

# Council Strategic Roadmap Retreat

February 10, 2024

# AGENDA

9:00 Welcome & Public Comments

9:10 Goals for Today

9:15 Vision and Priority Areas

9:30 Process Updates & Council Reporting Structure

10:00 Break

## Objectives, Metrics & Special Projects:

10:10 Grow the Economy

10:35 Invest in Infrastructure

11:00 Confront Climate Crisis & Champion Environmental Justice

11:25 Preserve, Produce, and Protect Housing for All

11:50 Break with Lunch

12:10 Enhance Community Safety & Quality of Life

1:10 Strengthen Organizational Health

1:30 Role of Commissions in Supporting Council Priorities

1:50 Wrap up and Next Steps



# Public Comment



# TODAY'S GOALS

- ➔ Initial Brainstorm from Council on top priorities to inform staff's FY25 budget requests
  - Staff will return in March with a "score" for each proposed project that reflects its complexity and staffing impact
- ➔ Feedback from Council on staff's proposed quarterly reporting structure, which would start in April
- ➔ Initial discussion about the role that Commissions play in supporting Council objectives





# COUNCIL SURVEY FEEDBACK

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- To make sure we prioritize safe community first, it is the most pressing issue. To get a realistic view of our priorities vs. what we can really afford to do beyond what is already built in.
- Collaborative effort.
- To affirm Council's commitment to the priorities. Staying focused on the big projects we started such as the cinema. Focusing on fundamental good local government work.
- Alignment on city priorities and initiatives. A commitment to see these priorities and initiatives forward. And hopefully a reduction in Council referrals that take us away from our agreed to priorities and initiatives.
- Hoping for some open-ended discussion on the City's overall health/direction and how that might inform some of our priorities. For example: I'd like for us to have a conversation on staffing since the recently adopted Climate Action Plan and the potential rent registry require the city to bring on additional staff. Given budget constraints, how are we preparing for these potential recruits?
- Discuss and establish good ideas for continued improvement and growth of our Hayward.



# ADOPTION TIMELINE

February

Feb 6: Budget Forecasting Work Session  
Feb 10: Strategic Roadmap Saturday Retreat

March

Second Strategic Roadmap Work Session

- Present staff analysis on the estimated impact of Council proposed new projects
- Prioritization exercise

April

Third Strategic Roadmap Work Session

- Present draft FY25 Roadmap and seek final feedback
- Review of Public Dashboard

May

Saturday, May 11: FY 25 Budget Retreat

June

Budget and Strategic Roadmap Adoption



## Vision

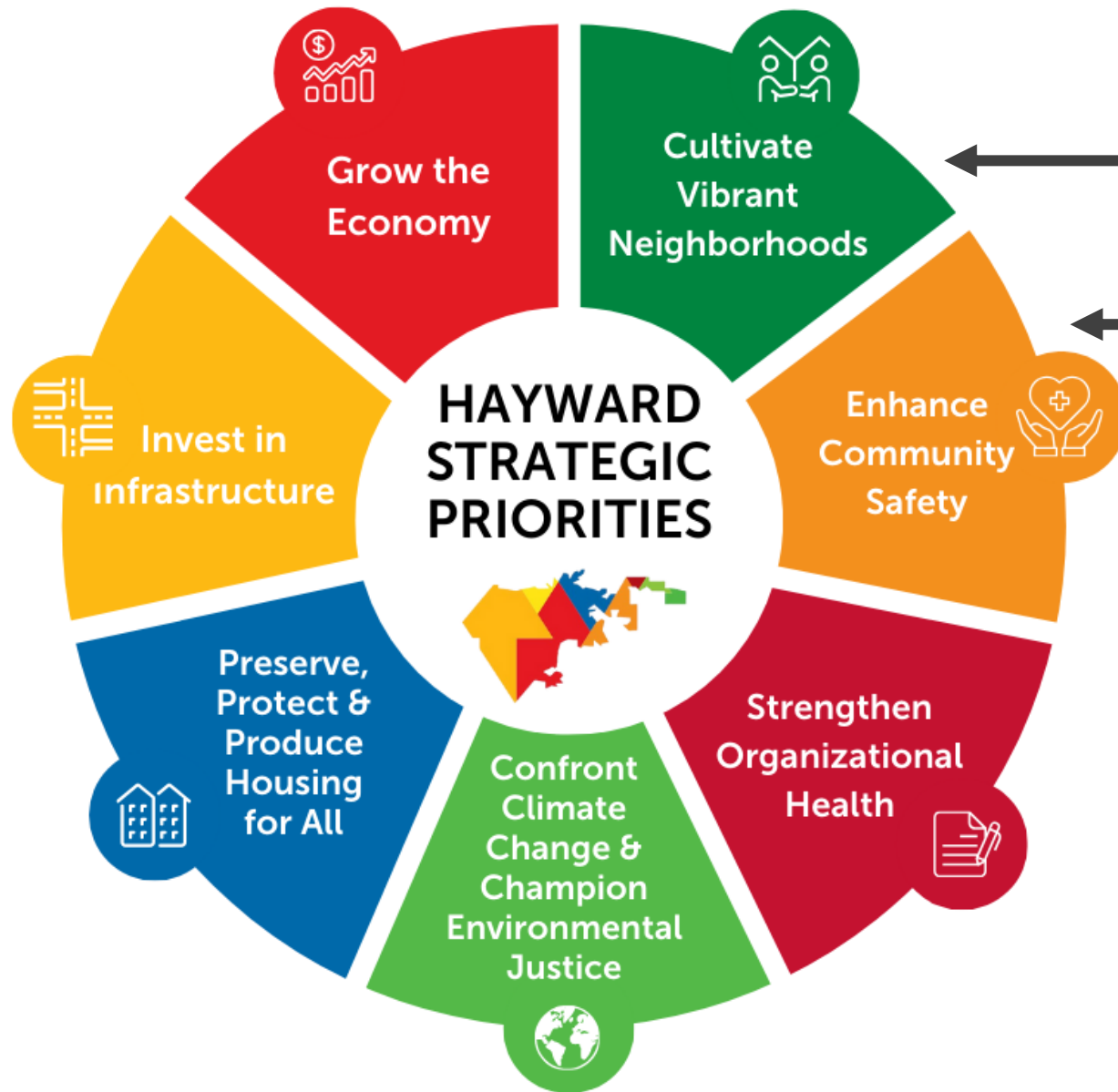


### What are we trying to achieve with this and future Roadmaps?

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. It continues to be a leader in climate resilience and environmental justice to prepare residents to face the impacts of climate change. City staff have what they need to thrive in their work and take pride in helping Hayward continually improve.



# PRIORITY AREAS



**Staff Recommendation:**  
Split “Enhance Quality of Life” into two priorities to better align with Council Committees

**Lenses:**

- Racial Equity
- Education City



# PRIORITY AREAS



# COUNCIL SURVEY FEEDBACK

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- All felt positive about the Vision

**Suggested Additions:**

- Hayward strives to be a regional leader in addressing the housing & homelessness crises.
- In addition to having an inviting downtown, Hayward strives to create more vibrant neighborhoods across the city (like Tennyson, Jackson Triangle, Hesperian, etc.)

- All felt these are still the right priorities and agreed with splitting “Quality of Life” into two priorities

- Want to make sure events, improvement districts, and points of interests are supported. What committee will these fall into?
- Suggestions that “Cultivate Vibrant Neighborhoods” could fall under the Housing Taskforce, or various Commissions.



# DISCUSSION

10 Minutes

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The suggested additions to the vision will be included in the presurvey for the March work session.

Any additional thoughts or feedback?



# Introducing ClearPoint Performance Management Software and Public Dashboard – Launching in April

**City of Fort Collins Community Performance Measurement Dashboard**

Welcome to the City of Fort Collins Community Dashboard, a quarterly snapshot of the community's progress in attaining key outcomes. This Dashboard reinforces the City of Fort Collins' steadfast commitment to accountability and continuous improvement. Within the last decade, our organization has undergone transformational change. We've deliberately moved toward an open, data-driven organization focused on results. Through this Community Dashboard and other performance measurement initiatives we are tracking and reporting our overall progress toward community goals. We will continue our commitment to creating a vibrant, world-class community.

Sincerely,  
Kelly DiMartino  
City Manager

Subscribe to Quarterly Email Updates  
enter email address  
Go

Jump to: [About Performance Measurement & Dashboard](#) | [Reports and Resources](#) | [Budget Information](#) | [Performance Excellence](#) | [Provide Feedback](#)

Outcomes and Measures

Outcome	(Last updated: Nov 27, 2023)
<b>Neighborhood Livability and Social Health</b> Fort Collins provides a high quality built environment, supports quality, diverse neighborhoods and fosters the social health of residents.	Q3 2023
<b>Culture and Recreation</b> Fort Collins provides diverse cultural and recreational amenities.	Q3 2023
<b>Economic Health</b> Fort Collins has a healthy, sustainable economy, reflecting community values.	Q3 2023
<b>Environmental Health</b> Fort Collins promotes, protects and enhances a healthy and sustainable environment.	Q3 2023
<b>Safe Community</b> Fort Collins provides a safe place to live, work, learn and play.	Q3 2023
<b>Transportation and Mobility</b>	Q3 2023

**CITY OF SUGAR LAND**  
MID-TERM PRIORITIES

SAFEST CITY IN AMERICA | STRONG LOCAL ECONOMY | RESPONSIBLE CITY GOVERNMENT | GREAT PLACE TO LIVE | BUILDING COMMUNITY

GOAL MEASURES DASHBOARD  
Accountability | Transparency | Citizen-Focused

CONSISTENTLY RANKED ONE OF THE TOP SAFEST CITIES IN AMERICA

- SAFEST CITY IN AMERICA**  
Feeling Safe, Rapid Response
- STRONG LOCAL ECONOMY**  
Growing Business Investment
- RESPONSIBLE CITY GOVERNMENT**  
Financially Sound, Exceptional Service
- GREAT PLACE TO LIVE**  
Development, Redevelopment, Mobility, Environment
- BUILDING COMMUNITY**  
Diverse Cultures, Leisure Arts

# Internal Data Team is Pursuing What Works Cities Certification

## Benefits of assessment

**100%**

of cities gain access to a collection of learning opportunities and resources

**75%**

of cities have improved their practices since their first assessment



"I would encourage my partners in other mayors' offices to pursue What Works Cities Certification. It's a great chance to make sure you demonstrate your values to your residents and gives you creative ways to keep track of your progress and tell your story more effectively. Data makes sure that we can deliver for our residents and not leave anyone behind. And What Works Cities lets you have fun while you deliver."



- Mayor Kate Gallego, Phoenix, AZ

## Criteria

Data Management →

Rigorous Evaluations →

Leadership and Capacity →

Open Data →

Performance and Analytics →

Data-Driven Budget and Finance →

Results-Driven Contracting →

Stakeholder Impact →





# COUNCIL REPORTING

- **April | Q3 Status Report:**
  - Staff will provide status updates for all projects on the public dashboard.
  - Staff will also provide a summary written report on each priority to that priority's associated Council Committee at its next meeting.
- **June | Roadmap Adoption**
- **July | Start of Fiscal Year:** Staff will upload all FY25 projects to Public Dashboard with milestones and timelines for the year
- **August | Year End Summary:** Staff will publish an online annual report for all the previous year's projects and metrics for each priority and for the Racial Equity Lens and Education City Lens.
- **October | Q1 Status Report**
- **January | Q2 Status Report**
- **February | Annual Retreat:** Review midyear status updates and set priorities for following Fiscal Year

# COUNCIL REPORTING

	Council Committee	Staff Lead on Creating the Quarterly Status Report for Council
Grow the Economy	Economic Development	Paul Nguyen, Chief Economic Development Officer
Invest in Infrastructure	Infrastructure & Airport	Kathy Garcia, Deputy Director of Public Works
Housing For All	Housing & Homelessness	Christina Morales, Housing Manager
Environmental Justice	Sustainability	Erik Pearson, Environmental Services Manager
Community Safety	Public Safety	Mary Thomas, Assistant to the City Manager
Organizational Health	Budget & Finance	Regina Youngblood, Assistant City Manager
Vibrant Neighborhoods	*Written report to Council	Mary Thomas, Assistant to the City Manager



**Introducing Josephine Ayankoya**, Equity & Inclusion Officer



**Goal:** Build a culture of racial equity to ensure the needs of all Hayward residents are met.



## **FY25 Work Plan**

- Formalize a wholistic approach to centering equity in City of Hayward services, systems, and workplace.
- Throughout the plan, we identify projects that have a racial equity focus or that we are reviewing through a racial equity framework.
- During FY25 implementation, Equity & Inclusion Officer will work with Strategic Project leads to identify equity-related metrics to measure the collective, equity impact.



## Proposed Council Reporting

- Equity report included in quarterly written updates to all of Council.
- Annual report in July on equity-related projects and metrics from the previous year.
  - Staff lead on creating the report: Josephine Ayankoya, Equity & Inclusion Officer, with support from relevant Strategic Project leads.
- Equity & Inclusion Officer is available to join Committee meetings throughout the year for specific projects.
- Coordination of Strategic Roadmap and Racial Equity Action Plan reporting will be explored in FY 25.





## Proposed Council Reporting

- Annual written report released in July on projects and metrics from the previous year
- Staff lead on creating the report: Lindsey Vien, Library Services Deputy Director



## FY25 Work Plan

### Grow the Economy


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

### Cultivate Vibrant Neighborhoods

**Objective:** Provide Community Enrichment and Educational Programming



# ROLE OF COMMISSIONS

	Community Services	KHCG Taskforce	Library Commission	Planning Commission	Personnel Commission	Youth Commission
Grow the Economy						
Invest in Infrastructure						
Housing For All						
Environmental Justice						
Community Safety						
Organizational Health						
Vibrant Neighborhoods						
Racial Equity Lens						
Education City Lens						

DISCUSSION  
LATER TODAY

# DISCUSSION

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14 Minutes – 2 minutes each



How do you feel about staff's proposed quarterly reporting structure?

[Share Survey results – will input on 2/9]





# Break

We will resume at 10:10



## Grow the Economy

Council  
Economic  
Development  
Committee

Provide first-rate business support services

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

Grow educational pathways and workforce pipelines for residents of all backgrounds

Strategically manage or dispose of City property to support economic goals

## Grow the Economy

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



#### Metrics

- # of businesses engaged through programs and outreach
- # of concept plans reviewed for priority sites



#### FY25 Proposed Special Projects

1. Complete remaining ARPA programs including: “Restaurant Relaunch” and “Restore and Reopen” façade assistance programs
2. Explore partnerships for the Stack Center to create an entrepreneurship hub and commercial kitchen incubator program



Grow the Economy

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



Metrics

- # of businesses that received direct financial or technical support



FY25  
Proposed  
Special  
Projects

1. Continue to roll out ARPA-funded Hayward Open for Business program to aid businesses in activating interior and exteriors with points of interest and harness social media to attract customers
2. Provide an informational report to Council on older ordinances that may have an adverse impact on our local economy (such as the Cabaret Ordinance and Conditions of Approval for alcohol and entertainment uses), and offer recommendations to update them

## Grow the Economy

### Objective 3: Grow workforce opportunity pipelines for residents of all backgrounds



#### Metrics

- # of Hayward residents receiving Tuition Assistance Grants
- # of Hayward employers participating in Job Fairs
- # of students hosted by the City through internships and career pathway programs
- # of Hayward residents participating in career development programs at the Hayward Library



#### FY25

#### Proposed Special Projects

1. Develop recommendations for encouraging development of worker-cooperatives in Hayward

## Grow the Economy

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



FY25  
Proposed  
Special  
Projects

1. Implement a property management strategy for Cinema Place
2. Continue to work on Route 238 Corridor lands dispositions and development
3. Release solicitation for City Center disposition and development
4. Study the options for disposing of Successor Agency parcels on Mission Blvd

# COUNCIL SURVEY FEEDBACK

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- Add a metric to track the number of retailers contacted and shown the new cinema site
- How can we leverage the theatre purchase to incubate new businesses?
- When assisting businesses, focus on the cinema to outreach and open retail in the empty spaces
- What is missing is going after the absentee owners...we need to force them rent their place or face heavy fines
- Fill every empty storefront on B, ASAP!
- Report to Council what is being done to fill the empty storefronts
- Assistance with vandalism, broken windows & doors, etc. - perhaps a small low interest loan program with resources to fix windows quickly. Otherwise, knowing it might happen again, they have no incentive to fix plywood doors and windows.
- Include some sort of partnership over reducing the storefront vandalism

# COUNCIL SURVEY FEEDBACK

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- Prioritize South Hayward with downtown. I think Tennyson should be considered an opportunity to create a thriving commercial corridor.
- Call out specific corridors and improvement areas placemaking and tourism
- I'd like to revisit zoning to allow for small businesses to open in different residential areas to support walkability and economic growth.
- City Center development
- Foothill | Tennyson | Hesperian
- Identity for the industrial area
- Teen focused job fair
- What options exist for developing childcare services in new and pre-existing mid/high density developments?
- I'd like to understand strategies for us to purchase surplus land for us to lease rather than disposing/selling it.



# DISCUSSION

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14 Minutes – 2 minutes each



## Grow the Economy

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?



## Invest in Infrastructure

Council  
Infrastructure  
& Airport  
Committee

Invest in multi-modal transportation

Invest in City-owned facilities & property

Enhance local water supplies and wastewater systems

# Invest in Infrastructure

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



Metrics

- # Traffic calming projects installed
- # Miles of bike lanes added
- # Miles of repavement
- # registered HOP users
- # One-way TNC rides provided



FY25  
Proposed  
Special  
Projects

1. Implement recommended program improvements for Hayward Operated Paratransit (HOP) program to support seniors and adults with disabilities
2. Complete construction of Mission Boulevard phase 3
3. Evaluate the alternatives to the Downtown Loop
4. Complete implementation of “A Bench for Every Stop” project



# Invest in Infrastructure

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



FY25  
Proposed  
Special  
Projects

1. Complete Phase I construction of the Stack Center and continue fundraising, with the goal of beginning Phase II in FY25
2. Begin construction on La Vista Park
3. Continue Corporation Yard safety upgrades
4. Finish a needs assessment/preliminary feasibility report on a new Police Building, including a funding mechanism
5. Finish a preliminary feasibility report on a new Corporation Yard
6. Complete security upgrades to Watkins Street garage

Invest in Infrastructure

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



Metrics

- Miles of water pipelines and sewer lines replaced annually (target = 2.5 miles)



FY25  
Proposed  
Special  
Projects

1. Continue Water Pollution Control Facility Phase II upgrade
2. Complete a Recycled Water Master Plan
3. Implement Sustainable Groundwater Plan

# COUNCIL SURVEY FEEDBACK

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- Interested in a potential shuttle service, perhaps in partnership with AC Transit, for the Mission corridor to downtown and BART
- Forward how cities have created a transit service and opportunities to work with AC Transit
- Carless B St
- Interested in different phasing options for La Vista Park, understanding funding will be the issue. Some sort of outdoor space has to be created there quickly because that park was supposed to be the outdoor space for the new 176 unit building that is going up
- Make sure public works and planning work together to make sure the built landscape infrastructure includes storm water capture in the design of projects
- What is the target for how much pipe is in the queue for design? Opportunities to increase EQ basins and reclaim water? Solar at lift stations? Ensure security of utilities



# DISCUSSION

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14 Minutes – 2 minutes each



## Invest in Infrastructure

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?

## OBJECTIVES

House and support people experiencing homelessness

Encourage the production of housing for all by creating incentives and removing development barrier

Protect the stability and sustainability of existing housing

# Preserve, Protect & Produce Housing for All

## Objective 1 : House and support people experiencing homelessness



### Metrics

- # people served at the Navigating Center and % placed in permanent housing
- # people assisted through shallow rental subsidy
- # agencies funded through Community Agency Funding Process providing direct and supportive services



### FY25 Proposed Special Projects


1. Support development of St. Regis Behavioral Health Campus to provide health and housing services to people experiencing homelessness and mental health crises
2. Implement State Homekey funding for Project Reclamation scattered site program

Preserve, Protect & Produce Housing for All

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

 Metrics

- Issue Building Permits Consistent with Regional Housing Needs Allocation (RHNA) targets
- # City actions taken in support of housing development (like grants, loans funded, development agreements, ordinance modification)

 FY25  
Proposed  
Special  
Projects

1. Explore Social Impact Bond Program to convert tax-defaulted or vacant and blighted properties into wealth building ownership opportunities
2. Evaluate available funding to issue a Notice of Funding Availability (NOFA) for the development of affordable housing
3. Zoning Ordinance Amendments Related to Shelters, Group Homes, Supportive & Transitional Housing
4. Zoning Ordinance Amendments Related to Streamlining Housing Entitlements for Qualified Projects
5. Adopt Universal Design Guidelines for Accessible Housing

# Preserve, Protect & Produce Housing for All

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



### Metrics

- # rent review petitions received
- # of people served by foreclosure prevention and eviction prevention services
- # of people receiving relocation assistance
- # of affordable homeownership opportunities supported
- # of existing affordable housing projects monitored/supported



### FY25 Proposed Special Projects

1. Explore implementation of a rent registry to obtain better data on rent increase, evictions, and occupancy
2. Simplify the Relocation Assistance Ordinance to improve compliance and increase funding for Emergency Relocation Assistance
3. Provide creative financing like down payment assistance to help more buyers get unrestricted-deed properties



# COUNCIL SURVEY FEEDBACK

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- Given the number of new unhoused people, what is the expectation St. Regis will fill that need. Can we keep the navigation center as it is open and open St. Regis?
- What will stop encampments from sprouting up around the St. Regis? How do we find the balance between providing needed services and potentially attracting more unhoused people?
- Work with services to analyze community impact to services and how to mitigate
- Report on homekey - history/challenges with homekey in the past & future opportunities
- Keep at it. It will never be solved, but reaching Zero homelessness can be our goal.
- Advocate for room key.
- Share the number of people accessing foreclosure prevention/eviction prevention services – Would support adding funding to that if there is a need
- Interested in hearing about the rental registry, but also would like to hear about other successful examples and what the County is doing so that we don't duplicate efforts
- Registries are good - Seniors, Renters, Homeowners with problems
- Provide information to high school students to inform families



# DISCUSSION

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14 Minutes – 2 minutes each



## **Preserve, Protect & Produce Housing for All**

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?

## OBJECTIVES

Reduce Greenhouse Gases and Dependency on Fossil Fuels

Reduce waste by promoting a circular economy

Mitigate environmental and climate impacts, with an emphasis on vulnerable communities

# Confront Climate Crisis & Champion Environmental Justice

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



**Metrics**

- Annual Communitywide GHG Emissions in MTCO<sub>2</sub>e (metric tons of carbon dioxide equivalent)



**FY25  
Proposed  
Special  
Projects**

1. Implement Year 1 Programs from the adopted GHG Roadmap
2. Continue to collaborate with Ave to provide public EV charging facilities
3. Present a plan on EV charging for city facilities to CIC (for fleet and employee commuters)
4. Continue to transition City facilities from natural gas to electric, with a focus on HVAC systems
5. Continue partnership with Ave to offer incentives to purchase electric appliances to encourage community members make the transition from gas to electric
6. 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

## Confront Climate Crisis & Champion Environmental Justice

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



#### Metrics

- Pounds of waste diverted from the landfill



#### FY25 Proposed Special Projects

1. Continue to identify opportunities for compost hubs and other distribution mechanisms for compost in Hayward
2. Continue to partner with Alameda County All In Eats to encourage food recovery

Confront Climate Crisis & Champion Environmental Justice

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



**Metrics**

- # of participants in water conservation programs for residential, business, and municipal customers
- # of trees planted directly and in partnership with community groups (target = 1,500)



**FY25  
Proposed  
Special  
Projects**

1. Complete update to Tree Preservation Ordinance
2. Implement Year 1 Programs from the adopted General Plan Environmental Justice Element, with a focus on mitigating the impact on frontline communities
3. Continue to work with HASPA partners to seek grant funding to implement the Shoreline Master Plan

# COUNCIL SURVEY FEEDBACK

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- A focus on creating EV charging at multi-family buildings or strategic parking lots nearby, perhaps partnering with large store lots to have over night charging
- Look at what we can do to reduce reliance on Russel City Energy.
- Events for bikes
- Reminder to include airport emissions are part of the metrics here.
- Welcome to Hayward sign at Jackson needs to be redone.
- Continue to work with Waste Management to educate businesses on how to reduce waste and provide recycling.
- Include KHCG
- Yes on focus on frontline communities, specifically looking at options to reduce exposure to particulate matter pollution from Russel City Energy and from cars and trucks.
- Create a FAQ on the impacts of requests for trees
- Work with Caltrans to include more trees along the highway and mitigate pollution near homes
- Sadly, the Tree Preservation Ordinance does NOT include planting more trees.
- Help us in HASPA convince the County Supervisors to be a part of it.
- our objective: be Green models for the State



# DISCUSSION

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14 Minutes – 2 minutes each



## Confront Climate Crisis & Champion Environmental Justice

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?





# Break

We will resume at 12:10



## Enhance Community Safety

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



#### Metrics

- Police response numbers, time (dispatch to on-scene), and incident types
- Fire response numbers, time (dispatch to on-scene), and incident types

#### FY25



#### Proposed Special Projects

1. Expand physical dispatch space
2. Implement Emergency Medical Dispatch
3. Fill all vacant Dispatch positions

## Enhance Community Safety

# OBJECTIVES

Provide first-rate emergency response services

Strengthen Emergency Preparedness

Enhance community access to mental and physical health services through strategic partnerships

Enhance Community Safety

**Objective 2: Strengthen emergency preparedness**



**Metrics**

- % of City of Hayward employees trained to FEMA standards for appropriate position qualifications
- Number of CERT members trained annually

**FY25**



**Proposed  
Special  
Projects**

1. Complete update to the comprehensive Emergency Management Plan
2. Provide a training on Council’s role in an emergency
3. Implement Community Emergency Response Team (CERT) program changes

Enhance Community Safety

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



Metrics

- Number and type of HEART response calls and points of contact
- Number of unique patients receiving preventative care treatment at the Firehouse Clinic
- Number of medical responses that result in treat and non-transport (diverted from the emergency room)
- Number of families served through Youth and Family Services Bureau



FY25  
Proposed  
Special  
Projects

1. Transition HEART program from pilot to permanent response program, including identifying a permanent local funding source and leveraged grants
2. Transition to new County EMS system

# COUNCIL SURVEY FEEDBACK

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- Implement strike teams for concentrated areas to help us clean up some of the window breakage, vandalism, etc, starting in the downtown. The amount of plywood on store fronts has got to be addressed.
- 24 Hour HEART
- Include enhance HEART unit.
- Would like to include continue incorporating CSO's into non-emergency responses, along with its own set of metrics.
- Storms and Blackouts
- I might consider renaming objective two to something along the lines of "Strengthening community resilience." Preparedness is good, but resilience is a key outcome.
- Interested in the relationship between streets team & HPD informing how we approach prioritizing and developing safer streets.
- keep training our officers well



# DISCUSSION

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21 Minutes – 3 minutes each



## Enhance Community Safety

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?

## Cultivate Vibrant Neighborhoods

# OBJECTIVES

Invest in Cleanliness and Blight Reduction

Provide Community Enrichment and Educational Programming

Beautify and Activate Public Spaces

Support Volunteerism, Civic Leadership, and Community-Led Initiatives





# Cultivate Vibrant Neighborhoods

## Objective 1: Invest in cleanliness and blight reduction



### Metrics

- % of Access Hayward illegal dumping, graffiti, unhoused abatement, and landscaping requests are responded to within (target = 98% in 48 hours)
- # Households participating in Disposal Days
- # of home rehab grants for low-income homeowners



### FY25 Proposed Special Projects

1. Engage owners of vacant building properties to encourage activation, starting in the downtown, and enforce against owners of empty storefronts
2. Create an analysis of the staffing and funding needs to create a public art program
3. Expand litter collection services (like the Downtown Streets Team) to pick up litter through the City

## Cultivate Vibrant Neighborhoods

### Objective 2: Provide community enrichment services & programming



#### Metrics

- # Unique library patrons checking out library materials
- # Unique participants in library programs, by type of program
- # Grants awarded to arts and music and social services agencies through Community Agency Funding Process
- # Meals delivered through SOS Meals on Wheels

## Cultivate Vibrant Neighborhoods

### Objective 3: Beautify and activate public spaces



#### Metrics

- # Event attendees at City-run and City-sponsored events



#### Special Projects

1. Work with community groups and Council to determine funding priorities for City-sponsored events and implement new grant process by summer 2024
2. Work with partners to launch regular outdoor programming at the Stack Center Community Event Plaza by fall 2024
3. Complete Jackson Corridor landscape beautification, including monument gateway sign on Jackson at Silva Avenue
4. Create an analysis of the staffing and funding needs to create a public art program

# Cultivate Vibrant Neighborhoods

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



### Metrics

- # of volunteers who participated in a program or event
- # of registered volunteers citywide
- # of students who participate in the mock City Council program



### FY25 Proposed Special Projects

1. Create a volunteer hub online to match volunteers with opportunities
2. Increase the access to community meeting rooms and facilities across the city by collaborating with HUSD and HARD to have 2-3 spaces open for public use
3. Complete interpretive signs and art in Heritage Plaza Art to Honor Indigenous and Russell City Heritage in partnership with community groups
4. Russell City Reparative Justice Project Phase IV (pending work session in March)

# COUNCIL SURVEY FEEDBACK

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- Create some sort of collaborative response or referral system or loan option to help businesses quickly recover from window breakage, theft, and vandalism.
- Would like to develop a plan for addressing excessive dog droppings, piloting providing bags/signage (similar to Heritage Plaza) in specific neighborhoods.
- Could the public arts program staff requirement be folded into a larger neighborhood services division?
- What is the coordination of events at Heritage Plaza with the library?
- Suggested metric - # of meals distributed through the Words for Lunch program.
- As a project for this objective: How do we sustainably implement the People's Budget going forward to help create programming across the city?
- Foothill Blvd needs decorative fencing/dividers (like the decorative fence pieces at the new Holiday Bowl property) to make that area inviting to walkers.



# COUNCIL SURVEY FEEDBACK

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- We need an exciting/active entryway or sign, wayfinding to B Street as our downtown from Foothill Blvd.
- Look at hot spots for beautification opportunities
- The metrics don't match the specific projects outlined here - Should be more robust.
- There should be a City-wide event every month!
- Produce signage for school milestones - Welcome back to school in August and Congratulations in June.
- What about partnering with the Chamber to co-host a Leadership Hayward program?
- Look into some type of Hispanic presence at Heritage Plaza.
- Relaunch neighborhood alert and recruit neighbors to establish chapters.
- Overall like this category, but needs a bit of refinement. Seems like a lot of overlap across objectives.
- One thought is...what are our Neighborhoods?



# DISCUSSION

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21 Minutes – 3 minutes each



## Cultivate Vibrant Neighborhoods

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?



## Strengthen Organizational Health

# OBJECTIVES

Strengthen Fiscal Sustainability and Transparency

Strengthen and Streamline Customer Service

Strengthen Employee Engagement, Development,  
and Retention

Optimize Access to Workforce Technology



# Strengthen Organizational Health

## Objective 1: Strengthen Fiscal Sustainability and Transparency



### Metrics

- % General Fund Reserve



### FY25 Proposed Special Projects

1. Continue to explore the potential early extension of the ½ cent local district sales tax
2. Expand financial transparency and data sharing through platforms like OpenGov
3. Establish and report on the budget for the Hayward Economic Development Corporation
4. Pursue What Works Cities certification for data-driven governance

# Strengthen Organizational Health

## Objective 2: Strengthen Customer Service, Access, and Communication



### Metrics

- # Subscribers to the Stack Newsletter
- # Social Media impressions



### FY25 Proposed Special Projects

1. Implement recommendations from the language access assessment
2. Conduct an interdepartmental assessment of Access Hayward and implement updates to streamline customer responses
3. Continue to assess additional meeting locations with hybrid capacity for Council and Commission meetings

# Strengthen Organizational Health

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



### Metrics

- New employee experience survey
- # of final policies revised/created



### FY25 Proposed Special Projects

1. Interdepartmentally collaborate to formalize, expand, and promote the onboarding program to improve new employee experience.
2. Audit existing policies and HR processes for compliance including areas for revision and general enhancement
3. Develop a citywide compensation philosophy with internal benchmarks in alignment with the comparator marketplace

Strengthen Organizational Health

**Objective 4: Optimize Access to Workforce Technology**



**Metrics**

- 100% of New Technology Investments processed through IT Governance



**FY25  
Proposed  
Special  
Projects**

1. Continue to implement an IT Governance workgroup to ensure business alignment with technology solutions
2. Implement the Strategic Roadmap project management software and dashboard and create linked performance dashboards for other plans, like the Housing Element and Climate Action plan

# COUNCIL SURVEY FEEDBACK

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- Build up and maintain the reserve. Have a budget overview each time we are allocating General Fund dollars (over some amount threshold) that were not already contemplated in the strategic plan.
- Show which projects that show cost savings
- Public Banking was in this section, but may fit better under grow the economy or produce housing. Don't want to lose sight of that goal, staff commitment is relatively minimal at this moment.
- Push our Economic Development to more active
- Consider an easier phone number for ACCESS Hayward for non-emergencies
- Encourage staff to support local businesses including discounts.
- Consider designating a Downtown Street Party for city employees.



# DISCUSSION

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14 Minutes – 2 minutes each



## **Strengthen Organizational Health**

Now that you have seen the survey results from the other Council Members, do you have any feedback on the objectives, metrics, or projects for this priority area?

# How do you see each Committee supporting Council’s Priority Areas?

 Community Services	KHCG Taskforce	Library Commission	Planning Commission	Personnel Commission	Youth Commission
Grow the Economy					
Invest in Infrastructure					
Housing For All					
Environmental Justice					
Community Safety					
Organizational Health					
Vibrant Neighborhoods					
Racial Equity Lens					
Education City Lens					

# COUNCIL SURVEY FEEDBACK

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## **Community Services Commission:**

- Housing for All (3), Vibrant Neighborhoods (3), Racial Equity (2), Environmental Justice, Community Safety, Education City
- Community Services Commission is responsible for deciding and then connecting Hayward non-profit organizations to federal funding streams. CDBG funds specifically.
- What they do is important. Wish that they had more money to give out

## **KHCG Taskforce:**

- Vibrant Neighborhoods (5), Environmental Justice (4), Community Safety, Infrastructure, Organizational Health
- Their projects are good. Any chance that they could do more Beautification projects?

## **Library Commission:**

- Vibrant Neighborhoods (4), Education City (4), Racial Equity (2), Community Safety, Grow the Economy
- Explore having Book Discussions in other languages. At the moment we do in English and in Spanish. Others may be interested





# COUNCIL SURVEY FEEDBACK

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## **Planning Commission:**

- Housing for All (5), Grow the Economy (4), Vibrant Neighborhoods(4), Environmental Justice (3), Infrastructure (3)

## **Personnel Commission:**

- Organizational Health (5), Racial Equity (3), Community Safety, Education City

## **Youth Commission:**

- Vibrant Neighborhoods (5), Education City (3), Racial Equity (3), Community Safety (3), Grow the Economy, Organizational Health
- 
- How can commissions support initiatives like sustainability and public art?



# DISCUSSION

14 Minutes – 2 minutes each

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How do you see each Committee supporting Council's Priority Areas?

Note: This is an initial brainstorming discussion. Staff will bring this item back at a future work session.

# NEXT STEPS

March

## Second Strategic Roadmap Work Session

- Present staff analysis on the estimated impact of Council proposed new projects
- Prioritization exercise

April

## Third Strategic Roadmap Work Session

- Present draft FY25 Roadmap and seek final feedback
- Present list of projects tagged with Equity or Education lens
- Review of Public Dashboard

May

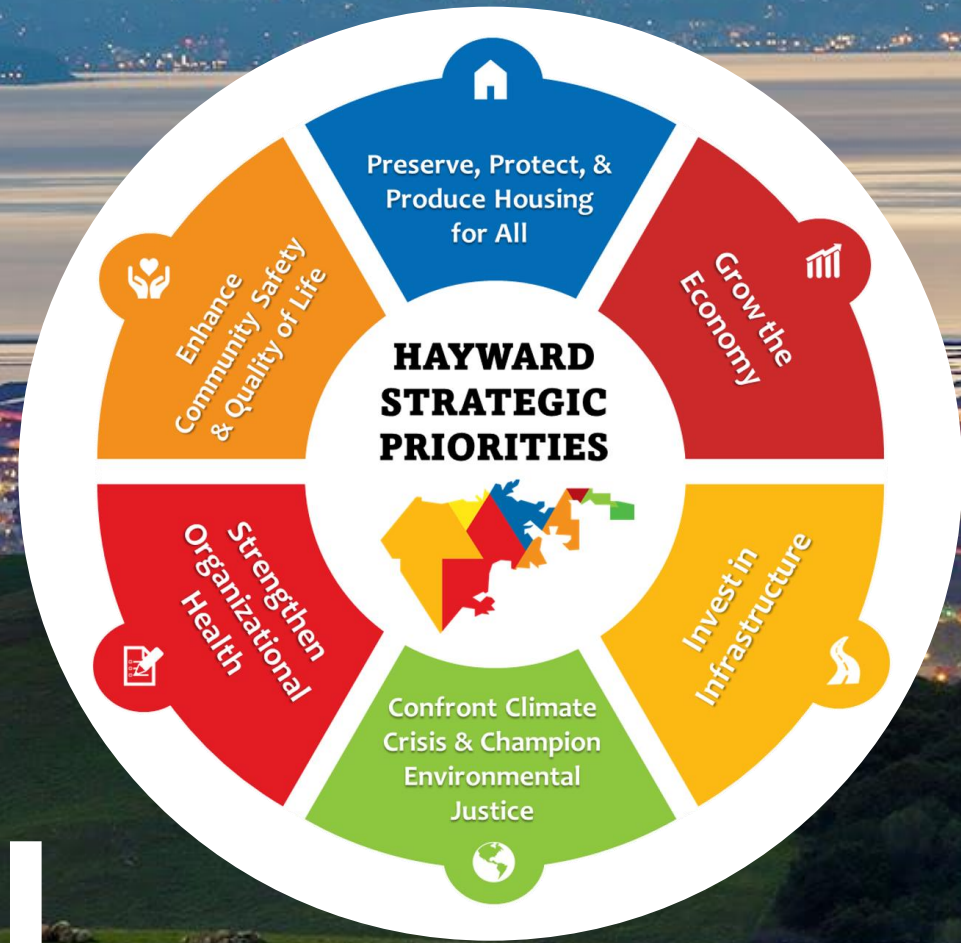
## Saturday, May 11: FY 25 Budget Retreat

- Departmental budget presentations will link back to the Roadmap priorities

June

## Budget and Strategic Roadmap Adoption





**Thank you!**