Agreement on Project List #4  
Invest in Infrastructure  
(City Council)



- All agree that the project list is appropriate. The area with highest level of agreement.
- Aligns well with current Council commission and/or committee work plans.



# Invest in Infrastructure

## City Council Comments on Staff-Proposed Projects

### **R15. New Police Buildings**

- Police building is a priority for safety reasons
- Build a “public safety building”

### **R6. Add Bike Lanes**

- *Protected* bike lanes

### **Improved transportation options**

- Shuttle services to access BART
- Develop loop road to discourage commuters passing through downtown

### **Develop, activate & beautify strategic areas**

- Downtown, Tennyson, La Vista Park, industrial area for tech jobs

**Address the digital divide** and ensure there is good internet connectivity for businesses downtown and along Tennyson



# Invest in Infrastructure

## Staff Survey - Project List Comments

### Staffing concerns

- Council should review the current Capital Improvement Projects in the Public Works & Utilities department. A lot is happening, but department is short 20 people.
- Bike and Pedestrian Advisory Committee (RC5) - should be delayed due to a lack of staffing

### Other comments and suggested revisions

- More coordination is needed with Environmental Services and the rest of the City team (prevent dumping, protect natural resources like waterways)
- Make infrastructure investments that make downtown more attractive to new businesses



## Infrastructure: Council-Proposed Projects

RC1 - Elevate the alternatives to the downtown loop to discourage commuter traffic, reduce carbon footprint, and make downtown a destination instead of a pass-through.

RC2 - Plant greenery/drought resistant/native plants/flowers in areas that are barren and ugly looking, especially carnations, our City flower. Beautification is important as we strive with Cleaning & Greening our City. When folk see Clean they being, hopefully, to litter less. A cleaner city is the result.

RC3 - Implement beatification at the intersection of Tennyson and Calaroga

RC4 - Create a pilot project for either a city shuttle service, or a last mile car service, focusing on getting people to BART or to downtown ; Explore shuttle alternatives with BART



# Infrastructure: Council-Proposed Projects

RC5 - Develop a Bike and Pedestrian Advisory Committee

RC6 - At the police station - renovate bathrooms, replace carpet, and add public art painting on the exterior. Hoping to improve the quality of life for HPD employees.

RC7 - Build a parking garage behind Buffalo Bills

RC8 - Replace and relocate the existing monument gateway sign located on Jackson Street and Silva Avenue

RC9 - Expand the Hayward Beautiful Yard contest to commercial properties

RC10 - Work with AC Transit to beautify bus shelters

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to change, combine, move, or remove)?



# Discussion

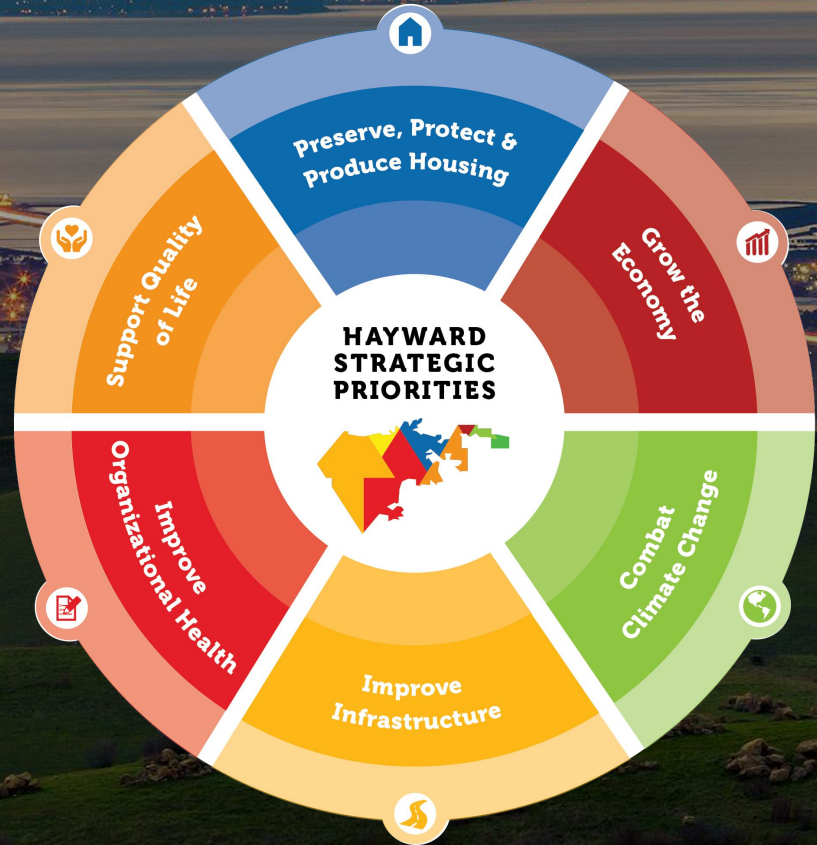
## **Total Project Count: 31**

- Top priority (FY2024): **10** blue dots
- Second priority (FY2025): **10** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

# 10 Minute Break

Council Work Session  
May 9, 2023



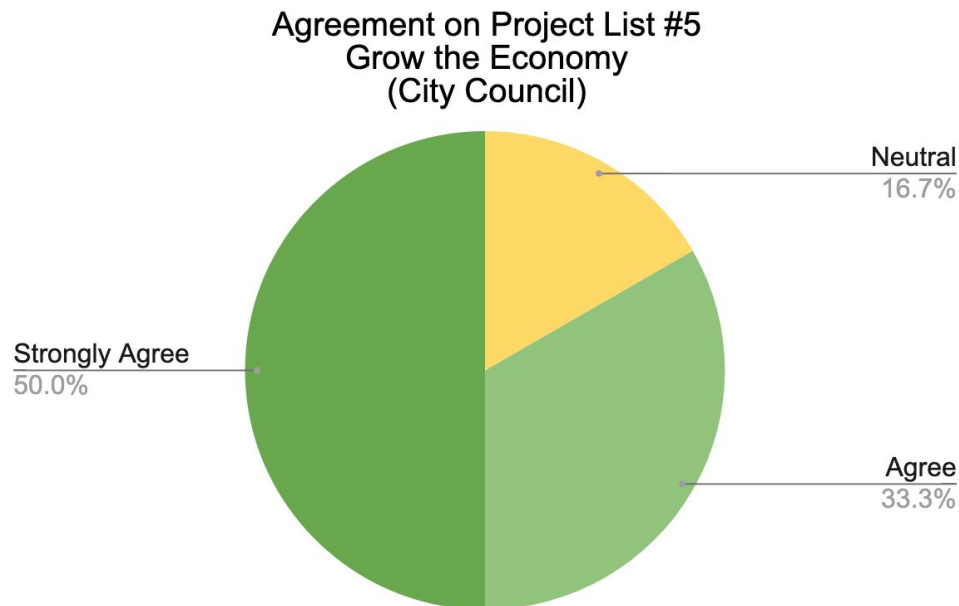
**Grow the  
Economy**





# Grow the Economy

## City Council Agreement & Alignment with Staff-Proposed Projects



- Almost all agree that the project list is appropriate.
- Aligns well with current Council commission and/or committee work plans.



# Grow the Economy

## City Council Comments on Staff-Proposed Projects

- Programs to develop permanent public art & public-facing events
- Try to fill vacant storefronts
- Build programs to assist & support downtown businesses (e.g., clean & safe streets; secure business loans via Public Bank; business advisory services)
- Encourage more civic activity and entrepreneurship (including worker-ownership models) with a community center and incubator space + hub for sidewalk vendors
- Activate local businesses to connect with local students/graduates
- Police ROP program to create a pipeline of local students to HPD



# Economy: Council-Proposed Projects

## Staff Survey - Project List Comments

- Question about whether “Strategically Dispose of City Property” fits in Grow the Economy
- Focus on the new projects that are feasible activities in the short-term: 1) an Education conference and 2) community events/ resources to improve neighborhood identity
- Drop the idea for Mock Government Program (do not have capacity)
- Drop the public banking suggestion and divestment from fossil fuel investments



## Economy: Council-Proposed Projects

EC1 - Provide a Council report analyzing the impact of graffiti on businesses and service options/costs for the City to assist in keeping store alcoves, sidewalks, and walls clean when businesses are dealing with graffiti/blight/homelessness

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.

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).



# Grow the Economy

EC4 - Launch a Haywardjobs.com website with local jobs across sectors, in partnership with HARD, HUSD, and the Chamber, including a job clearinghouse for teens

EC5 - Explore closing B St. (Foothill to Mission) and/or Main St. (A to C Sts.) to cars on weekends. This will begin to do away with our City being a pass through city, which in turn will make us being a Destination City, and that should reduce our Carbon Footprint. More folk in our Downtown will be the result, as well as a reduced footprint.

EC6 - Build a parking garage behind Buffalo Bills Economy recovery and renovation are key to a healthy local economy for us. The parking that we have will not be enough when every empty storefront is rented, thus another parking garage. We will see Residents in our Downtown, especially on B and Main St.

EC7 - Facilitate Valet Parking for downtown business





# Grow the Economy

EC8 - Partner with HARD to use underutilized buildings as commercial and food spaces

EC9 - Create a density bonus for amenities for the community managed by the building: coworking space, meeting rooms, retail, office amenities

EC10 - Identify central locations with facilities to support street vendors

EC11 - Study the restaurants and food offerings in the industrial area to see if there are service gaps for workers and residents

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to change, combine, move, or remove)?

# Prioritization

## **Total Project Count: 23**

- Top priority (FY2024): **8** blue dots
- Second priority (FY2025): **8** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

**Strengthen  
Organizational  
Health**

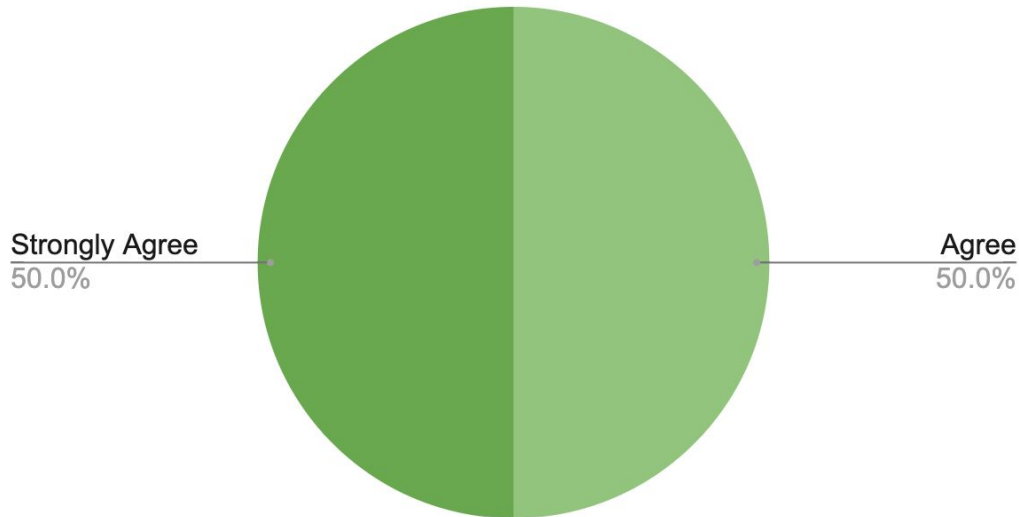




# Organizational Health

## City Council Agreement & Alignment with Staff-Proposed Projects

Agreement on Project List #6  
Strengthen Organizational Health  
(City Council)



- All agree that the project list is appropriate.
- Aligns well with current Council commission or committee work plans, but could be improved by refreshing the objectives of the Personnel Commission.



# Organizational Health

## City Council Comments on Staff-Proposed Projects

**Support police and fire department** by investing in their buildings and building wellness programs

- R10 could include bathroom renovation at the police station, new carpet, public art painting of the exterior

Policies to support **people development and management accountability**

- 360 evaluations of management staff

**More directly include our work on racial equity**

- We are focused on building internal DE&I programs and competencies
- Implement districting for commissions to ensure balance representation of commissioners.

**Other suggestions**

- R11 - improve procurement system to enable cost savings
- Reword R12 to be "optimize business alignment" (from *ensure* business alignment)



# Organizational Health

## Staff Survey - Project List Comments

- Address staffing and funding shortages
- Add bullet on automating business processes to free up staff resources
- Allocate equal resources to this goal



## Org. Health: Council-Proposed Projects

RC1 - Explore the creation of a residential and commercial vacancy tax as part of the City's vacancy ordinance

RC2 - Revisit our procurement system to identify potential cost savings and ensure we have up to date technology and processes in place

RC3 - Launch a "Mock Government" program with local schools (Urban Land Institute Urban Plan for High School Students)

RC4 - Implement an annual participatory budgeting process. Action Steps: Have Community Services Staff develop a proposal for a sustainable People's Budget model to ensure the long-term implementation and success of the program.

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





## Org. Health: Council-Proposed Projects

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

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. Management evaluations should be summarized and presented to Council on a regular basis.

RC8 - Partner with our downtown businesses to provide more fitness classes for employee (yoga, boxing, etc.)

# Discussion

- Do you have any **clarifying questions** about a proposed project?
- Do you have any **suggestions** (e.g., projects to amend, combine, move, or remove)?

# Prioritization

## **Total Project Count: 20**

- Top priority (FY2024): **7** blue dots
- Second priority (FY2025): **7** orange dots

Council-proposed projects need 4+ blue dots to be added to the FY2024 project list, *and* will require removing a staff-added project.

**Next Steps**



# Next Steps

- **May:** CivicMakers to summarize meeting and produce Draft Roadmap
- **May 13:** Budget Work Session + Metrics Approach
- **Late May:** City Council to Review Draft Final Roadmap
- **June 6:** Adopt Final Roadmap & Budget
- **July 2023 - June 2024:** Year 1 Implementation
  - Interim Adjustments via Referrals
  - Annual Updates



# THANK YOU!