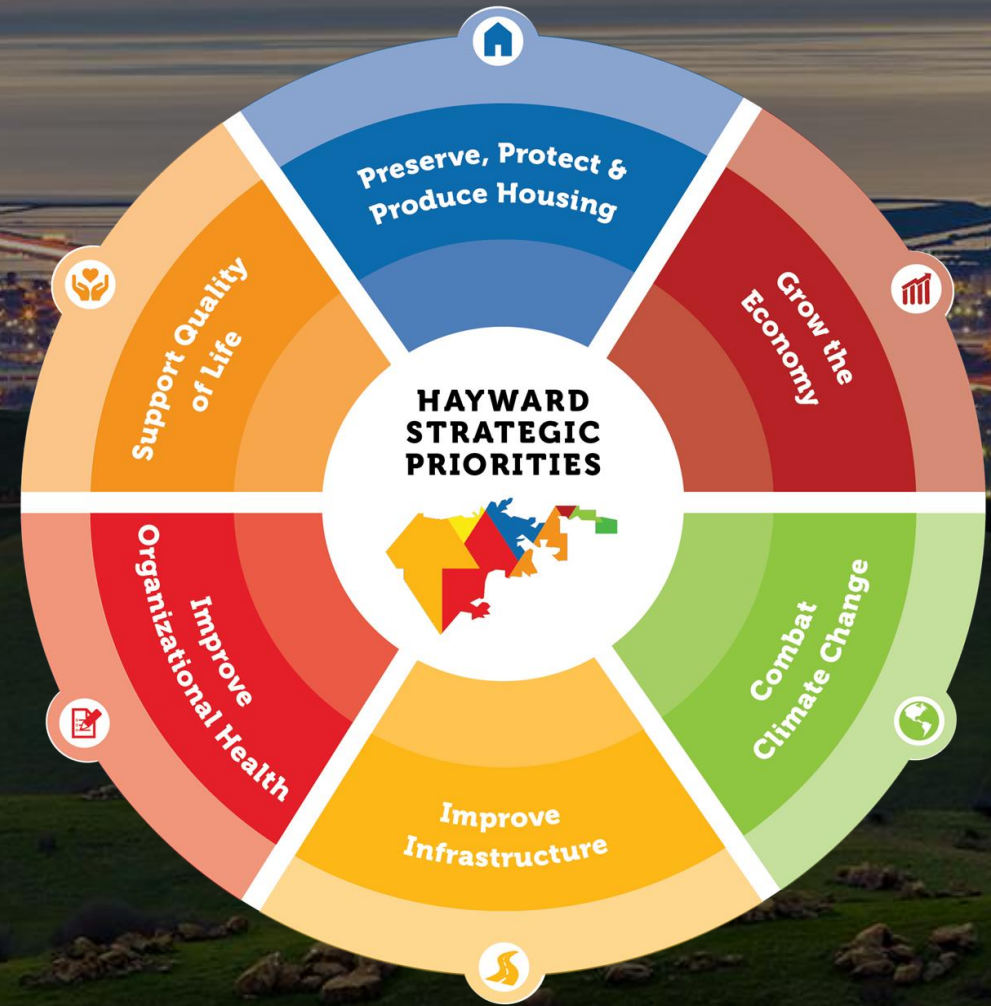


Strategic Roadmap Update



Council Work Session
February 13, 2021



Introductions



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



Today's Goals

Review Roadmap & Survey

Provide high-level guidance on the reprioritization of projects by priority area (x6)

Decide on Next Steps

Agenda

8:30	Welcome and Introductions
9:15	Overview & Process
10:15	Preserve, Protect, and Produce Housing
10:45	Break
10:55	Grow the Economy
11:25	Combat Climate Change
11:55	Improve Infrastructure
12:25	Lunch
12:45	Improve Organizational Health
1:15	Support Quality of Life
1:45	Next Steps

Ground Rules

- **Be here now** (Don't email or text while on the Zoom call)
- **Help make sure everyone is heard**
 - “Step Up” to voice your thoughts. “Step Back” to let others speak too. Be additive, not repetitive.
- **Listen actively** (seek to understand, keep an open mind)
- **Actively resolve conflict**
 - Pursue areas of agreement. Consensus means “I can live with it.”
 - Conflict has and will always be here. It just depends on which form it takes in the room today.
- **Help the facilitator to keep things on-time**
- **Help us make sure we captured your input correctly**
- **Process may be messy, and that's OK!**

Overview of Strategic Roadmap

HAYWARD





Vision 2024

By 2024, Hayward is growing 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. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. Hayward has started construction of thousands of new housing units at all income levels...



Strategic Priorities

The critical focus areas to achieve the vision.



Preserve, Protect & Produce Housing

Construct new housing at all income levels, stabilize rents to reduce displacement, and provide shelter and services to those who are unhoused.



Grow the Economy

Attract and retain businesses, stimulate a vibrant economy, provide high paying jobs, and ensure a strong business community.



Combat Climate Change

Continue to reduce our carbon footprint, improve sustainable practices, increase green spaces, and better prepare residents for climate change.



Improve Infrastructure

Reduce traffic and improve our roads, transit and active transport options. Upgrade city buildings, water, sewer, and the broadband network.



Improve Organizational Health

Attract and maintain a diverse, capable workforce. Collaborate to be more fiscally sustainable, data-driven, and engaged with our community.



Support Quality of Life

Optimize city services and public safety, clean and beautify the City, and better prepare for natural disasters.

Preserve, Protect & Produce Housing

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless							
1a.	Identify sustainable funding source for the Navigation Center*	CSD	FIN					
1b.	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD						
2	Create a Homelessness Reduction Strategic Plan							
2a.	Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M					
2b.	Implement the Homelessness Reduction Strategic Plan	CSD						
3	Provide winter temporary shelters							
3a.	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL					
3b.	Continue partnership with Alameda County to implement winter shelters*	CSD						
4	Implement housing incentives and production work plan in accordance to state housing limits							
4a.	Explore moderate-income financing model	H						
4b.	Amend Density Bonus Ordinance**	DSD						
4c.	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD						
4d.	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD						
4e.	Explore program to convert tax-defaulted properties to affordable housing	H						
4f.	Create marketing materials for incentivizing housing production	H						
4g.	Expand emergency shelter sites in Hayward	H						

Combat Climate Change

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Reduce dependency on fossil fuels							
1a.	Ban natural gas in new residential buildings	PWD&U	DSD					
1b.	Require EV charging infrastructure in new construction	PWD&U	DSD					
1c.	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PWD&U	DSD ED					
1d.	Prepare transition plan to facilitate a phased transition of natural gas appliances to electric	MS	PWD&U					
2	Work with EBCE to transition citywide electricity use to 100% carbon free (requires working with income-qualified residential customers and direct-access commercial/industrial customers)							
		PWD&U	MS					
3	Transition electricity use in city operations to 100% renewable energy							
		PWD&U	MS					
4	Adopt & implement 2030 GHG Goal & Roadmap**							
		PWD&U	DSD					
5	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products							
5a.	Conduct outreach regarding single-use disposables	PWD&U	DSD					
5b.	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PWD&U	DSD					
6	Plant 800 trees annually (300 by private developers)							
		MS	DSD					
7	Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*							
		MS	PWD&U					
8	Adopt and implement the 2019 Building Code & Fire Code							
		DSD	FD					
9	Complete Shoreline Master Plan							
		DSD	PWD&U					
10	Update Tree Preservation Ordinance							
		DSD	MS					

Passed Jan 2020, and then.....

COVID-19

A photograph of a city council meeting in progress. Several council members are seated around a large, U-shaped wooden desk. In the foreground, a woman is seated at a desk, working on a laptop. The room has wood-paneled walls and large screens in the background displaying presentation slides. The text 'COVID-19' is overlaid in large white letters across the center of the image.



Improve Organizational Health

On Track: 60%	Delayed/Extended: 40%
Maintain and expand fiscal sustainability 1a: Evaluate an increase to the Transient Occupancy Tax 1b: Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs 1c: Redo the Business License Tax Racial Equity Plan 2a: Create a language accessibility policy 2b: Create a training policy 3: Work across Strategic Roadmap priorities to include racial equity lens 4: Continue city participation in Racial Equity for Racial Equity 5: Continue to support innovation throughout 6a: Develop talent across critical positions	6: Perform staff resource allocation and prioritization analysis to support annual and explore succession planning efforts 8: Re-engineer performance management align with organizational values 9: Continue employee engagement initiatives to develop employee recognition program Talent development initiatives and training 11n: Develop an employee initiated plan involving interdepartmental representation 11a: Develop training academy to cultivate skills



Preserve, P

On Track: 61%	Delayed/Extended: 39%
Navigation Center to Housing & Support the Homeless: 1a: Identify Sustainability funding source for the navigation center 1b: Oversee operations of the Navigation Center Homelessness Reduction Strategic Plan: 2a: Create plan modeled after an empowerment approach and best practices 2b: Implement plan. Temporary Winter Shelters: 3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters* 3b: Continue partnership with Alameda County to implement Winter Shelters* Housing Incentives & Production Work Plan: 4a: Explore moderate-income financing model 4b: Amend Density Bonus Ordinance** 4c: Update Accessory Dwelling Unit (ADU) ordinance** Evaluate the Affordable Housing Ordinance	4d: Complete plan 4e: Commence implementation 4f: Implement center 6: Update and improve 4e: Explore program to affordable housing 4f: Create marketing and production 4g: Expand emergency 9: Update the Housing 10: Implement a Soft S



Grow the Economy

On Track: 50%	Delayed/Extended: 22%	Added: 28%
Marketing Plan & Opportunity Zone Campaign 1a: Update the marketing plan 1b: Implement the marketing plan Vacant Building Property Ordinance 2a: Enforce ordinance* 2b: Engage owners and encourage activation of vacant sites Strengthen workforce development pipelines 3b: Re-establish the Business Engagement Program and referral process 3c: Collaborate with workforce development partners to organize, host and sponsor job fairs & awareness events	Strengthen workforce development pipelines 3a: Devise plan to maximize workforce development pipelines Former City Center Building 4c: Finalize disposition & development agreement Disposition & Development of Route 238 Corridor Lands** 5a: Finalize planning on redevelopment of 6 remaining parcel groups** 5b: Finalize disposition & development agreements for all parcels** 5c: Implement disposition & development agreements	COVID-19 Pandemic Response 14a: COVID-19 Business Sector Reopening Assistance 14b: COVID-19 Restaurant Assistance 14c: COVID-19 Policy Development 14d: Sidewalk Vendor Ordinance COVID-19 Pandemic Recovery Business Assistance 15a: COVID-19 Small Business Recovery & Equity Programs 15b: COVID-19 Retail Recovery Program 15c: Outdoor Gathering Permit established 15d: Outdoor Dining Permit established 15e: Temporary Outdoor Business Activities Permit



Support Quality of Life

On Track: 24%	Delayed/Extended: 31%	Added: 45%
Update comprehensive emergency services plan for community and staff 4b: Implement updated plan 4c: Conduct a 'risk & resilience' assessment of water system and update emergency response plan** 8: Implement Hayward Police Department Community Advisory Panel 9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice 10: Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources 11: Implement a vaping ban 13: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)* 1a: Finalize financing 1b: Design and construct center 1c: Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor. Complete gateway and corridor landscape beautification* 2a: Complete Tennyson corridor landscape beautification 2b: Complete Jackson corridor landscape beautification Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources 3a: Assess findings from pilot 3b: Roll out permanent CAT program (outside of County) Update comprehensive emergency services plan for community and staff	Implement targeted illegal dumping prevention program 17c: Operation Clean Sweep* COVID-19 Response 14a: Establish Graffiti Relief Program 14b: Launch and run Food Distribution Operation 14c: Launch and run Covid-19 Testing Site Operation 14d: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci 15: Create and implement Homeless Encampment Task Force 16: Design and Implement Community Engagement effort in response to Black Lives Matter movement 17: Implement Census 2020 Community Engagement 18: Online Library Programming 19: Library Curbside Service 20: Tech Lending Library 21: Launch Bookmobile Program

A photograph of a protest. In the center, a large cardboard sign is held up, reading "END SYSTEMIC RACISM" in bold, hand-painted letters. "END" is in black, "SYSTEMIC" is in black with "SYSTEM" in red, and "RACISM" is in red. Below the sign, a crowd of people is visible, many wearing face masks. In the foreground, a woman on the left wears a black mask and sunglasses. A woman in the center wears a white mask with a pattern of names and dates. To the right, another woman wears a pink mask. In the background, other signs are partially visible, including one on the left that says "RESIST DISTANCE" and "EXPECT" and one on the right that says "BLM" and features a raised fist icon.

END
SYSTEMIC
RACISM

A Global Push for Racial Justice



So today
is about two themes.



Preserve, Protect & Produce Housing

Combat Climate Change

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1		Sustain the Navigation Center to house and support the homeless						
1a.		Identify available resources for the Navigation Center						
1b.		Oversee operations of the Navigation Center (i.e. providing administrative support, management, a collection, and performance monitoring)						
2		Create a Homelessness Reduction Strategic Plan						
2a.		Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
2b.		Implement the Homelessness Reduction Strategic Plan	CSD					
3		Provide winter temporary shelters						
3a.		Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
3b.		Continue partnership with Alameda County to implement winter shelters*						
4		Implement housing policies and production work plan according to state housing limits						
4a.		Explore moderate-income financing						
4b.		Amend Density Bonus Ordinance**	DSD					
4c.		Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
4d.		Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
4e.		Explore program to convert tax-defaulted properties to affordable housing	H					
4f.		Create marketing materials for incentivizing housing production	H					
4g.		Expand emergency shelter sites in Hayward	H					

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1		Reduce dependency on fossil fuels						
1a.		Identify eligible residential buildings						
1b.		Identify eligible infrastructure in new construction	WD&U	DS				
1c.		Explore feasibility of transitioning gas in residential (commercial) buildings (for next code update)		DS, ED				
1d.		Prepare transition plan to facilitate a phased transition of natural gas appliances to electric	MS	PWD&U				
2		Work with EBCE to transition citywide electricity use to 100% carbon free (requires working with income-qualified residential customers and direct-access commercial/industrial customers)	PWD&U	MS				
3		Transition electricity use in city operations to 100% renewable energy	PWD&U	MS				
4		Adopt & implement 2019 Green Building Code	U					
5		Work with Stop Gas to promote a Circular Economy and the Reduction of Single Use Plastics						
5a.		Conduct research regarding single-use disposables		U				
5b.		Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PWD&U	DSD				
6		Plant 800 trees annually (300 by private developers)	MS	DSD				
7		Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	MS	PWD&U				
8		Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9		Complete Shoreline Master Plan	DSD	PWD&U				
10		Update Tree Preservation Ordinance	DSD	MS				

**Staff Interview
Feedback
&
Council E-
Team Survey**

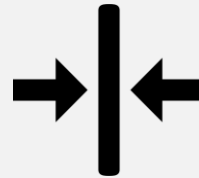
HAYWARD



Analyst Group Meeting



Prioritize! (But not ad hoc.) They want to know the 'why'.



Align time, money, and staff to priorities and projects.



Burnout. Need to rightsize staff duties as we're not in emergency mode anymore.



Equity and Inclusion matter just as much as COVID. Elevate these issues.

Managers' Meeting



Prioritize! No new projects unless you take something off.



COVID Burnout. Too many assignments/projects without adequate staffing & funding.



Leverage technology like telecommuting and online services.



Daily operations take most of our time and effort even though they're not in the Roadmap.

A Few Individual E-Team Members



Prioritize! If you add projects, others need to come off.



Lack of Resources. Was hoping staffing and budget would follow projects, but that didn't happen.

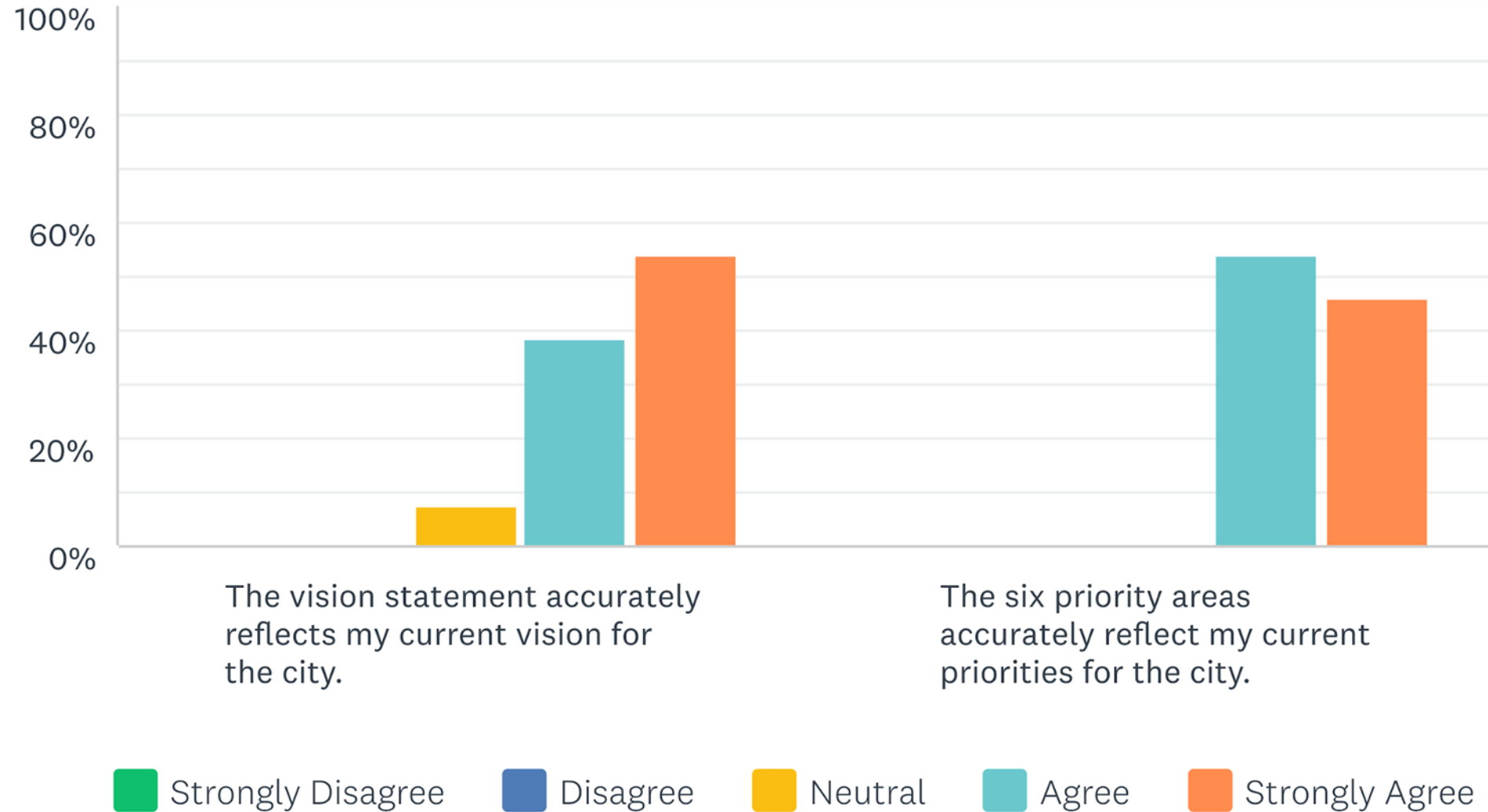


Emergency. We are teetering on disaster with our staffing levels.

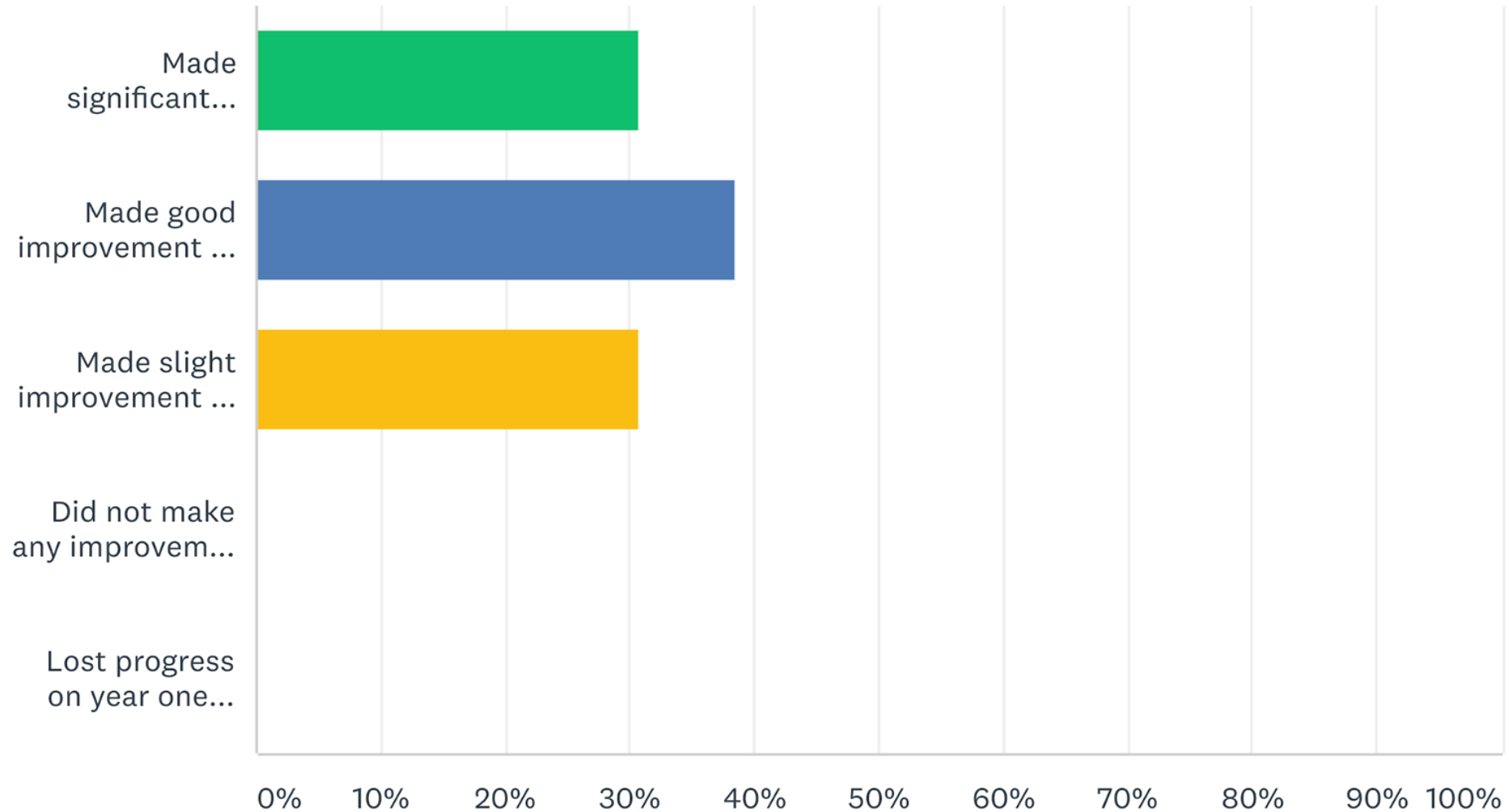


Transparency & Shared Focus.
Good to know what others do and what's important.

Vision & Priorities Alignment

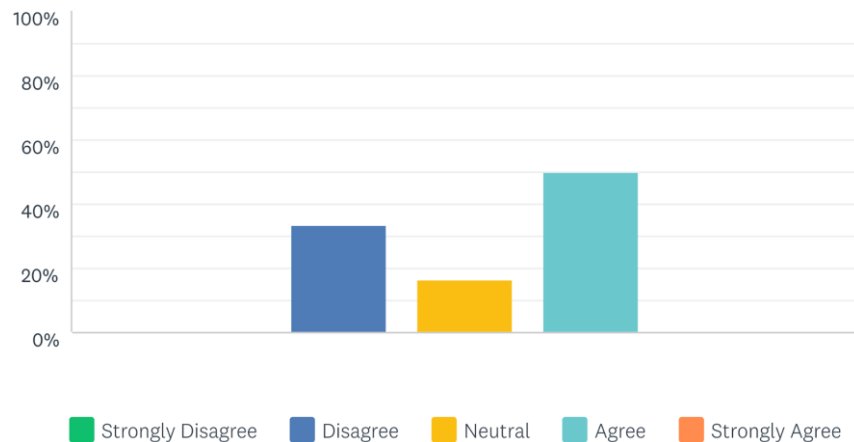


Achievement of Y1 Objectives

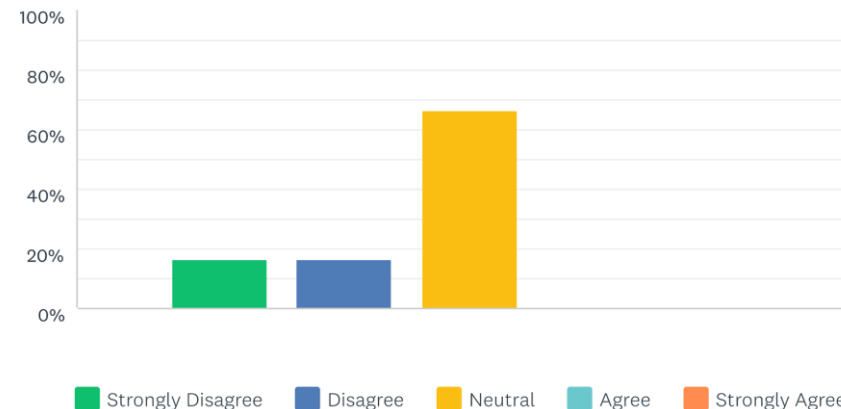


E-Team Resources & Capacity

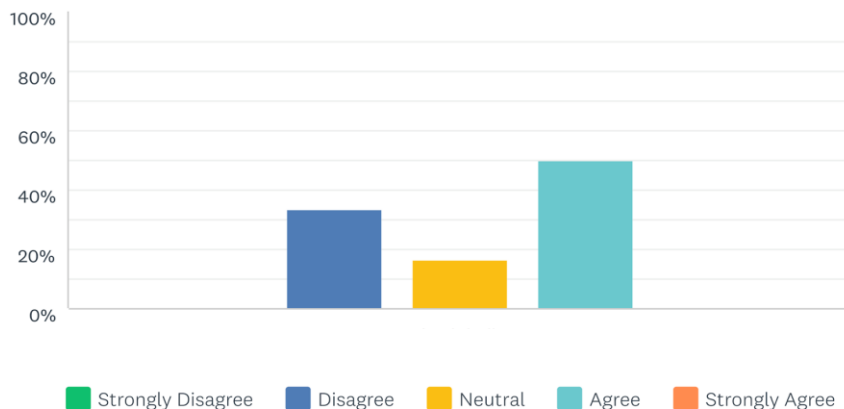
My **budget** is adequate to meet the needs of the Roadmap.



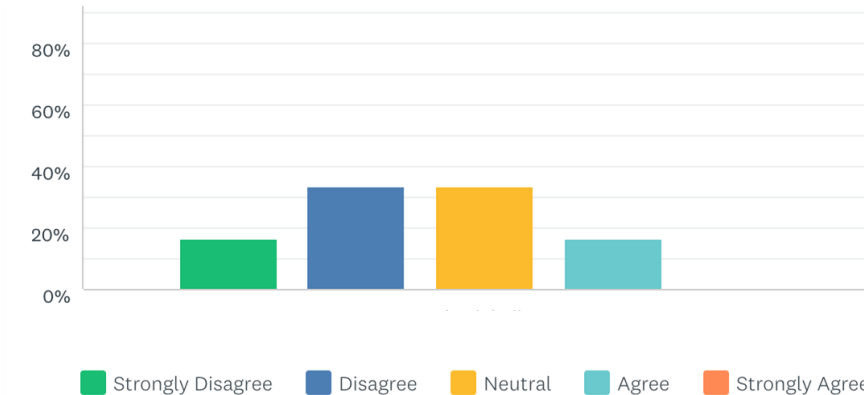
The **amt. of work added** to my plate (due to COVID, etc) was roughly the same amt. of work taken off my plate.



The **timeline** for most projects is still achievable and realistic.



The Roadmap helped me to **push back** on requests that didn't match the Roadmap priorities.



Preserve, Protect & Produce Housing

Combat Climate Change

In Four Words...

PRIORITIZE PROJECTS
ALIGN RESOURCES

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1		Sustain the Navigation Center to house and support the homeless						
1a.		Identify available resources for the Navigation Center						
1b.		Oversee operations of the Navigation Center (i.e. providing administrative, coordination, management, a collection, and performance monitoring)						
2		Create a Homelessness Reduction Strategic Plan						
2a.		Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
2b.		Implement the Homelessness Reduction Strategic Plan	CSD					
3		Provide winter temporary shelters						
3a.		Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
3b.		Continue partnership with Alameda County to implement winter shelters*						
4		Implement housing policies and production work plan according to state housing limits						
4a.		Explore moderate-income financing						
4b.		Amend Density Bonus Ordinance**	DSD					
4c.		Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
4d.		Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
4e.		Explore program to convert tax-defaulted properties to affordable housing	H					
4f.		Create marketing materials for incentivizing housing production	H					
4g.		Expand emergency shelter sites in Hayward	H					

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1		Reduce dependency on fossil fuels						
1a.		Encourage green residential buildings						
1b.		Encourage green infrastructure in new construction	WD&U	DS				
1c.		Explore feasibility of transitioning existing commercial/industrial (commercial) buildings for next code update		DS, ED				
1d.		Prepare transition plan to facilitate a phased transition of natural gas appliances to electric	MS	PWD&U				
2		Work with EBCE to transition citywide electricity use to 100% carbon free (requires working with income-qualified residential customers and direct-access commercial/industrial customers)	PWD&U	MS				
3		Transition electricity use in city operations to 100% renewable energy	PWD&U	MS				
4		Adopt & implement 2030 Green Building Ordinance						
5		Work with Stop Gas to promote a Circular Economy and the Reduction of Single Use Products						
5a.		Conduct research regarding single-use disposables						
5b.		Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PWD&U	DSD				
6		Plant 800 trees annually (300 by private developers)	MS	DSD				
7		Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	MS	PWD&U				
8		Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9		Complete Shoreline Master Plan	DSD	PWD&U				
10		Update Tree Preservation Ordinance	DSD	MS				

Diversity, Equity, and Inclusion

HAYWARD



Diversity, Equity, and Inclusion

2020 Achievements

- ✓ 2nd GARE Cohort – 17 people
- ✓ Racial Equity Action Plan went before Council in May
- ✓ Incorporated equity considerations into Covid-19 response: Free Covid testing, food distribution, family support grants, rent moratorium and relief
- ✓ Incorporating racial equity into public safety community engagement
- ✓ DEI trainings for Boards and Commissions

Diversity, Equity, and Inclusion

Proposed Work for 2021 – Equity Analyses

- Each department head is identifying a Strategic Roadmap project for implementation using a racial equity lens
- Will be teamed up with a team member from Safir and Associates and members of the GARE team
- A learning opportunity for participants to use equity analysis toolkit
- These projects will serve as case studies for future projects

Diversity, Equity, and Inclusion

Additional Proposed Work for 2021

- Continue to support community safety work
- Focus on data collection that is disaggregated by race
- Continue to bring DEI trainings to Boards, Commissions, and staff
- Explore staffing models to further lead and support DEI work

Prioritization Process

1. Review project list
2. Update from staff & survey results
3. Dot Voting = 25% of projects per Councilmember
4. Discussion
5. E-team will finalize the updated lists and come back to Council with a revised draft

Considerations

- COVID-19 & Economic Recovery
- Do we have resources (budget, staff, time)?
- Unique federal/state funding & policy opportunities
- Can it wait? We can move projects to a list to revisit in 2024

**Preserve,
Protect &
Produce
Housing**

HAYWARD



On track to meet original deadline: 61%	Delayed/Extended: 28%	Added: 18%
<p>Navigation Center to Housing & Support the Homeless: 1a: Identify Sustainability funding source for the navigation center 1b: Oversee operations of the Navigation Center</p> <p>Homelessness Reduction Strategic Plan: 2a: Create plan modeled after an empowerment approach and best practices 2b: Implement plan.</p> <p>Temporary Winter Shelters: 3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters* 3b: Continue partnership with Alameda County to implement Winter Shelters*</p> <p>Housing Incentives & Production Work Plan: 4a: Explore moderate-income financing model 4b: Amend Density Bonus Ordinance** 4c: Update Accessory Dwelling Unit (ADU) ordinance**</p> <p>Evaluate the Affordable Housing Ordinance 5a: Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs. 5b: Hold work session for potential revisions</p> <p>Expend the Affordable Housing Trust funds 6a: Hold a work session on establishing funding priorities for Affordable Housing Trust 6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities</p> <p>Recommend Updates to the Rent Stabilization Ordinance 7a: Provide 6-month update on the implementation of Rent Stabilization Ordinance & recommend amendments 7b: Monitor implementation of Rent Stabilization Ordinance & prepare a statistical report</p> <p>Pursue state housing funding opportunities 8a: Identify & respond to regulations to ensure Hayward & Hayward-supported projects qualify for state housing funding b Apply for state housing funding to support strategic partnerships & Council priorities</p>	<p>Housing Incentives & Production Work Plan:</p> <p>4d: Develop an Overlay Zoning District to allow RS zoned properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation</p> <p>4e: Explore program to convert tax-defaulted properties to affordable housing</p> <p>4f: Create marketing materials for incentivizing housing production</p> <p>4g: Expand emergency shelter sites in Hayward</p> <p>9: Update the Housing Element Plan</p> <p>10: Implement a Soft Story Ordinance</p>	<p>COVID-19 Response:</p> <p>11a: Implement and monitor eviction moratorium</p> <p>11b: Implement COVID-19 rent relief program</p> <p>11c: Analyze alternative rent increase thresholds</p> <p>11d: Expand mediation services to tenants and landlords to support repayment plans</p> <p>11e: Allocate and administer CDBG-CV funding for homelessness and housing services</p>



New Projects

- ✓ Implement and monitor residential eviction moratoria
- ✓ Implement CV-19 rent relief program
- ✓ Analyze alternative rent increase thresholds
- ✓ Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID
- ✓ Allocate and administer CDBG-CV funding for homelessness and housing services
- ✓ Open Hayward Navigation Center Hotel Annex project (non-congregate shelter)



Housing

Successes and Achievements

- ✓ Navigation Center
 - Maintained operations during pandemic
 - Increased funding through PHLA grant award of ~\$650,000 per year for 5 years
- ✓ DSD grant funding for Year 2
 - \$310,000 in SB 2 funding
 - \$490,000 in LEAP grant funding
- ✓ Let's House Hayward! Strategic Plan development
- ✓ COVID-19 Response
 - Allocated \$3.1m in emergency Community Development Block Grant funds, including \$1.73m in rent relief



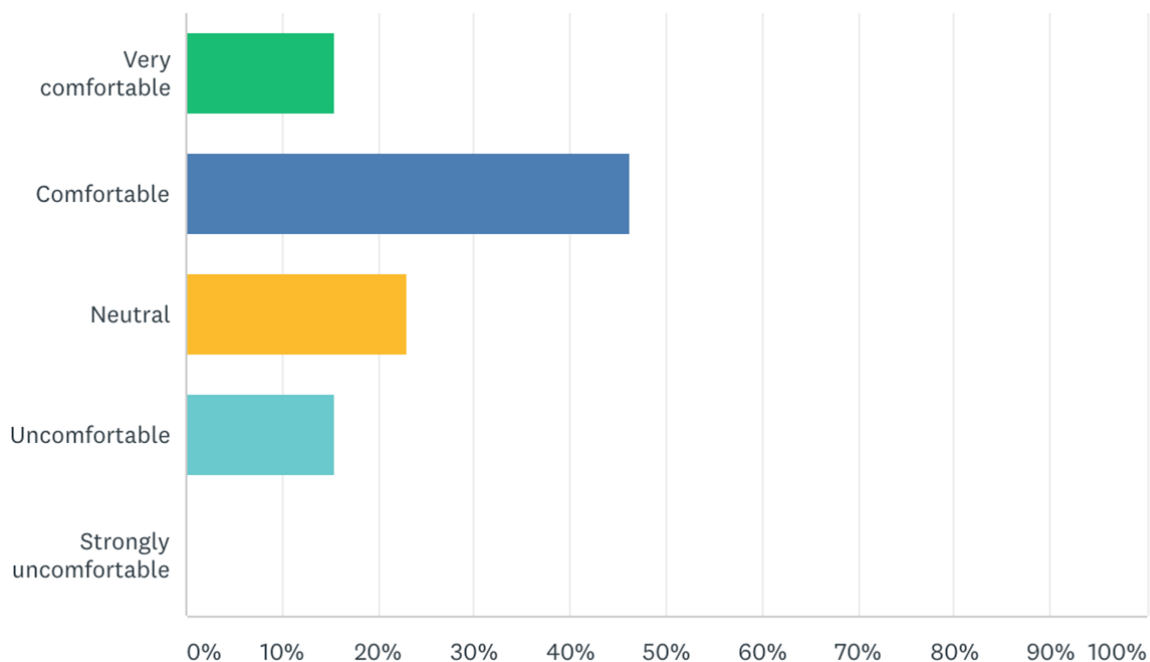
- There are Development Services Project that have funding, but insufficient staffing to fully complete:
 - Housing Element - must be adopted by end of CY2022 (LEAP grant)
 - ADU Ordinance Update (LEAP grant)
 - Upzoning of RS district with higher General Plan density (SB2 grant funding)
 - Density Bonus Update (SB2 grant funding)
- 4g - Expand emergency shelter sites in Hayward is paused due to pending state legislation
- Implementation of Let's House Hayward! Strategic Plan will be dependent on budget allocation and staffing
- 4e - Explore program to convert tax-defaulted properties to affordable housing was postponed due to Covid-related work
- 4f - Create marketing materials for incentivizing housing production was postponed due to Covid-related work



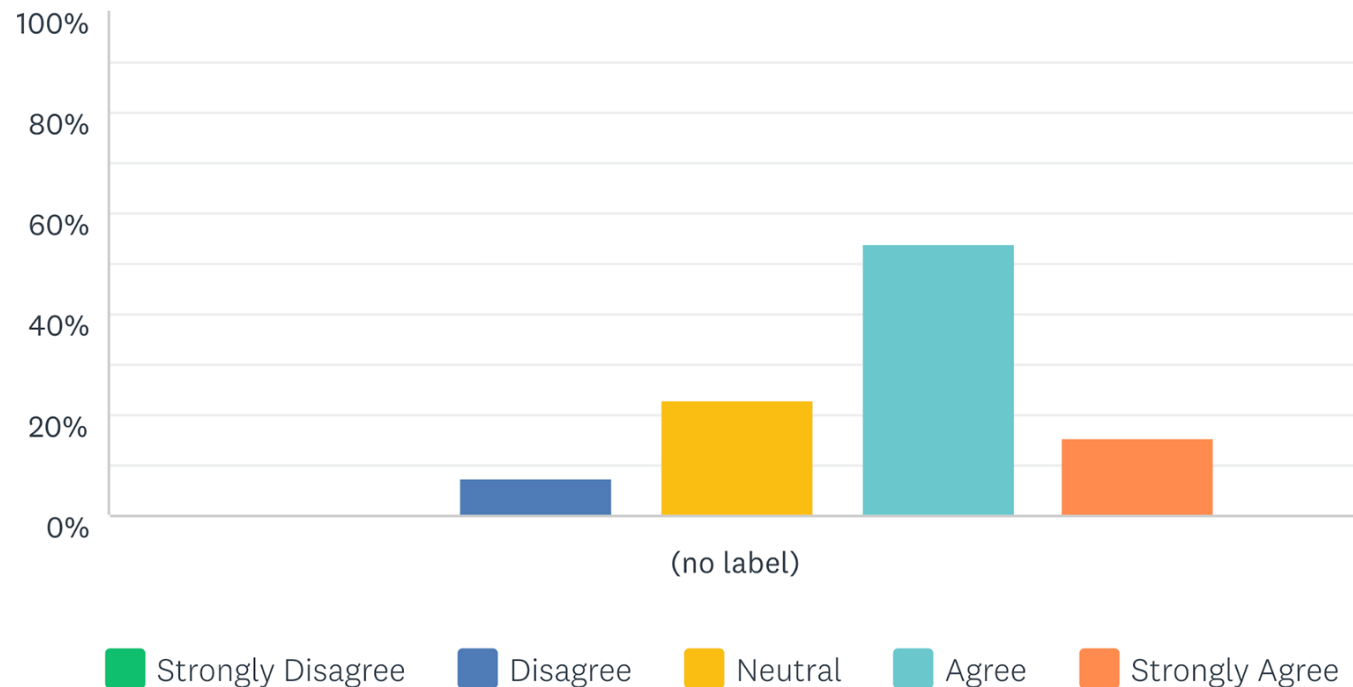
Housing

Survey Results

Comfort with draft revised project list:



Agreement with “Project listed in this section are still the best ones to achieve this priority”:





Housing

Survey Results

Your Priorities

Homelessness (3)

Affordable Housing (3)

Keep People Housed though
COVID (2)

Too Many Projects & Not Enough
Resources (2)

Delay

Changing RS zoning (though another
person said don't delay RS zoning)

Add a section to Housing & Housing Development
staff reports to track accomplishments of Housing
Element goals and programs.

Analyze alternative rent increase
thresholds

NOTE: 5 people said don't delay or
drop any projects.

Drop

Projects with additional costs

Nonprofits should get their own
funding

May not need a NOFA process to
allocate dollars



Housing

Additional Projects from Survey

- Amend inclusionary housing ordinance to require housing be built in most cases (Project 5b)
- Explore opportunities for Workforce development housing (Council Work Session)
- Consider more density, including the # stories for MF housing near transit (Project 4b and Project 9)
- AHO - live/work space in light industrial for artists in residents (Project 5b)
- Work with other jurisdictions to create similar fund to LAIF (Council Work Session)
- Leverage county research regarding CLTs to identify regional funding mechanisms to facilitate TOP/COPA (Council Work Session)
- Help homeownership (down payment) for both residents and employees (Project 8a and 8b and Council Work Session)
- More flexible zoning (Projects 4d, 4g, and 9)

On track to meet original deadline: 61%	Timeline Extended/ Shifted: 28%	Added: 18%
<p>Navigation Center to Housing & Support the Homeless: 1a: Identify Sustainability funding source for the navigation center 1b: Oversee operations of the Navigation Center</p> <p>Homelessness Reduction Strategic Plan: 2a: Create plan modeled after an empowerment approach and best practices 2b: Implement plan.</p> <p>Temporary Winter Shelters: 3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters* 3b: Continue partnership with Alameda County to implement Winter Shelters*</p> <p>Housing Incentives & Production Work Plan: 4a: Explore moderate-income financing model 4b: Amend Density Bonus Ordinance** 4c: Update Accessory Dwelling Unit (ADU) ordinance**</p> <p>Evaluate the Affordable Housing Ordinance 5a: Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs. 5b: Hold work session for potential revisions</p> <p>Expend the Affordable Housing Trust funds 6a: Hold a work session on establishing funding priorities for Affordable Housing Trust 6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities</p> <p>Recommend Updates to the Rent Stabilization Ordinance 7a: Provide 6-month update on the implementation of Rent Stabilization Ordinance & recommend amendments 7b: Monitor implementation of Rent Stabilization Ordinance & prepare a statistical report</p> <p>Pursue state housing funding opportunities 8a: Identify & respond to regulations to ensure Hayward & Hayward-supported projects qualify for state housing funding b Apply for state housing funding to support strategic partnerships & Council priorities</p>	<p>Housing Incentives & Production Work Plan:</p> <p>4d: Develop an Overlay Zoning District to allow RS zoned properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation</p> <p>4e: Explore program to convert tax-defaulted properties to affordable housing</p> <p>4f: Create marketing materials for incentivizing housing production</p> <p>4g: Expand emergency shelter sites in Hayward</p> <p>9: Update the Housing Element Plan</p> <p>10: Implement a Soft Story Ordinance</p>	<p>COVID-19 Response:</p> <p>11a: Implement and monitor eviction moratorium</p> <p>11b: Implement COVID-19 rent relief program</p> <p>11c: Analyze alternative rent increase thresholds</p> <p>11d: Expand mediation services to tenants and landlords to support repayment plans</p> <p>11e: Allocate and administer CDBG-CV funding for homelessness and housing services</p>



Instructions: Dot Vote

- You get 7 virtual 'dots'. The moderator will place your dots on the screen for you.
- In the chat box, write the numbers of the projects you're voting for.
 - For example, if you get four votes, in the chat box, you might write 1b, 2c, 6a, 12d
- You're voting for the highest level of detail available. For example, if project 1 has sub-sections 'a', 'b', and 'c', then each one would require a separate dot. If a project doesn't have sub-sections, then you can just vote for the overall number...like '6' or '10'.



Activity: Dot Vote

You have 7 dots to vote on your favorite projects.
Go ahead and type in your 7 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



Councilmember Sara Lamnin

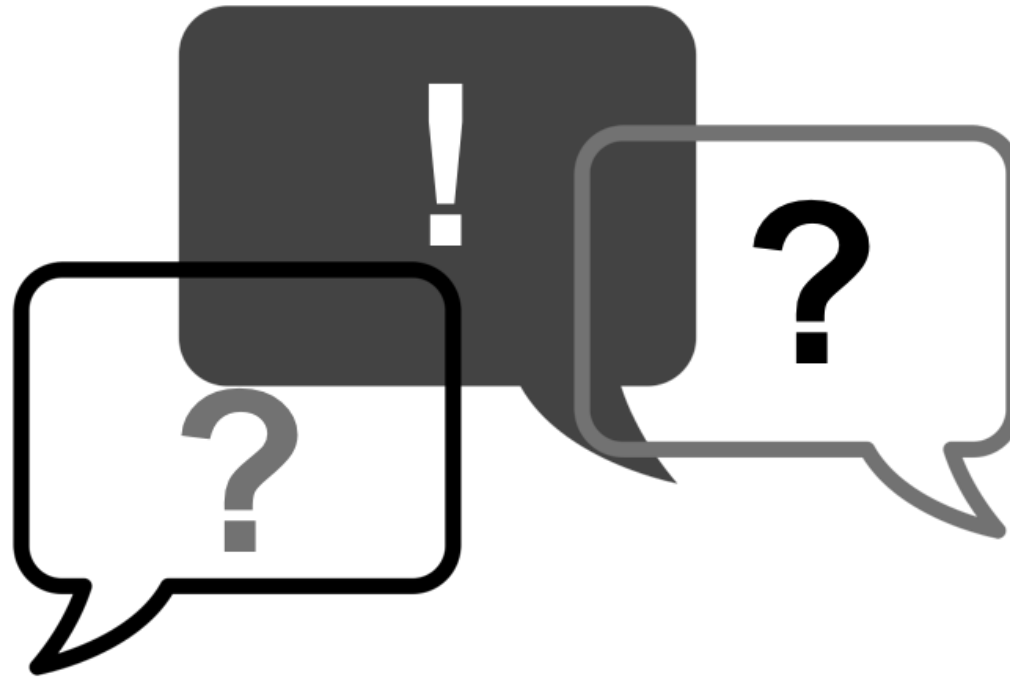


On track to meet original deadline: 61%					Timeline Extended/ Shifted: 28%	Added: 18%
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Halliday ❤️	Wahab ★	Andrews ❌	Lamnín ✅	Márquez 🔵	Salinas 🟪	Zermeño 🟫

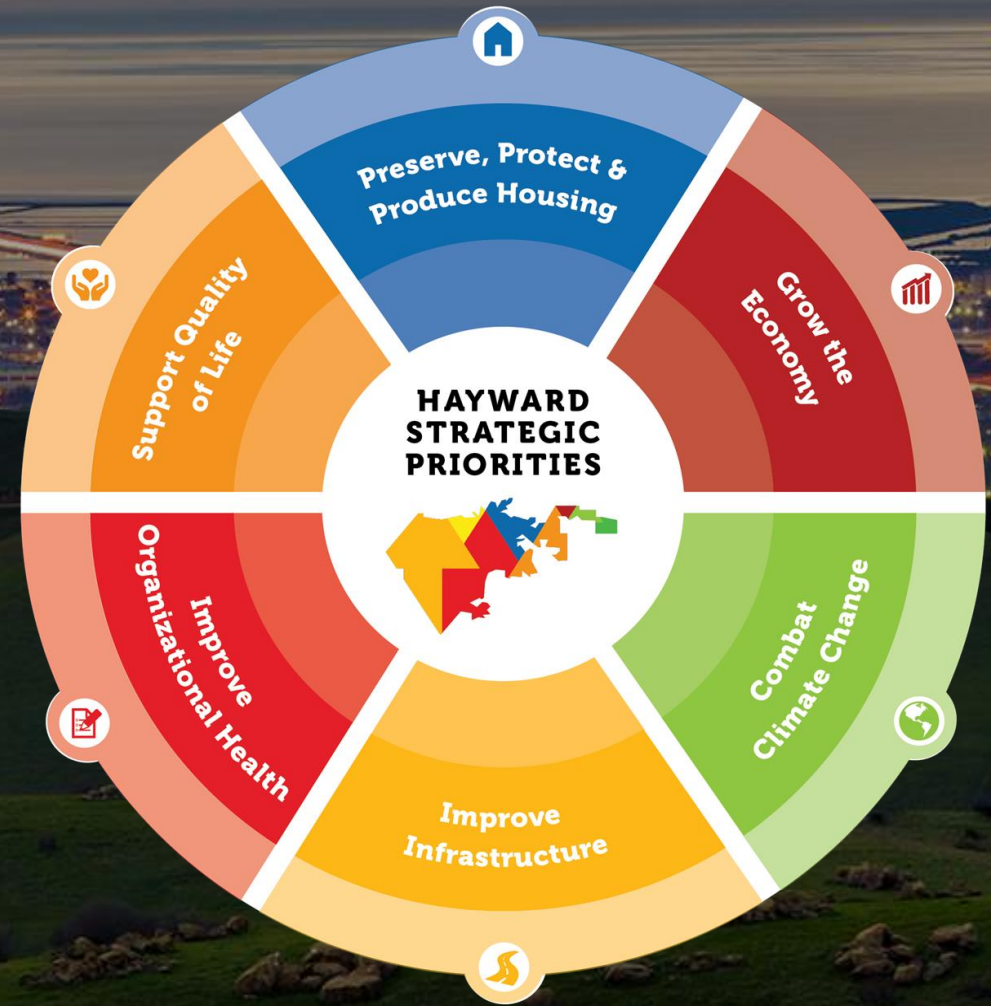


Housing

Discussion



10 Minute Break



Council Work Session
February 13, 2021

**Grow the
Economy**

HAYWARD



On track to meet original deadline: 50%	Extended/Shifted: 22%	Added: 28%
<p>Marketing Plan & Opportunity Zone Campaign 1a: Update the marketing plan 1b: Implement the marketing plan</p> <p>Vacant Building Property Ordinance 2a: Enforce ordinance* 2b: Engage owners and encourage activation of vacant sites</p> <p>Strengthen workforce development pipelines 3b: Re-establish the Business Engagement Program and referral process 3c: Collaborate with workforce development partners to organize, host and sponsor job fairs & awareness events</p> <p>Former City Center Building 4a: Complete deconstruction 4b: Commence discussions on property redevelopment 4d: Implement disposition & development agreement</p> <p>6: Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses</p> <p>7: Develop and implement a local minimum wage ordinance*</p> <p>9: Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor</p> <p>10: Revamp community preservation ordinance to combat blight and enhance neighborhood livability</p> <p>12: Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber</p> <p>13: Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants</p>	<p>Strengthen workforce development pipelines 3a: Devise plan to maximize workforce development pipelines</p> <p>Former City Center Building 4c: Finalize disposition & development agreement</p> <p>Disposition & Development of Route 238 Corridor Lands**</p> <p>5a: Finalize planning on redevelopment of 6 remaining parcel groups**</p> <p>5b: Finalize disposition & development agreements for all parcels**</p> <p>5c: Implement disposition & development agreements for all parcels**</p> <p>8: Revise alcohol use regulations to support existing and encourage more full-service restaurants</p> <p>11: Explore a public art program and prioritize gateway locations</p>	<p>COVID-19 Pandemic Response 14a: COVID-19 Business Sector Reopening Assistance 14b: COVID-19 Restaurant Assistance 14c: COVID-19 Policy Development 14d: Sidewalk Vendor Ordinance</p> <p>COVID-19 Pandemic Recovery Business Assistance 15a: COVID-19 Small Business Recovery & Equity Programs 15b: COVID-19 Retail Recovery Program 15c: Outdoor Gathering Permit established 15d: Outdoor Dining Permit established 15e: Temporary Outdoor Business Activities Permit</p>



New Projects – Covid-19

- ✓ Business Sector Reopening Assistance
- ✓ Restaurant Assistance
- ✓ Policy Development
- ✓ Sidewalk Vendor Ordinance
- ✓ Small Business Recovery & Equity Programs
- ✓ Retail Recovery Program
- ✓ Established Permits: Outdoor gathering, outdoor dining, temporary outdoor business activities



Economy

Successes and Achievements

- ✓ Passed vacant building ordinance
- ✓ City Center demolished
- ✓ Developed, adopted and amended minimum wage ordinance
- ✓ Developed, adopted fee cap on third-party food delivery companies
- ✓ Updated form-based zoning codes on Mission Blvd
- ✓ Launched #TogetherForDowntownHayward and #TogetherforTennyson shop, dine local campaigns



Successes and Achievements

COVID-19 Small Business Resiliency Grant Program:

- Designed and launched one of the first COVID-19 business assistance grant programs in the U.S.:
 - Developed multi-lingual applications and guideline documents
 - March-May '20 received over 1,600 applications and awarded 76 grants of \$5,000
 - Replicated across the Bay Area and Country
 - Alameda County CARES awarded 91 Hayward businesses grants; injecting \$960,000 into the business community



Considerations for 2021

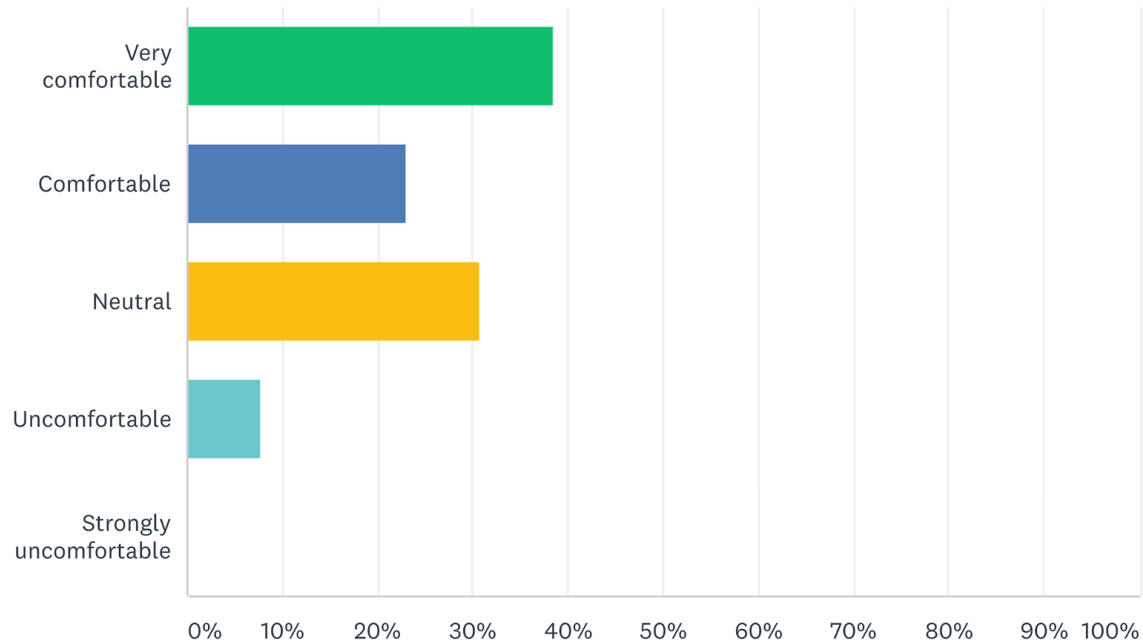
- One of two Economic Development Specialist positions currently vacant and frozen
- Given uncertainty of special events or large public gathering allowances, funding could be reallocated to COVID recovery programming
- Recovery programs will be formulated through research, business stakeholder engagement and brought forward to CEDC for review



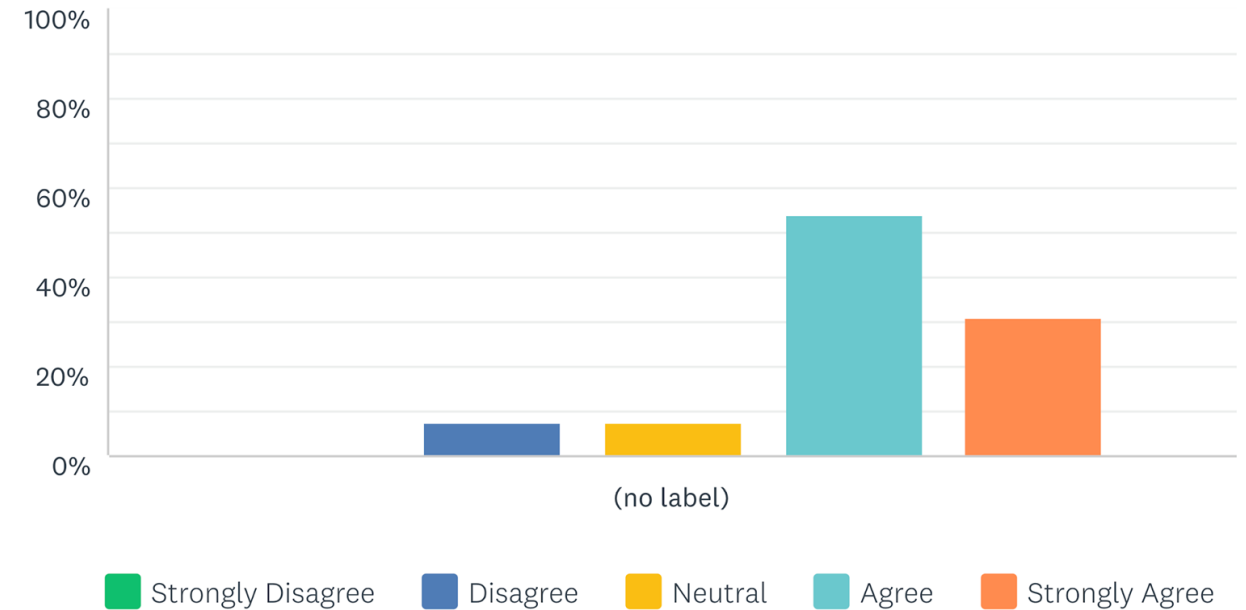
Economy

Survey Results

Comfort with draft revised project list:



Agreement with “Project listed in this section are still the best ones to achieve this priority”:





Economy

Survey Results

Your Priorities	Delay	Drop
Respond to negative impacts of COVID (3)	Public art (2)	
Attract and retain employers (2)	Marketing plan and opportunity zone campaign	
	Gateways; Council Economic Development Committee	
	Community preservation ordinance; Construction; Business incubator	
	None (3)	



Economy

Additional Projects from Survey

- Look for funding opportunities (Project 13, 14a, 14b, 15a, and 15b)
- Develop tools for property owners to activate vacant properties (Project 2)
- Public art program (Project 11)
- Business partnerships: grocery, retail, cannabis, technology, new concepts (Project 13)



Economy

Activity: Dot Vote

You have 8 dots to vote on your favorite projects.
Go ahead and type in your 8 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



Councilmember Sara Lamnin

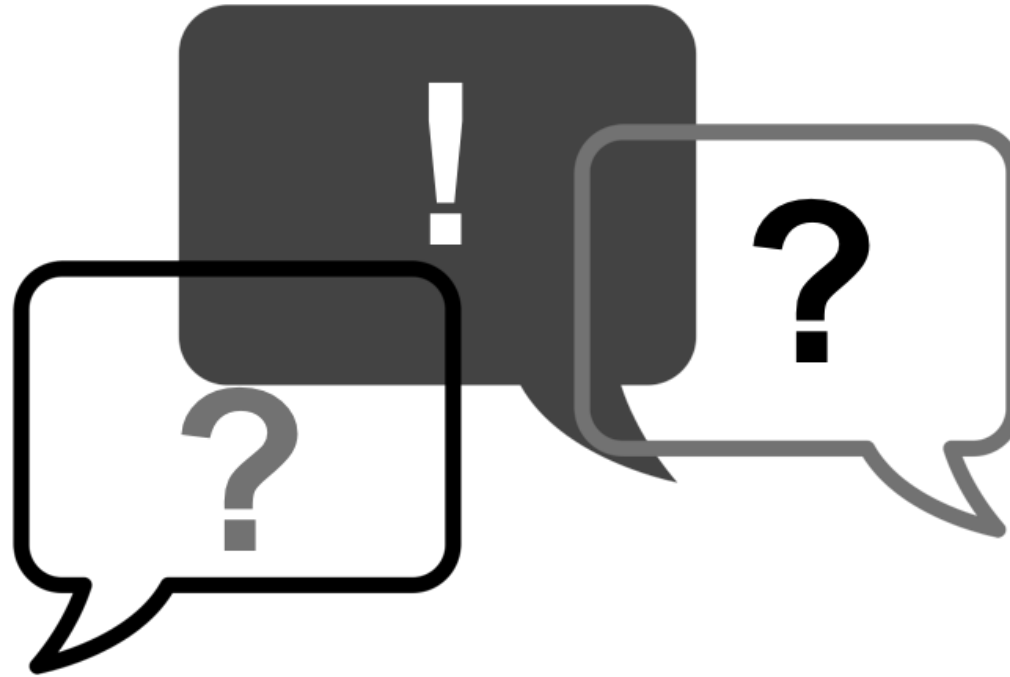


On track to meet original deadline: 50%				Extended/Shifted: 22%		Added: 28%	
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Halliday ❤️	Wahab ★	Andrews ❌	Lamnín ✅	Márquez 🔵	Salinas 🟣	Zermeño 🟡	



Economy

Discussion



**Combat
Climate
Change**

HAYWARD



On Track To Meet Original Timeline: 57%	Timeline Extended/Shifted Due To COVID-19: 43%
<p>Reduce dependency on fossil fuels</p> <p>1a: Ban natural gas in new residential buildings</p> <p>1b: Require EV charging infrastructure in new construction</p> <p>1c: Explore feasibility of banning natural gas in non-residential buildings</p> <p>1d: Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities</p> <p>6: Plant 1,000 trees annually</p> <p>7: Reduce Carbon Emissions- transition 15% of total city fleet to EV/hybrid models*</p> <p>8: Adopt and implement the 2019 Building Code & Fire Code</p> <p>Complete Shoreline Master Plan</p> <p>9a: Complete EIR for Shoreline Master Plan</p>	<p>2: Work with EBCE to transition citywide electricity use to 100% carbon free (from Y1-3 to Y3-3+)</p> <p>3: Transition electricity use in city operations to 100% renewable energy (from Y2-3 to just Y2)</p> <p>4: Adopt & implement 2030 GHG Goal & Roadmap* (same timeline; more resources needed)</p> <p>Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products</p> <p>5a: Conduct outreach regarding single-use disposables (from Y1-3 to Y3-3+)</p> <p>5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts (from Y1-3+ to Y3-3+)</p> <p>10: Update Tree Preservation Ordinance (from Y2 to Y3)</p>



Climate Change

Successes and Achievements

- ✓ Banned Natural Gas in New Residential Buildings (1a)
- ✓ Required EV Charging Infrastructure in New Construction (1b)
- ✓ Transitioned Electricity Use in City Ops to 100% Renewable (3)
- ✓ Adopted 2030 GHG Goal (4)
- ✓ Adopted and implement the 2019 Building Code & Fire Code (8)
- ✓ Completed Shoreline Master Plan (9)



Climate Change

Proposed focus areas for 2021

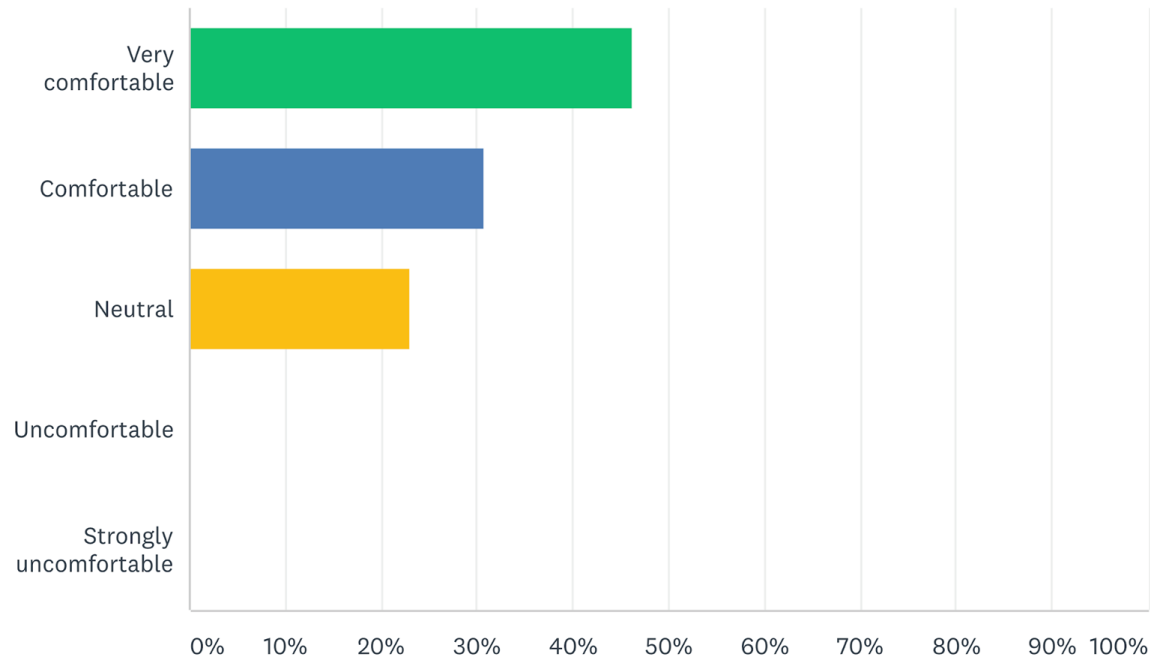
- Explore banning natural gas in non-residential buildings (1c)
- Prepare plan for transition of natural gas appliances to electric in City Facilities (1d)
- Adopt 2030 GHG Roadmap (4)
- Plant 1,000 trees annually (6)
- Transition 15% of City Fleet to EV/hybrid Models (7)
- Update Tree Preservation Ordinance (10)
- ~~EIR for Shoreline Master Plan (9a)~~



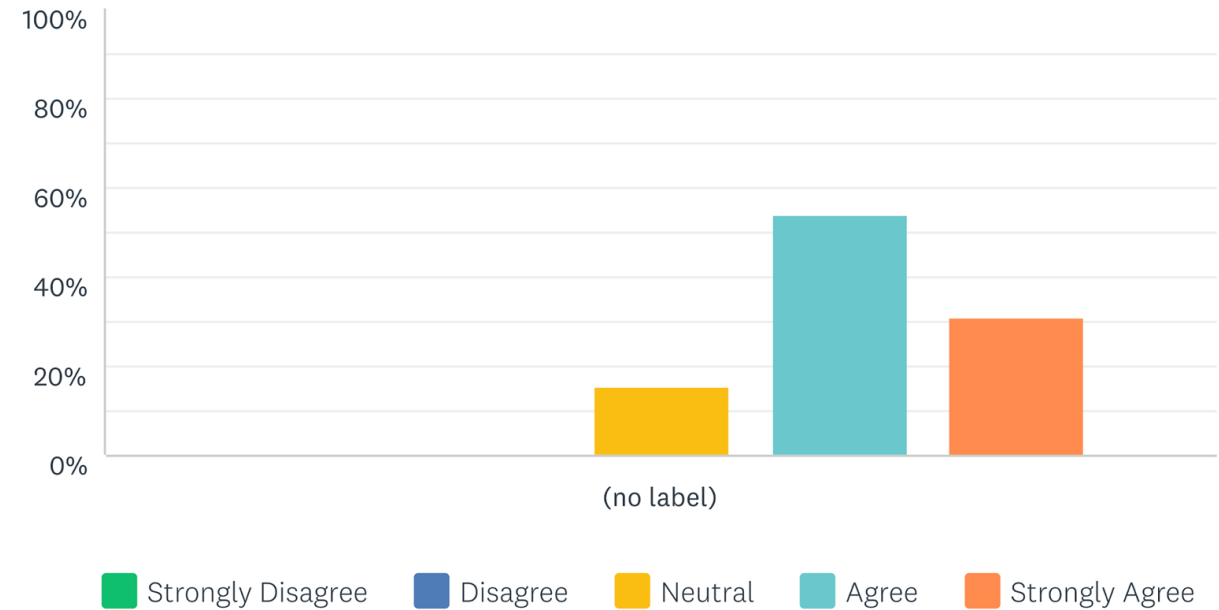
Climate Change

Survey Results

Comfort with draft revised project list:



Agreement with “Project listed in this section are still the best ones to achieve this priority”:





Climate Change

Survey Results

Your Priorities

Move items 2, 3, 4 to back on-track
(city electric use and GHG plan)

Would like to understand what resources
are needed for GHG roadmap

Delay

Update Tree Preservation Ordinance
(2)

Adding new restrictions to
restaurants right after COVID

Analyze alternative rent increase
thresholds

Drop

Develop ordinance regulating
single-use food ware in restaurants



Climate Change

Additional Projects from Survey Results

- Increase community outreach on how to properly discard recyclable items (Project 5a)
- Install more EV charging stations for the public (Infrastructure - Council Work Session)
- Collaborate with All In Eats regarding the Circular Food Economy, especially as related to SB1383 implementation, increasing food access (Support quality of life) and supporting local entrepreneurship and job opportunities (Grow the economy - Project 3c)
- Explore city dumping site for illegal dumping (Support Quality of Life – Council Work Session)



Climate Change

Activity: Dot Vote

You have 4 dots to vote on your favorite projects.

Go ahead and type in your 4 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



Councilmember Sara Lamnin

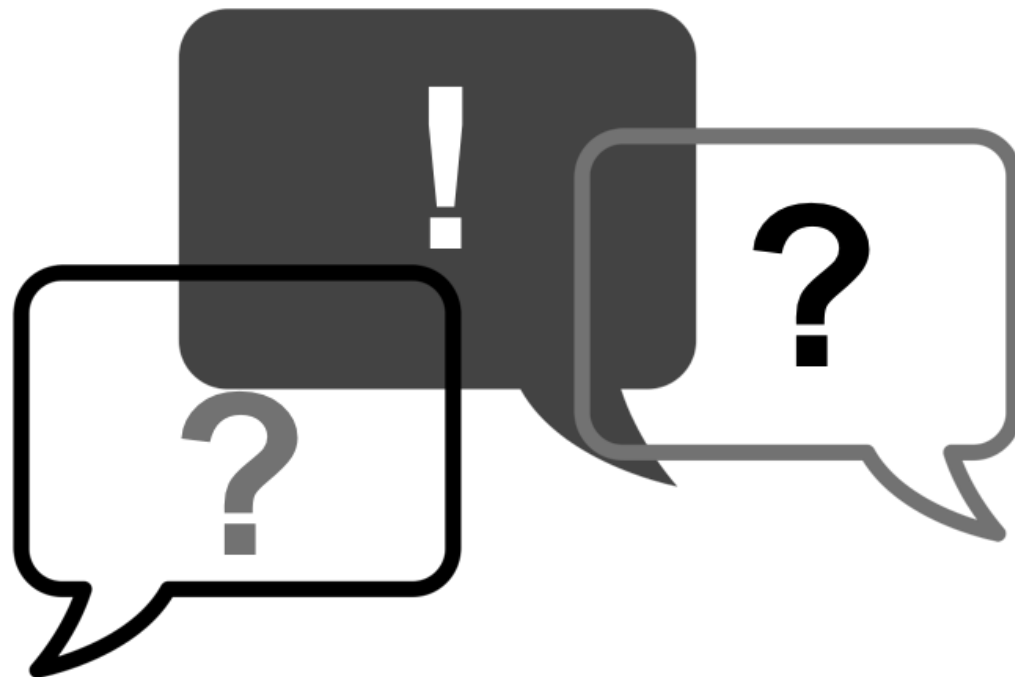


On Track To Meet Original Timeline: 57%	Timeline Extended/Shifted Due To COVID-19: 43%
<p>Reduce dependency on fossil fuels</p> <p>1a: Ban natural gas in new residential buildings</p> <p>1b: Require EV charging infrastructure in new construction</p> <p>1c: Explore feasibility of banning natural gas in non-residential buildings</p> <p>1d: Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities</p> <p>6: Plant 1,000 trees annually</p> <p>7: Reduce Carbon Emissions- transition 15% of total city fleet to EV/hybrid models*</p> <p>8: Adopt and implement the 2019 Building Code & Fire Code</p> <p>Complete Shoreline Master Plan</p> <p>9a: Complete EIR for Shoreline Master Plan</p>	<p>2: Work with EBCE to transition citywide electricity use to 100% carbon free (from Y1-3 to Y3-3+)</p> <p>3: Transition electricity use in city operations to 100% renewable energy (from Y2-3 to just Y2)</p> <p>4: Adopt & implement 2030 GHG Goal & Roadmap* (same timeline; more resources needed)</p> <p>Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products</p> <p>5a: Conduct outreach regarding single-use disposables (from Y1-3 to Y3-3+)</p> <p>5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts (from Y1-3+ to Y3-3+)</p> <p>10: Update Tree Preservation Ordinance (from Y2 to Y3)</p>



Climate Change

Discussion



**Improve
Infrastructure**



HAYWARD

On track to meet original deadline: 76%		Extended/Shifted: 24%
<p>Improve access and mobility in downtown Hayward</p> <p>1a: Implement downtown parking plan</p> <p>1b: Prepare Downtown Specific Plan - Implementation Plan</p> <p>Implement major corridor traffic calming initiatives</p> <p>2a: Complete Hayward Boulevard feasibility study</p> <p>2b: Implement Hayward Boulevard traffic calming plan</p> <p>2c: Complete Tennyson Road feasibility study</p> <p>2d: Implement Tennyson Boulevard traffic calming plan</p> <p>2e: D Street Traffic Calming Plan Feasibility Study</p> <p>2f: Implement D Street Traffic Calming Plan</p> <p>3: Develop and submit a Traffic Impact Fee</p> <p>Increase transit options and ridership</p> <p>4a: Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable</p> <p>4c: Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.</p> <p>4d: Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel</p> <p>4e: Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward</p>	<p>Maintain and improve pavement</p> <p>5a: Maintain Pavement Condition Index (PCI) at 70*</p> <p>5b: Prepare OHHA pavement improvement program design and financing structure</p> <p>5c: Construct various OHHA pavement improvements</p> <p>6: Develop a micro-mobility policy (eBikes, eScooters)</p> <p>Improve Mission Boulevard as a key ‘Gateway to the City’</p> <p>7a: Complete construction of Mission Boulevard Phase 2</p> <p>7b: Explore funding of Mission Boulevard Phase 2 and Linear Park</p> <p>7c: Complete design of Mission Boulevard Phase 3 and construction*</p> <p>Implement the Bike & Ped Master Plan</p> <p>8a: Add 2 miles of sidewalks per year*</p> <p>8b: Add 10 lane miles of bike lanes per year</p> <p>8d: Implement Safe Routes School*</p> <p>8f: Implement Safe Route for Seniors in the downtown area*</p> <p>8g: Conduct a feasibility study of Jackson Street Improvements*</p> <p>Expand EV charging infrastructure for city fleet and employees*</p> <p>9a: Conduct analysis of future demand</p> <p>9b: Construct additional EV charging facilities</p>	<p>Increase transit options and ridership</p> <p>4b: Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.</p> <p>Implement the Bike & Ped Master Plan</p> <p>8c: Assess Safe Routes to School</p> <p>8e: Assess Safe Route for Seniors in the downtown area</p>

Facilities

Utilities

Technology

On track to meet original deadline: 76%		Timeline Extended/Shifted: 24%	
Facilities	Investigate major municipal building upgrade needs 10a: Conduct a site and cost analysis of a new Police building 10c: Investigate funding options for new Police building and Corp Yard Upgrade and maintain Airport infrastructure and facilities 11a: Rehabilitate the pavement in phases 11c: Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L 11d: Design and construct capital improvements to Airport hangars	Facilities	Investigate major municipal building upgrade needs 10b: Conduct a needs assessment of upgrading the Corp Yard Upgrade and maintain Airport infrastructure and facilities 11b: Design, enclose, and construct open sections of Sulphur Creek adjacent to runways
	Upgrade water system infrastructure 13a: Develop and launch Advanced Metering Infrastructure (AMI) customer portal Meet regulatory requirements for zero trash in stormwater by installing trash capture devices 17a: Install trash capture devices 17b: Perform related trash reduction activities Expand recycled water facilities 18a: Complete RW project construction (initial phase)		Upgrade water system infrastructure 13b: Replace an average of 3 miles of water pipelines annually Update Water Pollution Control Facility Phase II Plan 14a: Design the upgrade 14b: Construct the upgrade 15: Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually 16: Implement phase 2 of solar project and investigate interim usages of additional energy Expand recycled water facilities 18b: Develop a Recycled Water Master Plan
	Improve broadband network 19a: Investigate the use of dark fiber 19b: Finalize implementation of fiber grant 19c: Complete installation of dark fiber		



Infrastructure

Successes and Achievements

Multi-modal Transportation

- ✓ Completed Hayward Boulevard feasibility study (2a)
- ✓ Maintained and Improved Pavement Condition Index (PCI) at 70 (5a)
- ✓ Prepared OHHA pavement improvement program design and financing structure (5b)
- ✓ Completed construction of Mission Boulevard Phase 2 (7a)
- ✓ Explored funding for Mission Boulevard Phase 2 and Linear Park (7b)
- ✓ Completed design of Mission Boulevard Phase 3 (7c)
- ✓ Assessed Safe Route for Seniors in the downtown area (8f)



Infrastructure

Successes and Achievements

City & Building Facilities

- ✓ Conducted (initial) site and cost analysis for a new Police building (10a)
- ✓ Designed and constructed some capital improvements to Airport hangars (11d)



Infrastructure

Successes and Achievements

Water Supplies, Sanitation, Storm Sewers

- ✓ Implemented Advanced Metering Infrastructure for water system (13a)
- ✓ Initiated Development of AMI customer portal (13a)
- ✓ Completed Recycled Water System treatment, storage, pumping and distribution system (phase1) (18a)
- ✓ Initiated the design of a large water and sewer main replacement project (15)
- ✓ Implemented (a 600kW portion of) phase 2 of solar PV and utilized the energy within existing RES-BCT tariff (16).



Infrastructure

Considerations for 2021

Multi-modal Transportation

- ✓ Begin implementation of Safe Route for Seniors in the downtown area (8f)
- ✓ Develop Traffic Impact Fee (TIF) and present to Council (3)



Infrastructure

Considerations for 2021

City & Building Facilities

- ✓ Complete construction of Library & Heritage Plaza (Not listed)
- ✓ Rehabilitate Airport pavement in phases (11a)
- ✓ Continue to design and construct capital improvements to Airport hangars (11d)
- ✓ Prepare a facilities master development plan for Skywest property (Replaces 11c)



Infrastructure

Considerations for 2021

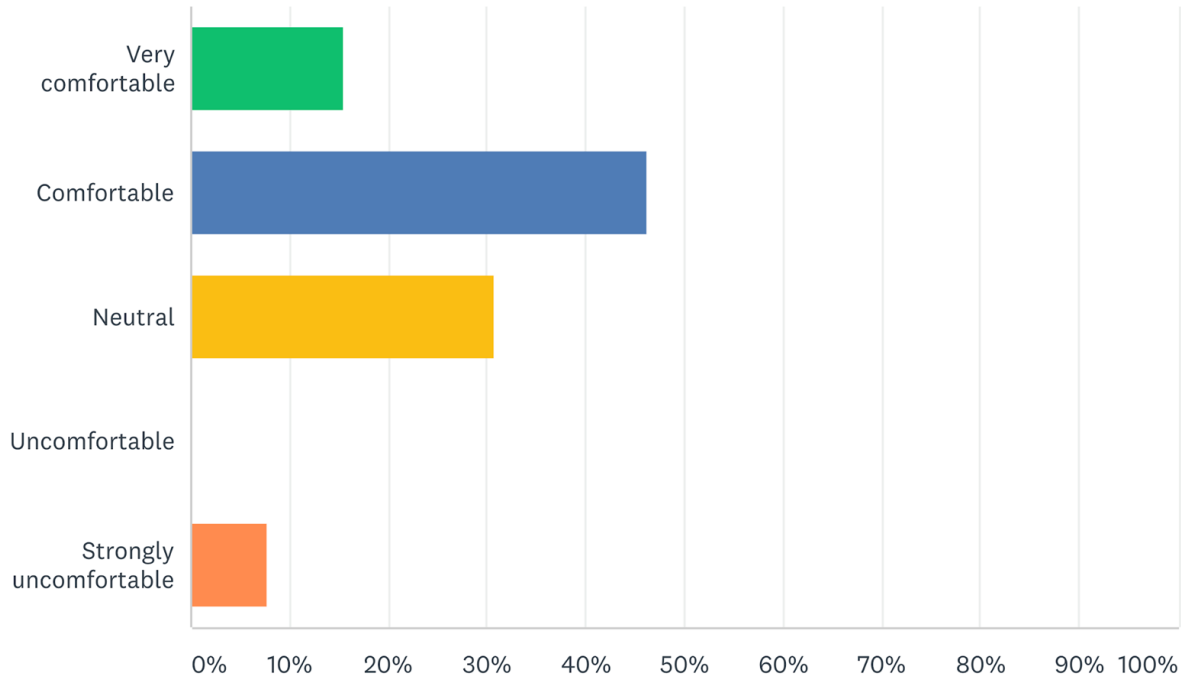
Water Supplies, Sanitation, Storm Sewers

- ✓ Complete construction of improvement projects currently underway at WPCF
- ✓ Begin design of major treatment facilities upgrade at WPCF
- ✓ Begin design of major electrical upgrade at WPCF
- ✓ Install additional trash capture devices in stormwater ways (17a)



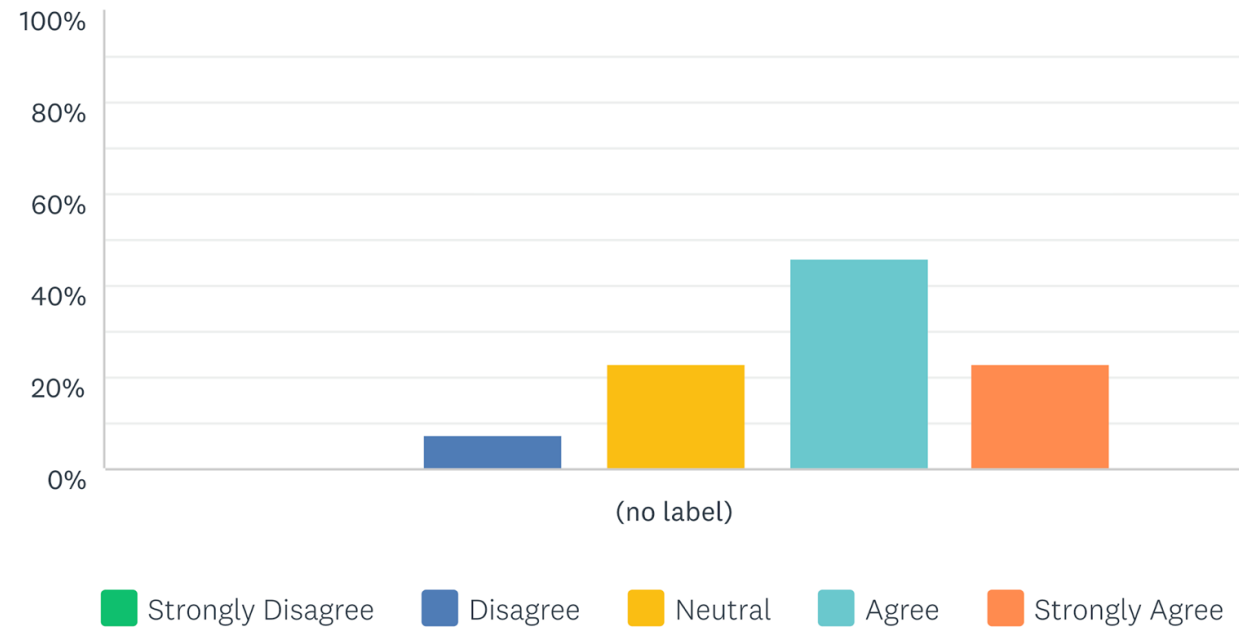
Infrastructure

Comfort with draft revised project list:



Survey Results

Agreement with “Project listed in this section are still the best ones to achieve this priority”:





Infrastructure

Survey Results

Your Priorities

Need to finish library and library plaza in year 1

Corp yard should be decoupled from police station (2)

Corp yard should not be delayed

Would like to understand delays for recycled water, pipeline replacement, and WPCF projects

Delay

Evaluation of new HPD HQ (3)

Develop micro-mobility policy (2)

All road capital projects

EMAS system at airport

Solar PV Phase 2B

Drop



Infrastructure

Successes and Achievements

- Evaluate new speed control measures (Projects 2a-2f)
- Infrastructure improvements on A Street (Projects 8a-8f)
- Rehabilitation of Stratford Stormwater Pump Station (Underway)
- Public Safety response call center infrastructure (Council Work Session)



Infrastructure

Activity: Dot Vote

You have **12** dots to vote on your favorite projects.
Go ahead and type in your 12 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



Councilmember Sara Lamnin



On track to meet original deadline: 76%		Extended/Shifted: 24%
<p>Improve access and mobility in downtown Hayward</p> <p>1a: Implement downtown parking plan</p> <p>1b: Prepare Downtown Specific Plan - Implementation Plan</p> <p>Implement major corridor traffic calming initiatives</p> <p>2a: Complete Hayward Boulevard feasibility study</p> <p>2b: Implement Hayward Boulevard traffic calming plan</p> <p>2c: Complete Tennyson Road feasibility study</p> <p>2d: Implement Tennyson Boulevard traffic calming plan</p> <p>2e: D Street Traffic Calming Plan Feasibility Study</p> <p>2f: Implement D Street Traffic Calming Plan</p> <p>3: Develop and submit a Traffic Impact Fee</p> <p>Increase transit options and ridership</p> <p>4a: Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable</p> <p>4c: Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.</p> <p>4d: Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel</p> <p>4e: Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward</p>	<p>Maintain and improve pavement</p> <p>5a: Maintain Pavement Condition Index (PCI) at 70*</p> <p>5b: Prepare OHHA pavement improvement program design and financing structure</p> <p>5c: Construct various OHHA pavement improvements</p> <p>6: Develop a micro-mobility policy (eBikes, eScooters)</p> <p>Improve Mission Boulevard as a key ‘Gateway to the City’</p> <p>7a: Complete construction of Mission Boulevard Phase 2</p> <p>7b: Explore funding of Mission Boulevard Phase 2 and Linear Park</p> <p>7c: Complete design of Mission Boulevard Phase 3 and construction*</p> <p>Implement the Bike & Ped Master Plan</p> <p>8a: Add 2 miles of sidewalks per year*</p> <p>8b: Add 10 lane miles of bike lanes per year</p> <p>8d: Implement Safe Routes School*</p> <p>8f: Implement Safe Route for Seniors in the downtown area*</p> <p>8g: Conduct a feasibility study of Jackson Street Improvements*</p> <p>Expand EV charging infrastructure for city fleet and employees*</p> <p>9a: Conduct analysis of future demand</p> <p>9b: Construct additional EV charging facilities</p>	<p>Increase transit options and ridership</p> <p>4b: Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.</p> <p>Implement the Bike & Ped Master Plan</p> <p>8c: Assess Safe Routes to School</p> <p>8e: Assess Safe Route for Seniors in the downtown area</p>

Facilities

Utilities

Technology

On track to meet original deadline: 76%			Timeline Extended/Shifted: 24%		
Facilities	Investigate major municipal building upgrade needs 10a: Conduct a site and cost analysis of a new Police building 10c: Investigate funding options for new Police building and Corp Yard Upgrade and maintain Airport infrastructure and facilities 11a: Rehabilitate the pavement in phases 11c: Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L 11d: Design and construct capital improvements to Airport hangars		Investigate major municipal building upgrade needs 10b: Conduct a needs assessment of upgrading the Corp Yard Upgrade and maintain Airport infrastructure and facilities 11b: Design, enclose, and construct open sections of Sulphur Creek adjacent to runways		
	Upgrade water system infrastructure 13a: Develop and launch Advanced Metering Infrastructure (AMI) customer portal Meet regulatory requirements for zero trash in stormwater by installing trash capture devices 17a: Install trash capture devices 17b: Perform related trash reduction activities Expand recycled water facilities 18a: Complete RW project construction (initial phase)		Upgrade water system infrastructure 13b: Replace an average of 3 miles of water pipelines annually Update Water Pollution Control Facility Phase II Plan 14a: Design the upgrade 14b: Construct the upgrade 15: Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually 16: Implement phase 2 of solar project and investigate interim usages of additional energy Expand recycled water facilities 18b: Develop a Recycled Water Master Plan		
	Improve broadband network 19a: Investigate the use of dark fiber 19b: Finalize implementation of fiber grant 19c: Complete installation of dark fiber				

Halliday ❤️

Wahab ★

Andrews ❌

Lamnín ✅

Márquez 🔵

Salinas 🟪

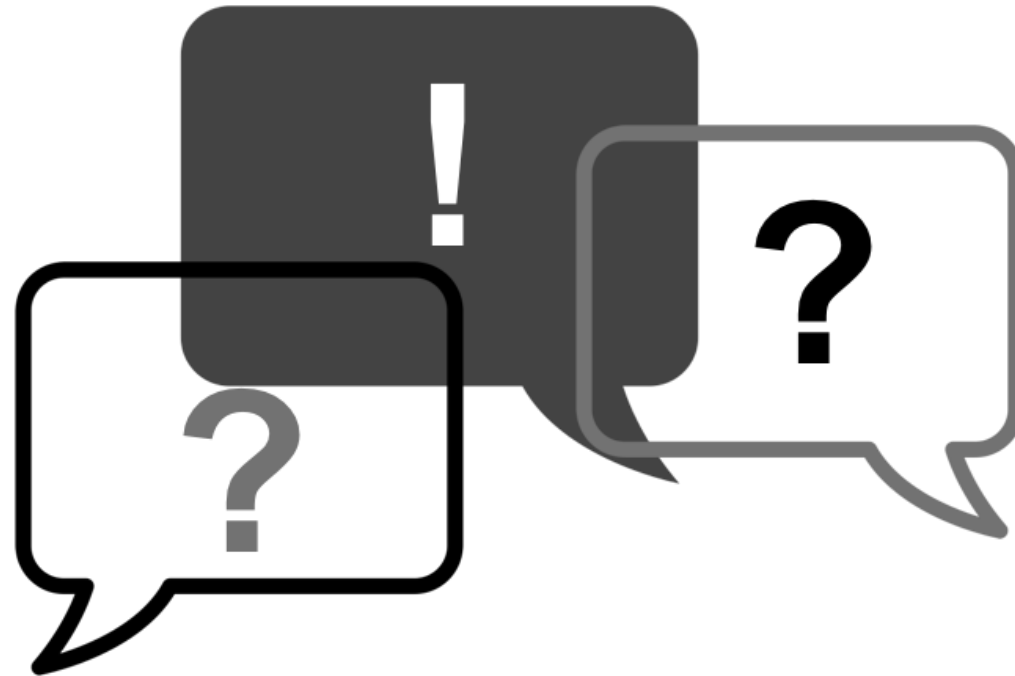
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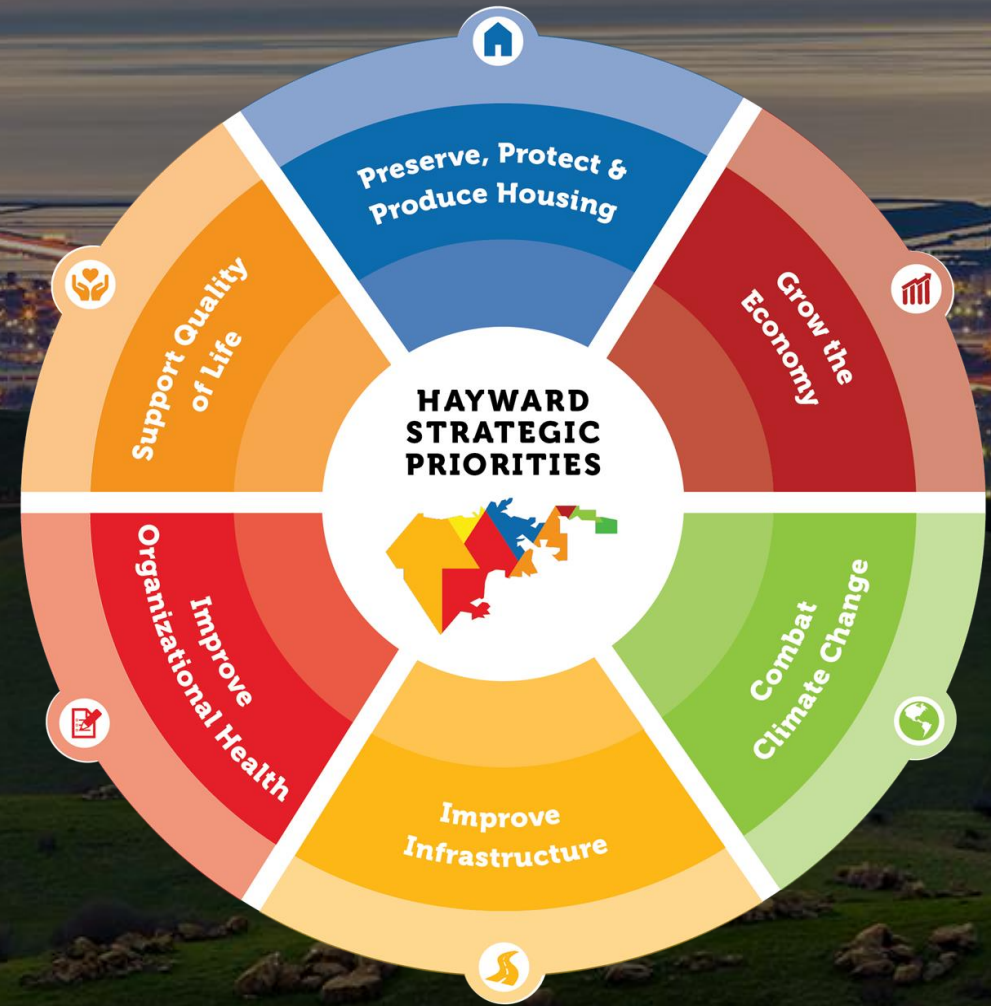


Infrastructure

Discussion



20 Minute Break



Council Work Session
February 13, 2021

**Improve
Organizational
Health**



On track to meet original deadline: 60%			Extended/Shifted: 21%	Added: 19%
<p>Maintain and expand fiscal sustainability</p> <p>1a: Evaluate an increase to the Transient Occupancy Tax</p> <p>1b: Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs</p> <p>1c: Redo the Business License Tax</p> <p>Racial Equity Plan</p> <p>2a: Create a language accessibility policy</p> <p>2b: Create a training policy</p> <p>3: Work across Strategic Roadmap priorities to include racial equity lens</p> <p>4: Continue city participation in the Government Alliance for Racial Equity</p> <p>5: Continue to support and build capacity for lean innovation throughout the organization</p> <p>6a: Develop talent acquisition plan for citywide and critical positions</p> <p>7: Increase employee homeownership by rolling out a down payment assistance program for City Staff</p> <p>Onboarding Program & New Employee Experience</p> <p>10a: Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge</p> <p>10b: Develop a template/checklist departments can use to standardize and ease on-boarding</p> <p>10c: Continue the one-on-one coaching program including speed coaching events and establish a “buddy” System for new employees; explore new coaching and mentoring opportunities</p> <p>10d: Use technology to create efficiencies</p> <p>Increase security footprint and reduce system outages</p> <p>14a: Establish an Information security awareness training and outreach program</p> <p>14b: Upgrade water utility technology</p>			<p>6: Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*</p> <p>8: Re-engineer performance management process to align with organizational values</p> <p>9: Continue employee engagement initiatives and develop employee recognition program(s)</p> <p>Talent development initiatives and training platform</p> <p>11n: Develop an employee initiated talent development plan involving interdepartmental representation</p> <p>11a: Develop training academy to cultivate leadership skills</p> <p>11c: Explore a path to higher education for employees (i.e: working scholar’s)</p>	<p>6b: Develop and Implement a Recruitment and Re-engineering Plan</p> <p>Talent development initiatives and training platform</p> <p>11b: Develop training calendar to expand and share resources citywide</p> <p>Employee Wellness during Covid-19</p> <p>20a: Develop and Implement COVID-19 Contract Tracking and Tracing Protocol</p> <p>20b: Develop and Implement a COVID-19 Testing Protocol</p> <p>20c: Develop and Implement a Citywide Safe Return to Work Strategy/Plan</p> <p>20d: Enhance and Implement a more rigorous Employee Wellness Program</p>

On track to meet original deadline: 60%	Extended/Shifted: 21%	Added: 19%
<p>Public Data-Driven Decision-Making 15a: Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections 15b: Implement new online planning and permitting solution</p> <p>Deliver products and services that facilitate access to the city's technology-based tools beyond the office 16a: Improve IT asset management program 16b: Establish new mobile device management solution</p> <p>Modernize Technology & Systems 17a: Replace aging fiber optic lines between City facilities 17b: Upgrade City network connections and speeds</p> <p>Cloud-first Transition 18a: Assess current ERP solution, investigate new offerings available and implement appropriate solutions.</p> <p>Maintain and expand communications efforts to better inform and gather input from the community 19a: Conduct a website audit and update 19b: Conduct a public opinion survey on the Transient Occupancy Tax 19c: Inform the public about the 2020 Census 19e: Relaunch In the Loop 19f: Issue an RFP for translation services 19g: Explore using additional social media channels to broadcast City Council Meetings 19h: Create a CRM operations desk manual 19i: Conduct the Biennial Resident Satisfaction Survey 19j: Continue working with local partners to promote and recognize hayward events and accomplishments, as appropriate</p>	<p>Develop a managerial course to cultivate leadership skills</p> <p>12.a: Identity training areas 12.b: Roll out pilot course 12.c: Integrate with performance evaluations</p> <p>13: Centralize training platforms to reap greater use and efficiencies</p> <p>19d: Reconstitute the Citywide Communications Committee</p>	<p>Remote work updates due to Covid-19</p> <p>21a: Develop and Implement a Virtual Training/Resource Communication Strategy</p> <p>21b: Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment</p> <p>Budget changes due to Covid-19</p> <p>22a: Amend Budget to account for economic loss due to pandemic</p> <p>22b: Seek federal, state, and local reimbursement</p>



Organizational Health

New Projects

- ✓ Developed and Implemented remote technology and tools to support a remote work environment
- ✓ Developed and implemented a virtual training strategy
- ✓ Developed and implemented Covid-19 Contact Tracing and testing protocol for employees
- ✓ Implemented Safe Return to Work at essential facilities and developed Citywide Safe Return to Work Plan for all employees
- ✓ Enhanced a more rigorous Employee Wellness Program
- ✓ Amended budget to account for economic loss
- ✓ Seeking Federal, State, and Local reimbursement for Covid-19 costs



Organizational Health

Successes and Achievements

- Passed Transient Occupancy Tax
- Deployed over 200 laptops ahead of demand swell
- Rolled out virtual Council and community meetings
- Increased demand for spam filtering (pre-Covid = 20,000 daily, Now = up to 70,000)
- Implemented digital citywide training program for phishing emails
- Item 13 - Offering LearnIT trainings geared for supervisors and administrative staff, as well as 6 employees participating in the new Evolve Academy cohort
- Items 11A, 12A, & 12B – Talent Development: Casting a wider net for mid-management group and allows employees to attend 2-3 trainings each.
- Item 8 - Re-engineering performance management process: Completed the employee engagement and competencies



Organizational Health

Successes and Achievements

Communications:

- Over 2020, digital audience grew by 25% and engagement rate grew by 23%
- Community members are increasingly relying on City communications as a source of relevant news and information
- Website audit underway as scheduled

2020 Data

Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate per Impression
55,062	9,295	5,630	10,361,081	843,749	8.1%
↑ 24.7%	↑ 105%	↑ 61.4%	↑ 67.2%	↑ 106%	↑ 23.1%



Organizational Health

Considerations for 2021

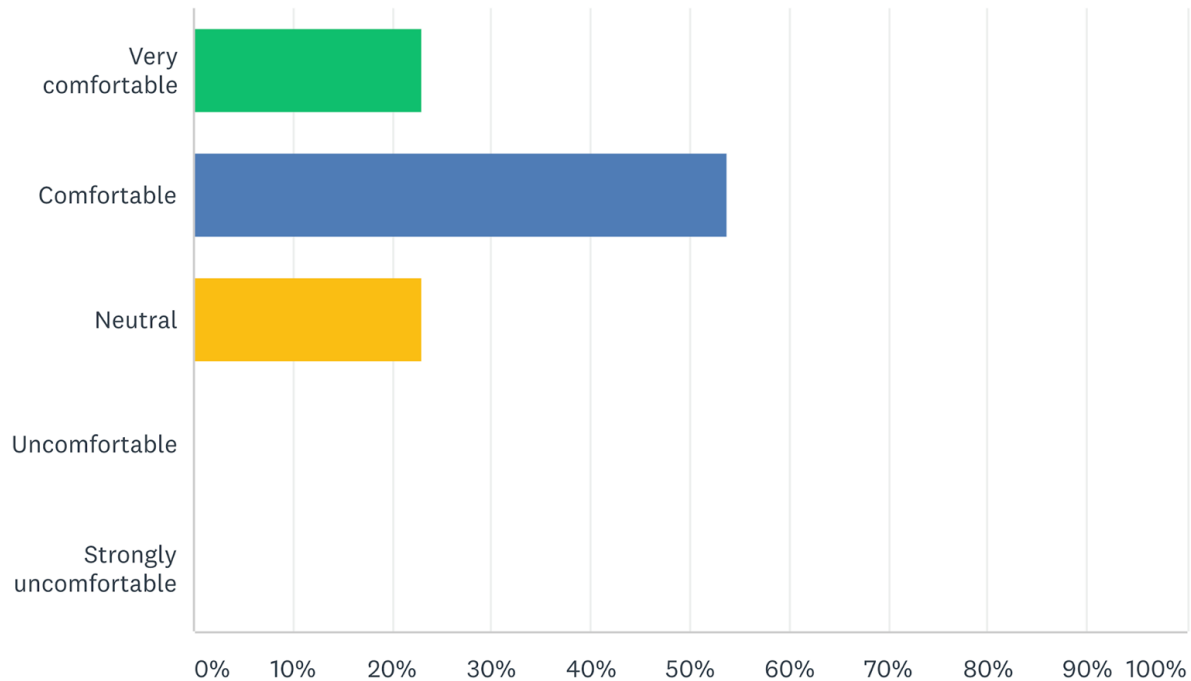
- Regular changes to state and county opening plans creates ongoing work for HR
- Regular changes in federal and state benefits creates ongoing work for HR
- Fiscal uncertainty creates additional tasks for Finance
- Virtual security threats have skyrocketed during the past year (for example, pre-Covid spam filtering = 20,000 daily, Now = up to 70,000)
- Covid-19 response and recovery creates ongoing work for communications staff



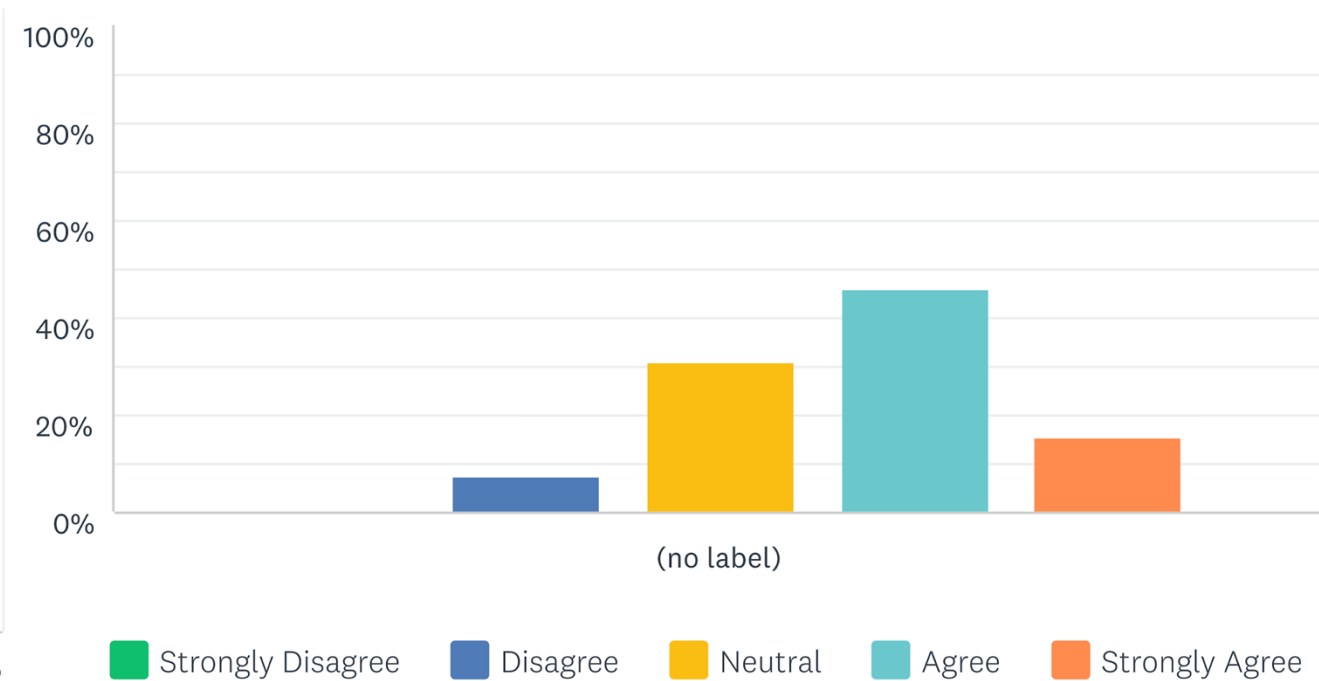
Organizational Health

Survey Results

Comfort with draft revised project list:



Agreement with “Project listed in this section are still the best ones to achieve this priority”:



Strongly Disagree Disagree Neutral Agree Strongly Agree



Organizational Health

Survey Results

Your Priorities

Develop, implement, and support remote technology (2)

Permanently address social distancing in office spaces

Develop talent acquisition plan;

Want to understand more about the changes made to items 11 and 12

Address PERS and Healthcare costs; OPEB

Delay

Employee engagement will have to be modified

Marketing the Loop

Business License Tax

Training policy

Drop

Skip one community satisfaction survey



Organizational Health

Additional Projects from Survey

- Make website user friendly (Project 19a)
- Keeping an equity lens for professional development opportunities (Project 3)
- How to retain talent (Projects 7, 10a-10d, 9, 11a-11c, and 11n and Council Work Session)
- Technology and data transparency improvements for public safety (Council Work Session)



Organizational Health

Activity: Dot Vote

You have 12 dots to vote on your favorite projects.
Go ahead and type in your 12 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



Councilmember Sara Lamnin



On track to meet original deadline: 60%

Extended/Shifted: 21%

Added: 19%

Maintain and expand fiscal sustainability

1a: Evaluate an increase to the Transient Occupancy Tax

1b: Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs

1c: Redo the Business License Tax

Racial Equity Plan

2a: Create a language accessibility policy

2b: Create a training policy

3: Work across Strategic Roadmap priorities to include racial equity lens

4: Continue city participation in the Government Alliance for Racial Equity

5: Continue to support and build capacity for lean innovation throughout the organization

6a: Develop talent acquisition plan for citywide and critical positions

7: Increase employee homeownership by rolling out a down payment assistance program for City Staff

Onboarding Program & New Employee Experience

10a: Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge

10b: Develop a template/checklist departments can use to standardize and ease on-boarding

10c: Continue the one-on-one coaching program including speed coaching events and establish a “buddy” System for new employees; explore new coaching and mentoring opportunities

10d: Use technology to create efficiencies

Increase security footprint and reduce system outages

14a: Establish an Information security awareness training and outreach program

14b: Upgrade water utility technology

6: Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*

8: Re-engineer performance management process to align with organizational values

9: Continue employee engagement initiatives and develop employee recognition program(s)

Talent development initiatives and training platform

11n: Develop an employee initiated talent development plan involving interdepartmental representation

11a: Develop training academy to cultivate leadership skills

11c: Explore a path to higher education for employees (i.e: working scholar’s)

6b: Develop and Implement a Recruitment and Re-engineering Plan

Talent development initiatives and training platform

11b: Develop training calendar to expand and share resources citywide

Employee Wellness during Covid-19

20a: Develop and Implement COVID-19 Contract Tracking and Tracing Protocol

20b: Develop and Implement a COVID-19 Testing Protocol

20c: Develop and Implement a Citywide Safe Return to Work Strategy/Plan

20d: Enhance and Implement a more rigorous Employee Wellness Program

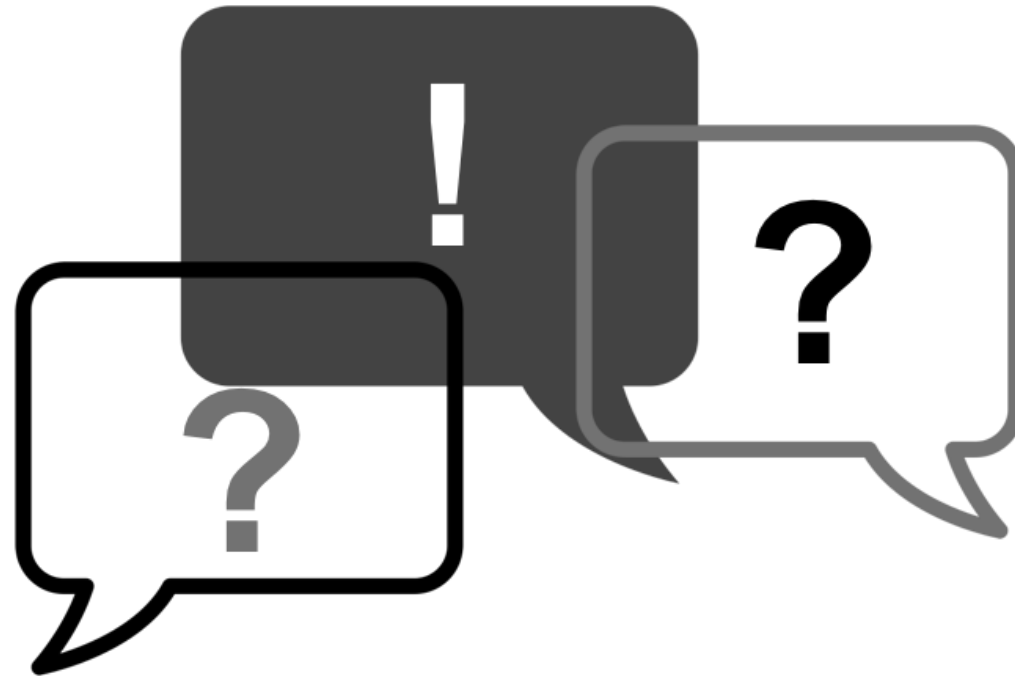
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Organizational Health

Discussion



**Support
Quality of Life**



HAYWARD

Fire

Police

Library

Maintenance Services

On track to meet original deadline: 24%	Timeline Extended/Shifted due to Covid: 21%	Added: 45%
<p>Update comprehensive emergency services plan for community and staff</p> <p>4b: Implement updated plan</p> <p>4c: Conduct a 'risk & resilience' assessment of water system and update emergency response plan**</p> <p>8: Implement Hayward Police Department Community Advisory Panel</p> <p>9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice</p> <p>10: Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources</p> <p>11: Implement a vaping ban</p> <p>13: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration</p>	<p>Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*</p> <p>1a: Finalize financing</p> <p>1b: Design and construct center</p> <p>1c: Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.</p> <p>Complete gateway and corridor landscape beautification*</p> <p>2a: Complete Tennyson corridor landscape beautification</p> <p>2b: Complete Jackson corridor landscape beautification</p> <p>Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources</p> <p>3a: Assess findings from pilot</p> <p>3b: Roll out permanent CAT program (outside of County)</p> <p>Update comprehensive emergency services plan for community and staff</p> <p>4a: Update and approve community emergency plan</p> <p>Update fire strategic plan</p> <p>5a: Update and adopt strategic plan</p> <p>5b: Implement strategic plan</p> <p>Plan library operations and hours to leverage the new facility</p> <p>6a: Conduct survey of library hours need and analysis of use</p> <p>6b: Conduct strategic planning and implementation</p> <p>Implement targeted illegal dumping prevention program</p> <p>7a: Pilot programs and analysis*</p> <p>7b: Roll out permanent program*</p> <p>Complete La Vista Park</p> <p>12a: Design La Vista Park</p> <p>12b: Construct La Vista Park</p>	<p>Implement targeted illegal dumping prevention program</p> <p>7c: Operation Clean Sweep*</p> <p>COVID-19 Response</p> <p>14a: Establish Graffiti Relief Program</p> <p>14b: Launch and run Food Distribution Operation</p> <p>14c: Launch and run Covid-19 Testing Site Operation</p> <p>14d: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci</p> <p>15: Create and implement Homeless Encampment Task Force</p> <p>Community Engagement Around Public Safety</p> <p>16a: Conduct community engagement and public polling to understand community concerns</p> <p>16b: Implement Policy Innovation Workshop to design potential policy solutions</p> <p>17: Implement Census 2020 Community Engagement</p> <p>18: Online Library Programming</p> <p>19: Library Curbside Service</p> <p>20: Tech Lending Library</p> <p>21: Launch Bookmobile Program</p>



Quality of Life

New Projects

- ✓ Operated long-term partial activation of the **EOC**, including rapid rollout of Veoci software
- ✓ Launched and operated **Covid-19 Testing Site**
- ✓ Launched and operated **Food Distribution**
- ✓ Launched **vaccine** operation
- ✓ Transitioned to **online Library programming**, launched curbside services, launched tech lending library, and designing bookmobile
- ✓ Created internal **Homeless Encampment Task Force** and response



Quality of Life

New Projects

- ✓ Launched **Operation Clean Sweep**
- ✓ Implemented **Census 2020** Community Engagement

Community Safety Project:

- ✓ Conducted community engagement and public opinion polling to understand community concerns
- ✓ Created cross-departmental internal team
- ✓ Created Policy Innovation Workshop to design potential pilot solutions



Quality of Life

COVID-19 Testing

Testing Since March 23, 2020



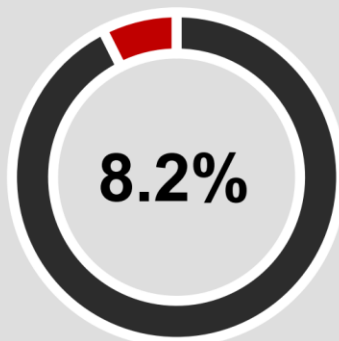
60,943

Total Tests Processed



4,968

Total Positive Results



COVID-19 Vaccinations

Vaccinating since January 21, 2021



2,165

Total Vaccines

Successes and Achievements

Responding to COVID inquiries since
March 20, 2020



13,857 Total

Calls Received

166 Total

Volunteer Call Takers



Distributing Food

April 30, 2020–January 20, 2021



29,922

Total Families served

122,110

Total Individuals Served



Quality of Life

Successes and Achievements

- Relief Fund provided cash grants to 650 families
- YFSB transitioned to telehealth platforms and provided services to 2,400 youth, as well as serving 154 youth in their expanded services program
- Police re-accreditation through CALEA
- South Hayward Youth and Family Center is at 100% DD
- 7,624 hours of mutual aid provided during fire season
- Library issued 2,000+ new cards, 3,000+ curbside pickups, lunch programs served 1,874 participants, 2,230 meals, 2,878 books
- Operation Clean Sweep rolled out in 6 of the 10 city districts



Quality of Life

Considerations for 2021

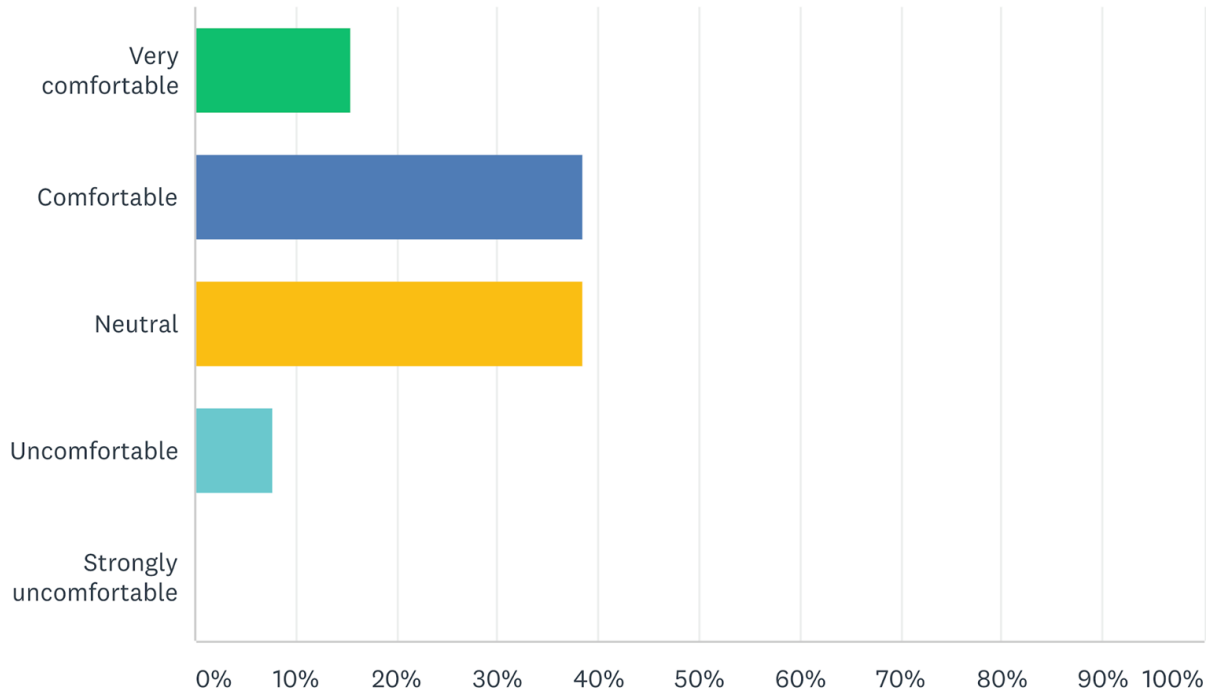
- Covid-19 response is ongoing
- The Policy Innovation Workshop on Community Safety will run from Feb 18 – Mid-April
 - > Recommendations on police programs and mental health response will stem from that workshop
- Ongoing bookmobile operations needs additional staff resources (Partial funding already provided by donor)
- The South Hayward Youth and Family Center project has a funding gap (fundraising is underway)



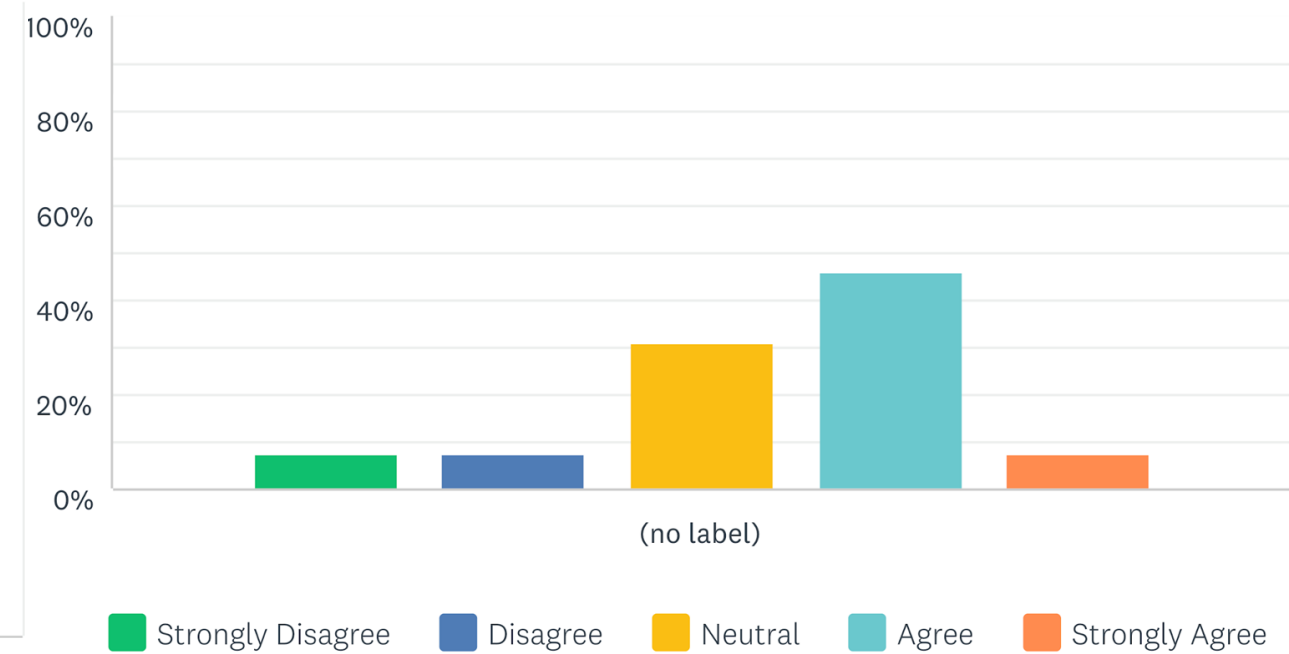
Quality of Life

Survey Results

Comfort with draft revised project list:



Agreement with “Project listed in this section are still the best ones to achieve this priority”:



Strongly Disagree Disagree Neutral Agree Strongly Agree



Quality of Life

Survey Results

Your Priorities

- #9 deals with youth and family services; need to determine changes needed in light of HUSD eliminating the SRO program
- More emphasis on policing and improved community relations
- Finish Tennyson Corridor
- Prioritize the Stack
- Review what smoke stores can sell
- Item 3 is now about exploring, testing, and implementing alternate response teams
- Updated emergency services plan
- Need more info on CDEQA update re: La Vista Park
- Have Encampment Task Force transition into single City-Community working group
- CAP is not well created or administered
- CAT team not efficient or reliable
- Changes to YFSB should be on the back burner
- The library should be a priority
- Fire Plan a stronger priority
- Maintenance must be a priority

Delay

La Vista Park

SHYFC

Drop / Questions

How does the removal of the SRO program impact YFS?

Does it make sense to drop library assessment and strategic planning?

Fire plan still a priority?

Accreditation goal?



Quality of Life

Additional Projects from Survey

- Implement pilot projects based on policy and innovation workshop (Project 16b)
- A plan to respond to community concerns with respect to policing (Project 16b)
- CAT to be part of a patrol team (Project 3a, 3b, 16b)
- Evaluate role and scope of HPD CAP (Project 8, 16b)
- To put in bike rack - explore development of buffer fund for specific businesses and services to provide immediate relief for another one-month shutdown (Grow the Economy – Projects 15a and 15b)
- Explore forming Art and Culture Task Force (Council Work Session)
- Public safety and cleanliness are missing (Projects 7a, 7b, and 17c; and these are strategic priority projects above and beyond operational functions)



Quality of Life

Activity: Dot Vote

You have 9 dots to vote on your favorite projects.
Go ahead and type in your 9 project numbers into the chat box.

Mayor Barbara Halliday



Councilmember Elisa Márquez



Councilmember Aisha Wahab



Councilmember Mark Salinas



Councilmember Angela Andrews



Councilmember Francisco Zermeño



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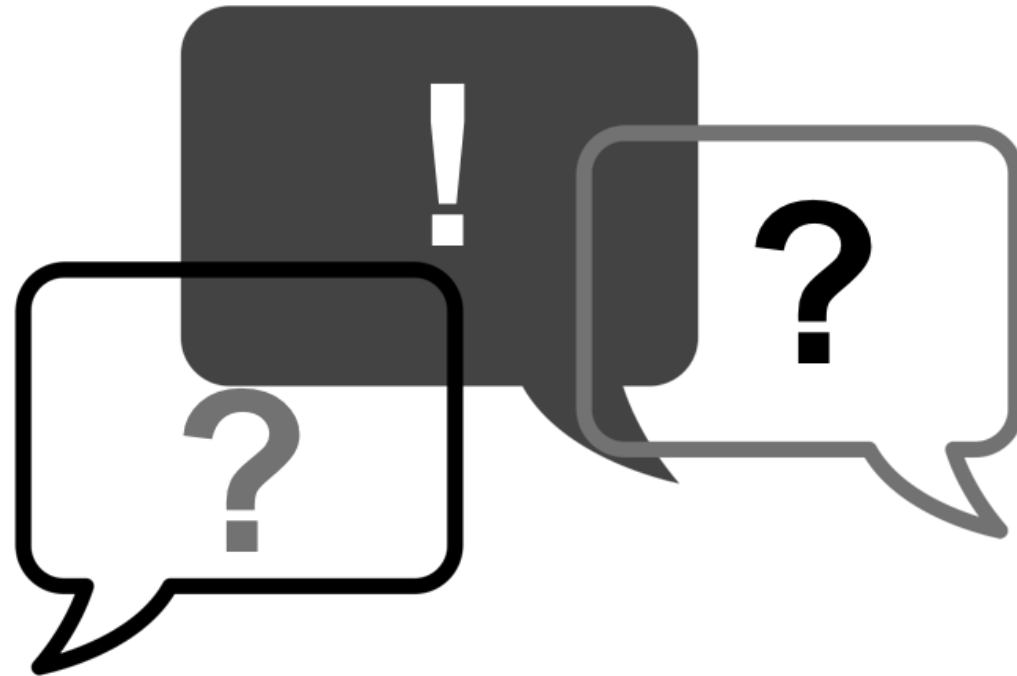


Fire		Police	Library	Maintenance Services		
On track to meet original deadline: 24%		Timeline Extended/Shifted due to Covid: 21%		Added: 45%		
<p>Update comprehensive emergency services plan for community and staff</p> <p>4b: Implement updated plan</p> <p>4c: Conduct a 'risk & resilience' assessment of water system and update emergency response plan**</p> <p>8: Implement Hayward Police Department Community Advisory Panel</p> <p>9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice</p> <p>10: Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources</p> <p>11: Implement a vaping ban</p> <p>13: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration</p>		<p>Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*</p> <p>1a: Finalize financing</p> <p>1b: Design and construct center</p> <p>1c: Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.</p> <p>Complete gateway and corridor landscape beautification*</p> <p>2a: Complete Tennyson corridor landscape beautification</p> <p>2b: Complete Jackson corridor landscape beautification</p> <p>Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources</p> <p>3a: Assess findings from pilot</p> <p>3b: Roll out permanent CAT program (outside of County)</p> <p>Update comprehensive emergency services plan for community and staff</p> <p>4a: Update and approve community emergency plan</p> <p>Update fire strategic plan</p> <p>5a: Update and adopt strategic plan</p> <p>5b: Implement strategic plan</p> <p>Plan library operations and hours to leverage the new facility</p> <p>6a: Conduct survey of library hours need and analysis of use</p> <p>6b: Conduct strategic planning and implementation</p> <p>Implement targeted illegal dumping prevention program</p> <p>7a: Pilot programs and analysis*</p> <p>7b: Roll out permanent program*</p> <p>Complete La Vista Park</p> <p>12a: Design La Vista Park</p> <p>12b: Construct La Vista Park</p>		<p>Implement targeted illegal dumping prevention program</p> <p>17c: Operation Clean Sweep*</p> <p>COVID-19 Response</p> <p>14a: Establish Graffiti Relief Program</p> <p>14b: Launch and run Food Distribution Operation</p> <p>14c: Launch and run Covid-19 Testing Site Operation</p> <p>14d: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci</p> <p>15: Create and implement Homeless Encampment Task Force</p> <p>Community Engagement Around Public Safety</p> <p>16a: Conduct community engagement and public polling to understand community concerns</p> <p>16b: Implement Policy Innovation Workshop to design potential policy solutions</p> <p>17: Implement Census 2020 Community Engagement</p> <p>18: Online Library Programming</p> <p>19: Library Curbside Service</p> <p>20: Tech Lending Library</p> <p>21: Launch Bookmobile Program</p>		
Halliday ❤️	Wahab ★	Andrews ❌	Lamnin ✅	Márquez 🔵	Salinas 🟪	Zermeño 🟫



Quality of Life

Discussion



Next Steps

1. Summary of Themes

- Prioritize projects and align resources
- Staff needs Council's help to be successful

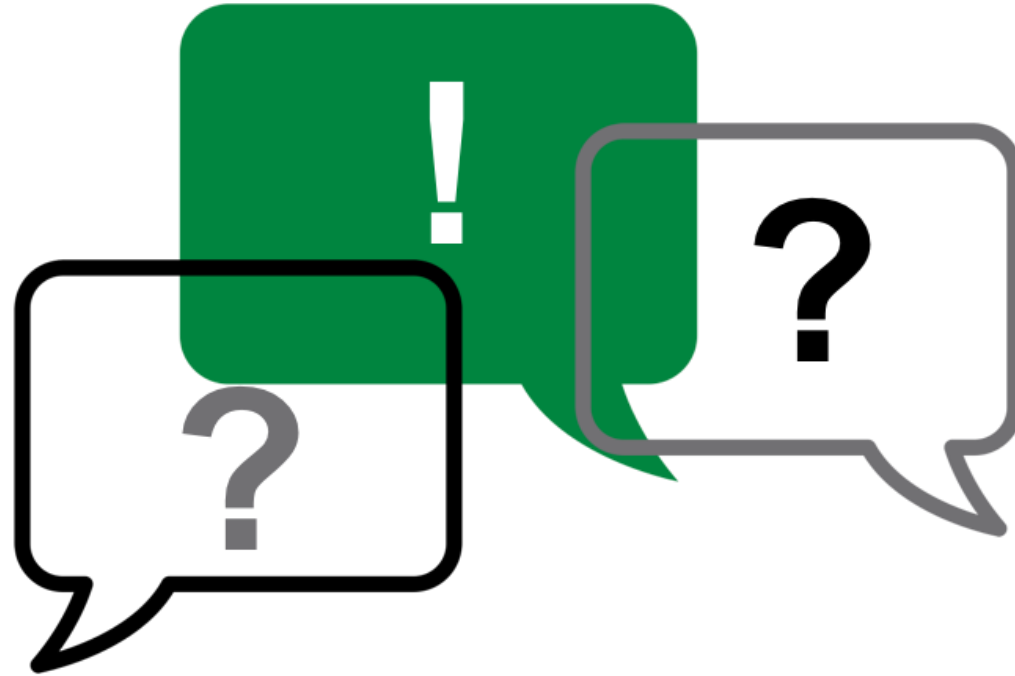
2. E-Team Members will:

- Take your feedback from this retreat, the survey, and the staff interviews to reprioritize the project lists
- E-Team will base their FY 2021/22 budget requests on achieving the revised project lists

Next Steps

Discussion of upcoming League of Women Voters forum on the City's priorities and designated Council representative to present

Questions



THANK YOU!

