SPECIAL CITY COUNCIL MEETING

JANUARY 29, 2022

PRESENTATIONS

SPECIAL WORK SESSION

ITEM #1

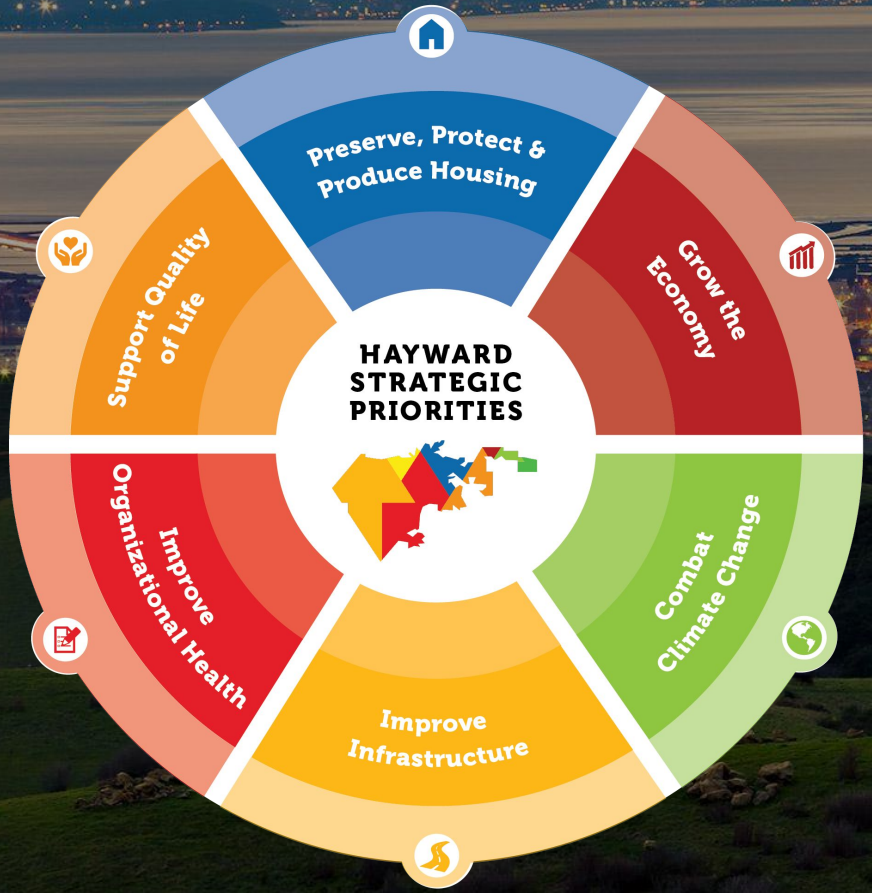
WS 22-002

STRATEGIC ROADMAP UPDATE

Strategic Roadmap Update

HAYWARD

Council Work Session
January 29, 2022



Public Comment

Today's Goals

- Discuss proposed Racial Equity Framework and projects
- Discuss proposed revised priority areas and project lists
- Prioritize new projects/slowed projects

Agenda

9:00	**Welcome and Introductions**
9:15	Incorporating a Racial Equity Lens
10:30	**Break**
10:40	Strategic Roadmap Overview and Priorities
11:30	**Break**
11:40	Roadmap Project Review and Update
12:30	**Lunch & Prioritization Exercise**
12:45	Report Back and Group Discussion
1:50	**Next Steps**

CONTEXT SETTING
Roadmap passed Jan 2020, and then…..

Introductions

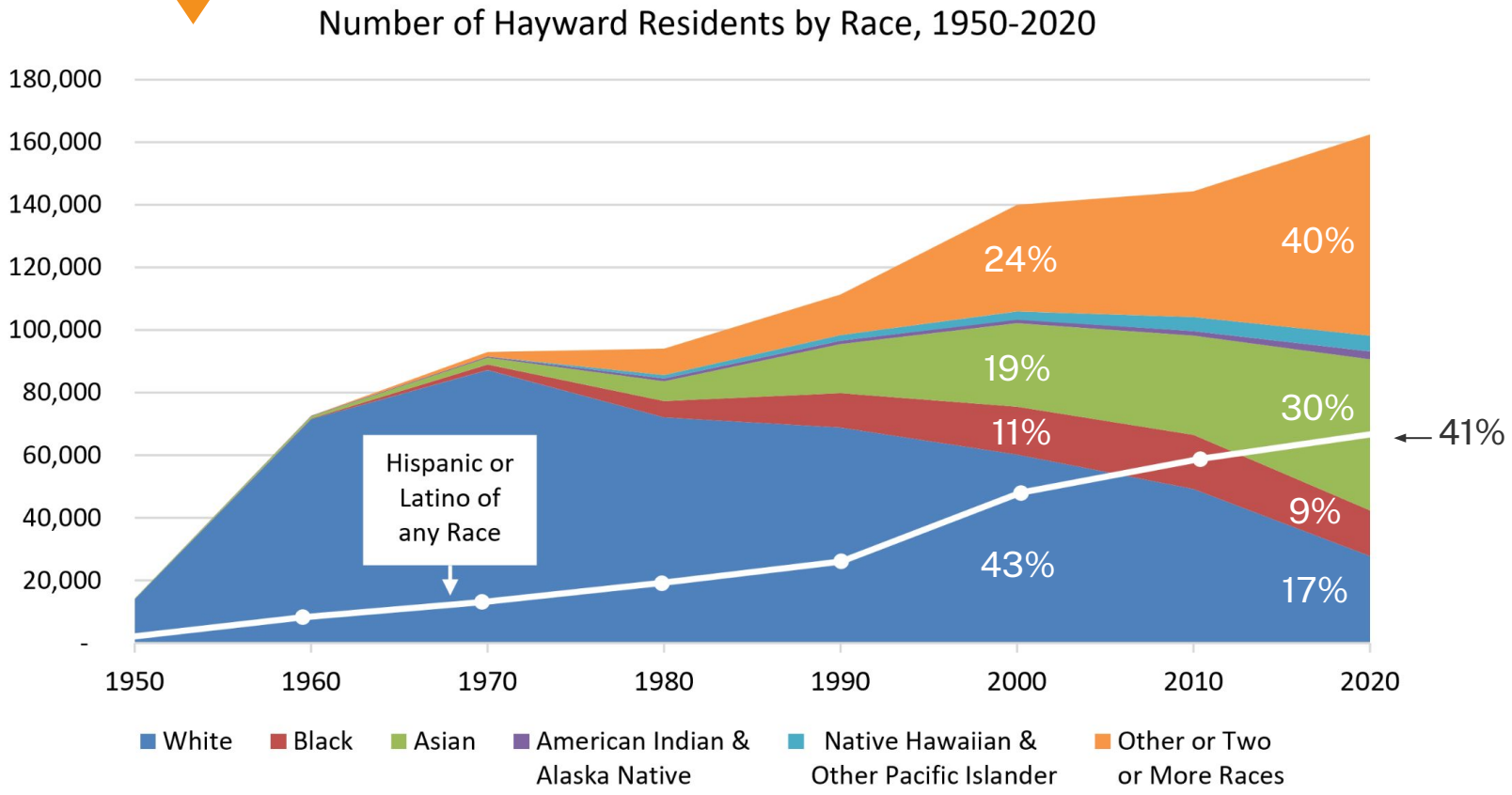
We’re back (and happy to be here)!

Ground Rules

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

Incorporating a Racial Equity Lens

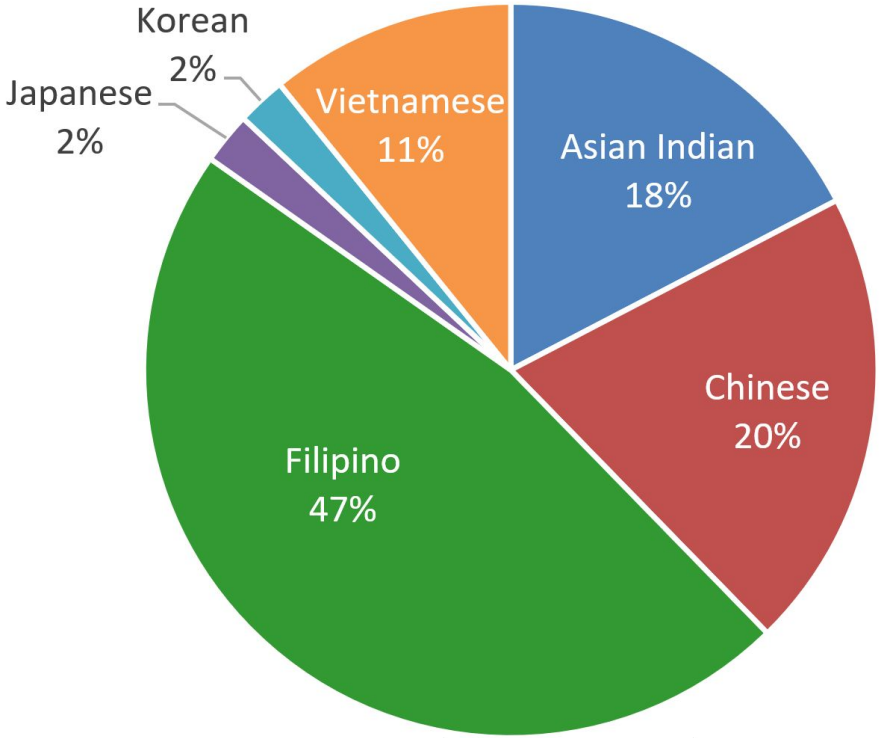
2020 Census Data



HAYWARD

2020 Census Data

"Asian Detail": American Community Survey 2015



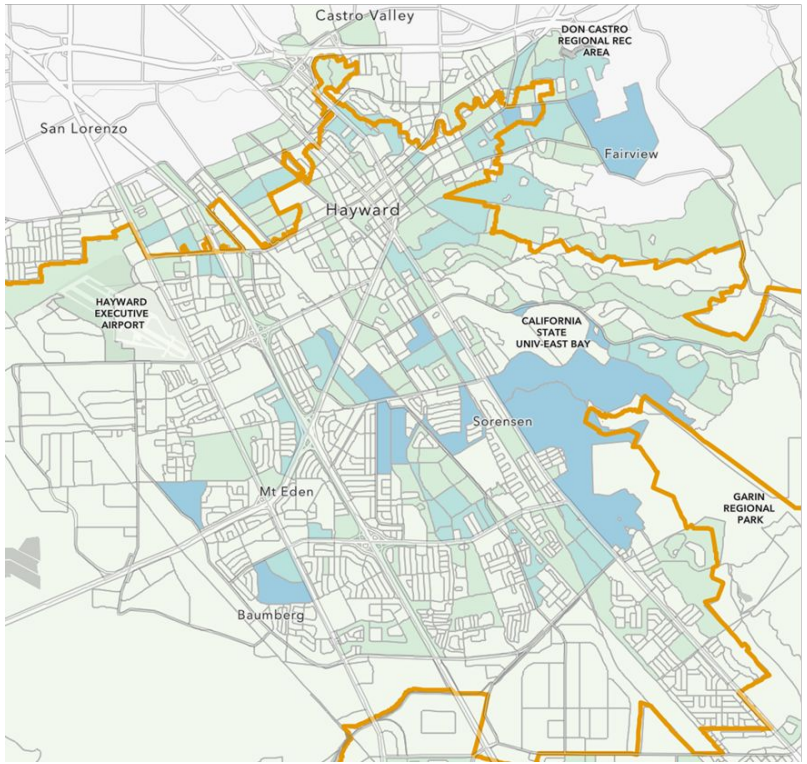
2020 Census Data

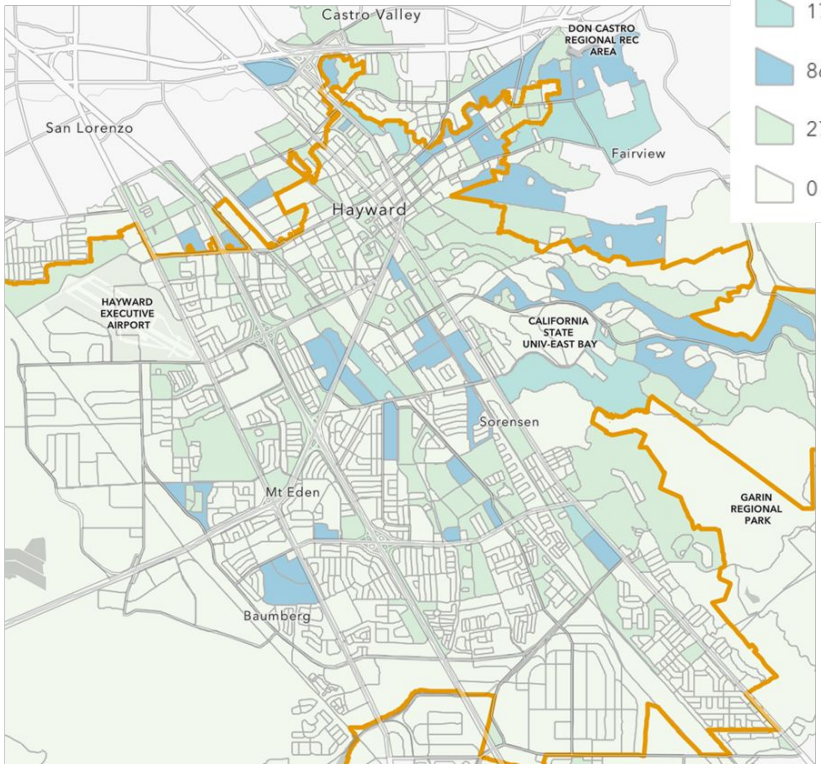
Total Numbers of Residents Identifying as Black/African American Alone

2000: 15,403 (11%)

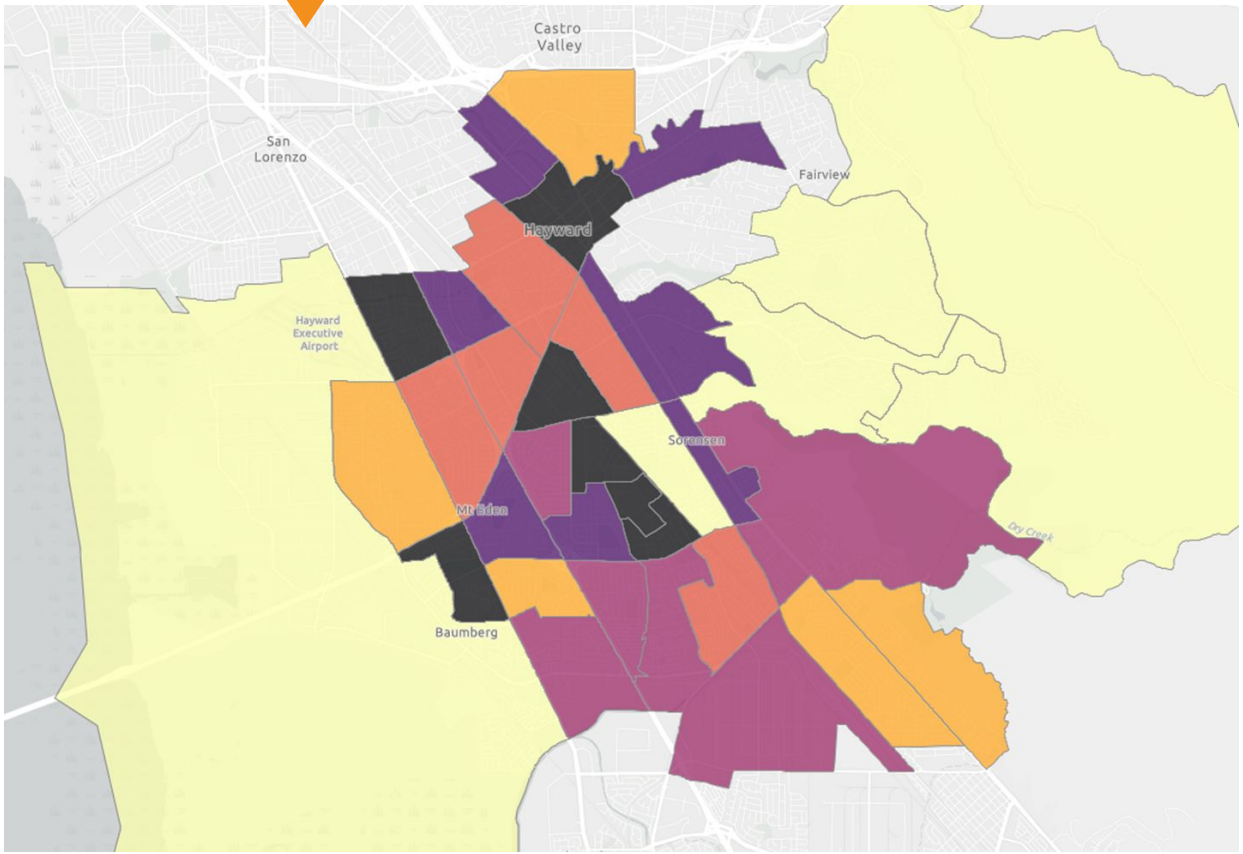
2010: 17,158 (12%)

2020: 14,582 (9%)





2019 American Community Survey Data - Income

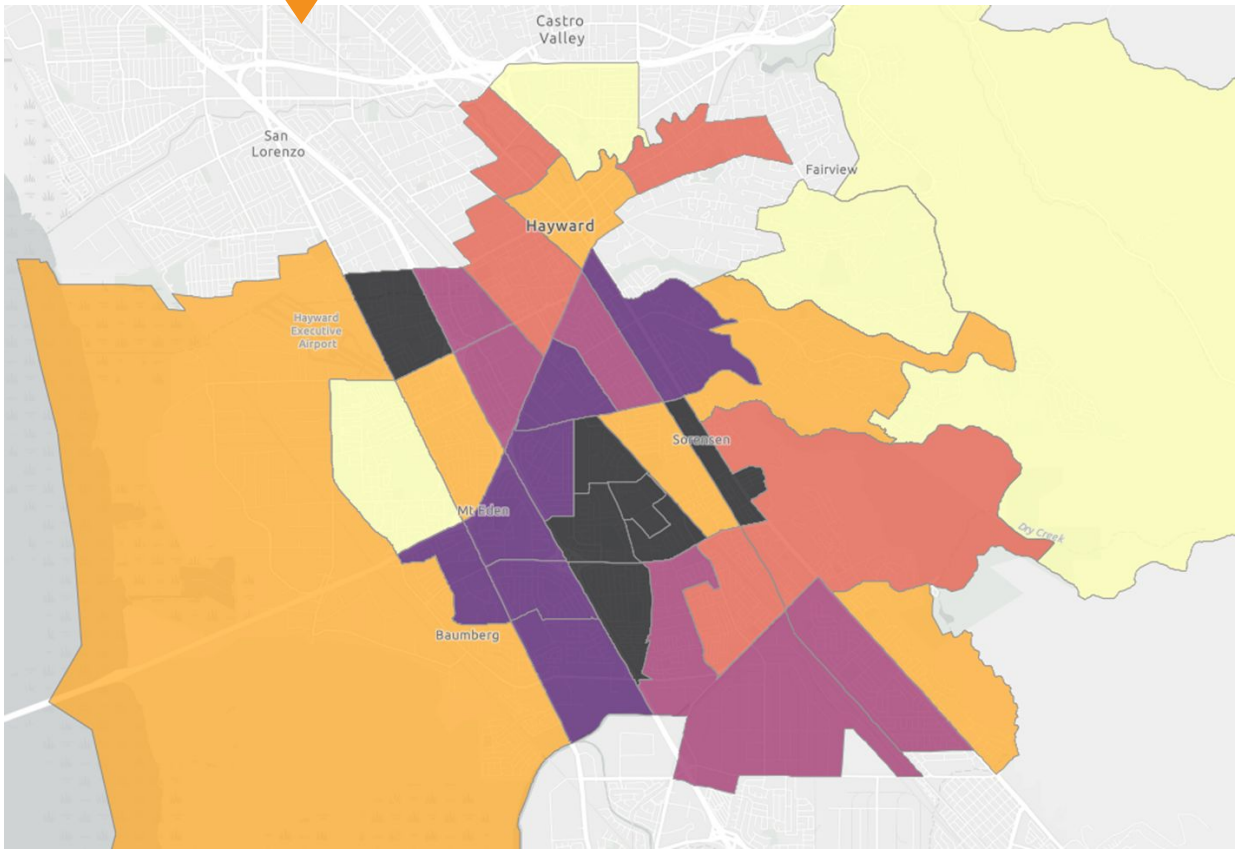


Mean Household Income By Census Tract

Mean Household income

- $123,001.01 - $213,322.00
- $104,528.01 - $123,001.00
- $99,960.01 - $104,528.00
- $93,595.01 - $99,960.00
- $86,839.01 - $93,595.00
- $75,499.00 - $86,839.00

2019 American Community Survey Data - Income

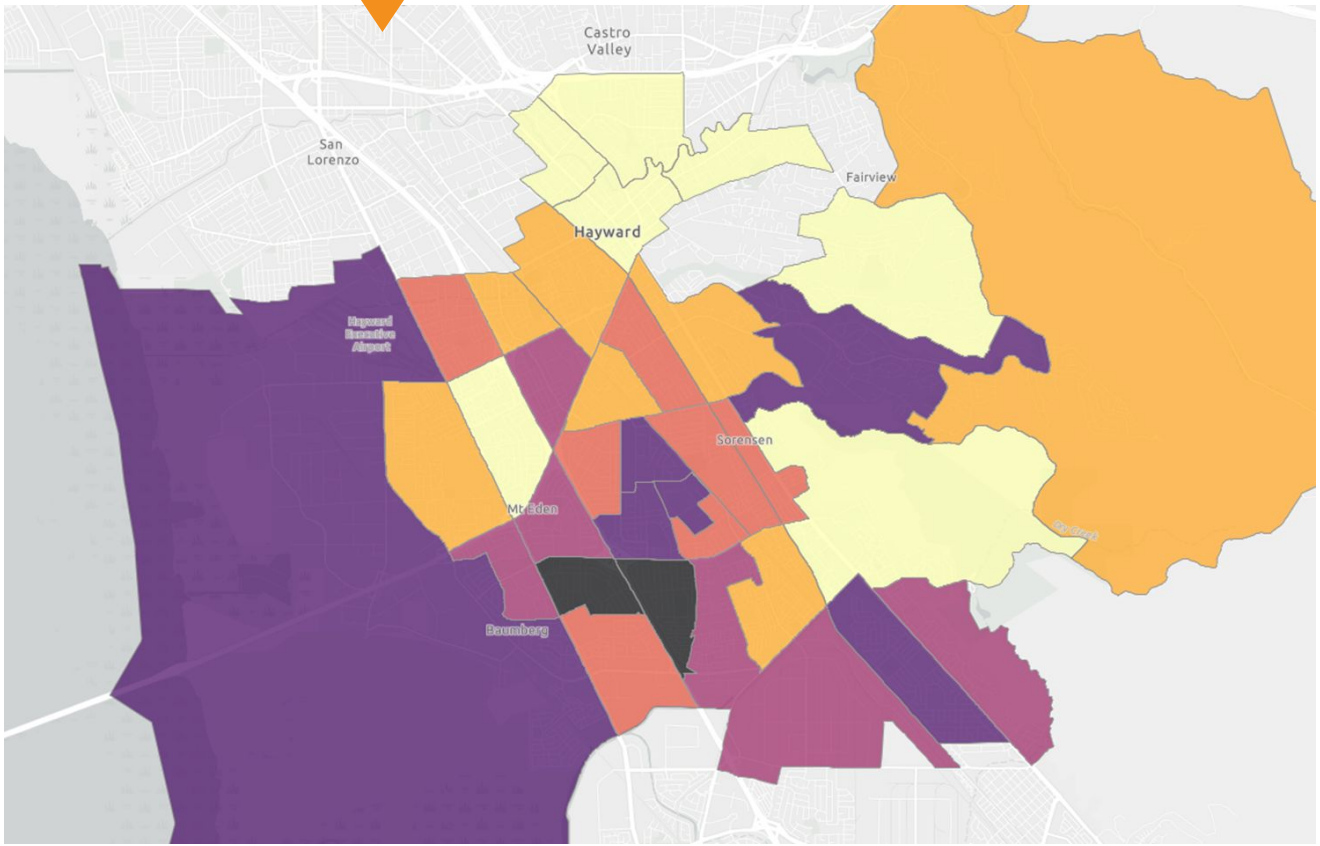


Per Capita Income
By Census Tract

Mean per capita income

- $39,988.01 - $68,794.00
- $35,506.01 - $39,988.00
- $33,545.01 - $35,506.00
- $29,857.01 - $33,545.00
- $26,728.01 - $29,857.00
- $21,438.00 - $26,728.00

2019 American Community Survey Data Household Size

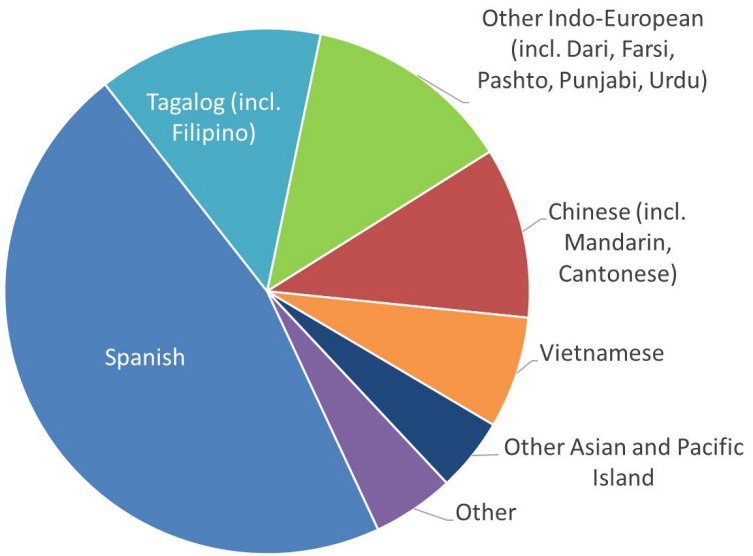


Average Household Size

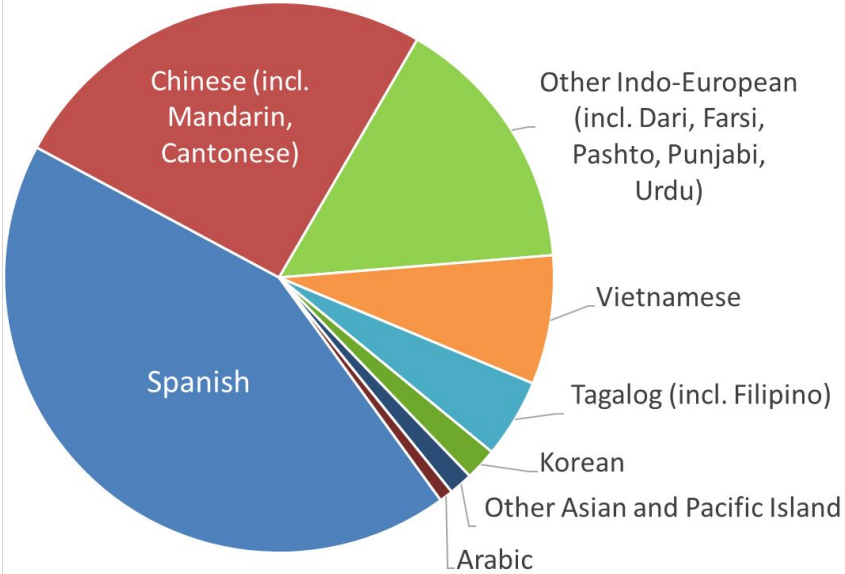
- 3.94 - 4.32
- 3.77 - 3.93
- 3.50 - 3.76
- 3.20 - 3.49
- 2.90 - 3.19
- 2.23 - 2.89

2019 American Community Survey Data - Language

60% of residents speak a language other than English at home



21% of residents speak English "less than well"



2020 Census Data

How is census data useful?

- Helps us track big demographic trends and understand which neighborhoods may have higher needs

What challenges are there with using this data?

- The racial categories are limited and can be confusing
- Some items, like language, have a fairly large margin of error
- Undercounting challenges

E-Team DEI Case Studies

- Illegal Dumping Pilot (Maintenance Services)
- Housing Element (Development Services)
- Book Mobile (Library)

E-Team DEI Case Study: Illegal Dumping Pilot

What problem is this trying to address?

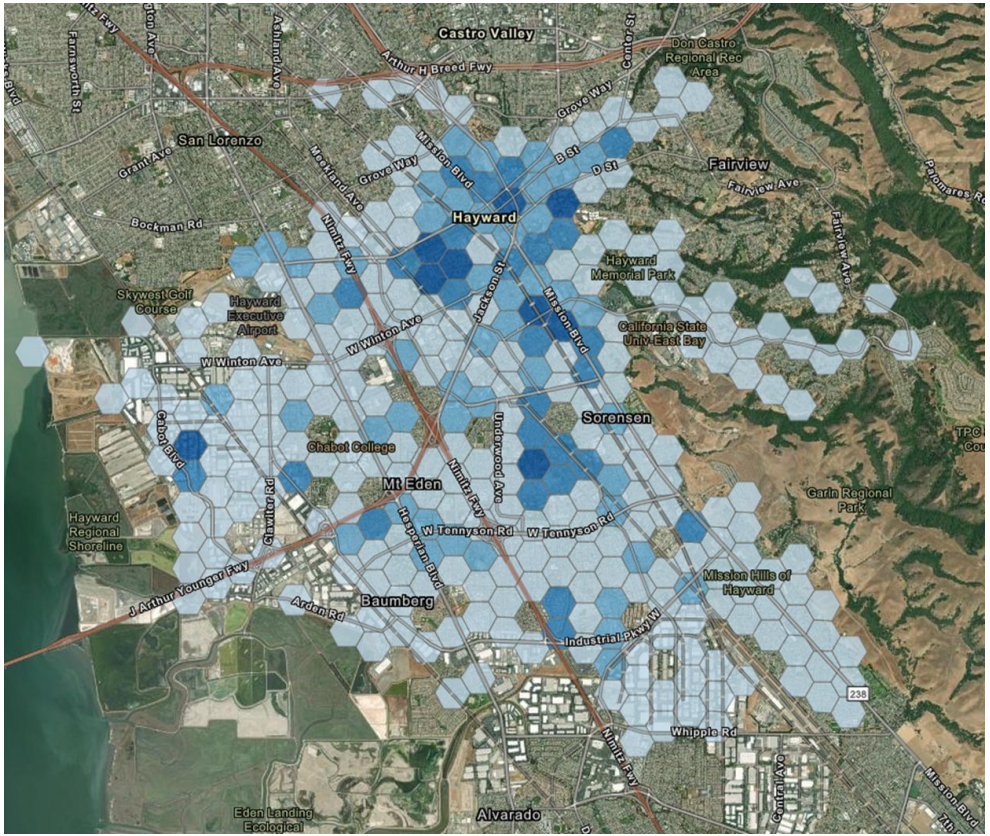
Impacts of Illegal Dumping

Community Blight	Loss of Community Pride
	Negative Stigma
Health & Safety Hazards	Hazardous Materials
	Breeding Ground Insects, Rats and Opossums
Environmental Impacts	Clogged & Flooded Storm Drains
	Debris ends up in the Bay
Fiscal Impacts	Staffing Resources Required to Combat
	Reduced Community Investment & Development

E-Team DEI Case Study: Illegal Dumping Pilot

Who is most impacted?

- Data from Access Hayward
- Limitation of complaint based data - it doesn't reflect dumping that is not reported



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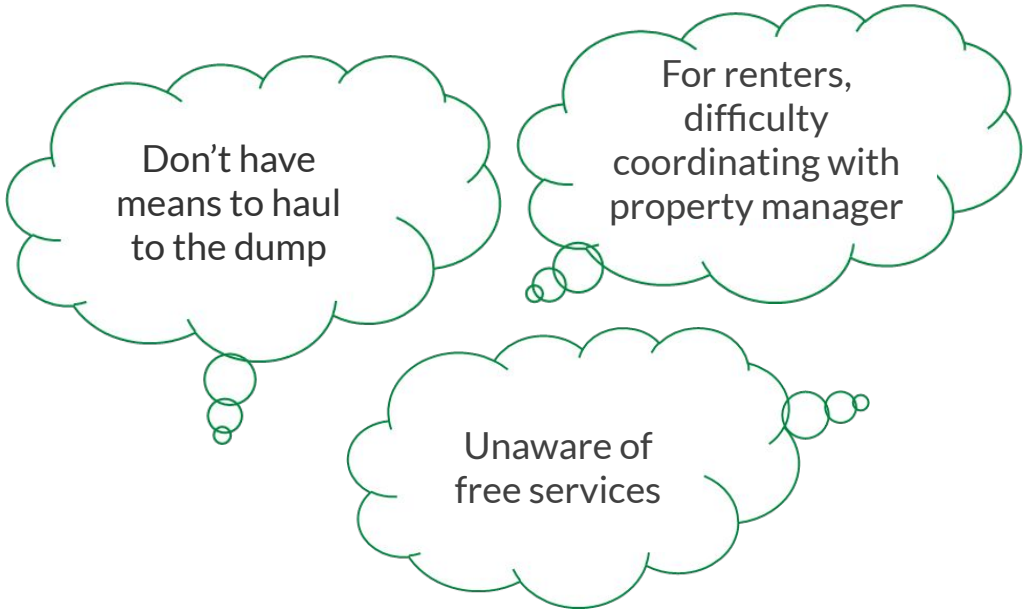
E-Team DEI Case Study: Illegal Dumping Pilot

What barriers are there to accessing existing services?



Illegal Dumping Pilots will test two hypothesis:

Residents will dispose of items correct if -

- An option is available in their immediate neighborhood
- The option is free

E-Team DEI Case Study: Illegal Dumping Pilot

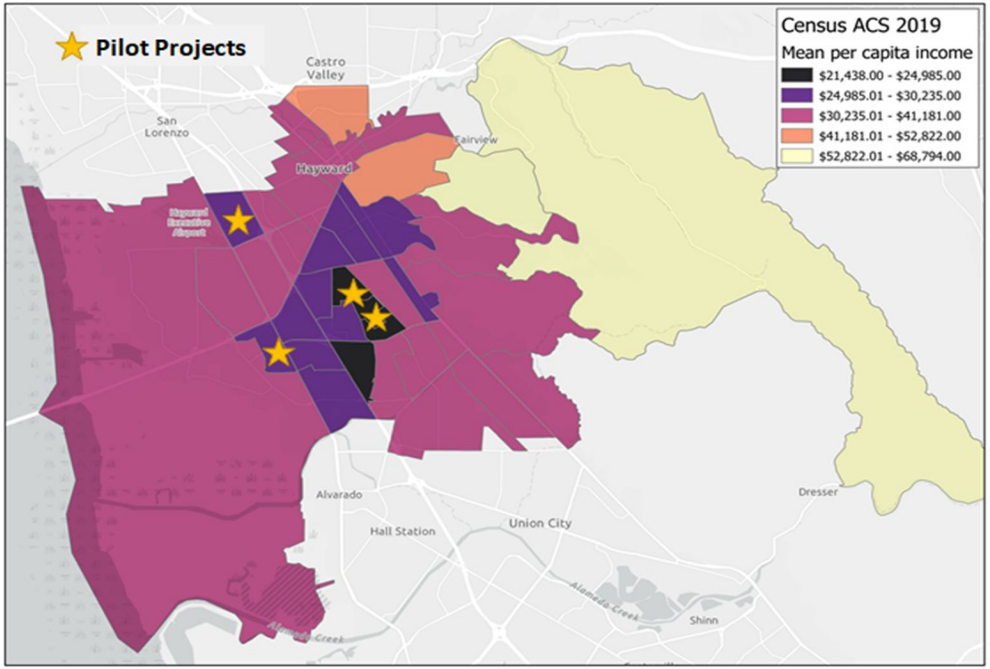
What is your approach? How will you know if you are successful?

"Dump Days"

- Gading Rd
- South Garden

"Bring the Dumps to You"

- Tyrell Ave
- Arf Ave



HAYWARD

E-Team DEI Case Study: Illegal Dumping Pilot

Do you have any learnings to share?

- Doing the pilot will allow us to test success of different models in different neighborhoods
- The four lowest per capita income census tracts are close together and we wanted to have some geographic variation in the pilot, so we chose two that were slightly higher income but we know have high cases of dumping

E-Team DEI Case Study: Housing Element

What problem is this trying to address? Who is most impacted?

- The Housing Element is a policy document aimed at providing an analysis of a community's housing needs for all income levels.
- Historically, the City has not heard from all segments of the community when preparing these policy document updates which ultimately affect them.
- Generally the City hears from the same engaged members.

GOAL: Have well-attended engaging community conversations about housing, land use, and race, especially with underrepresented communities and/or those who do not typically engage in City processes.

E-Team DEI Case Study: Housing Element

What barriers are there to accessing existing services?

Some barriers to engagement include:

- Language
- Digital Divide/Technology Challenges
- Time/Capacity to engage
- Lack of human contact due to COVID

E-Team DEI Case Study: Housing Element

What is your approach? How will you know if you are successful?

Some of the strategies include:

- Hayward Housing Stories Social Media Campaign with Chabot (250+ interviews)
- Virtual Community Workshops
- Surveys (available through February)
- Gallery Walks (Library and City Hall)

Success = Strong attendance at workshops and response to surveys as well as more people in community feeling connected to the work we are doing and continue to engage and feel heard

E-Team DEI Case Study: Housing Element

Do you have any learnings to share?

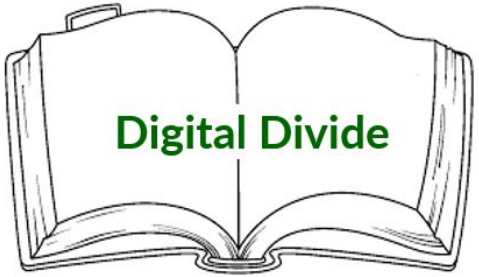
Staff's challenges:

- Lack of initial response from partners
- COVID impacting personal connections with community
- Trust Building

E-Team DEI Case Study: Bookmobile

What barriers are there to accessing existing services? Who is the most impacted?

Lack of access to transportation keeps many in the community from visiting the library



Residents who cannot afford computing devices and internet service are at a significant disadvantage in a digital world

Language barriers prevent many in the community from accessing library services

E-Team DEI Case Study: Book Mobile

What is your approach to addressing these barriers?

- The bookmobile will function as a small branch library
- Initial focus on the communities in South Hayward
- Use the data we have from HPN to determine areas of need
- Partner with other agencies (HPN, HUSD, senior centers, etc.) to offer high quality supplemental educational programs
- Track number of people served, new library cards created, items checked out, and community feedback

E-Team DEI Case Study: Book Mobile

How will you know if you are successful?

Usage Data

In the first 6 weeks:

- 447 new library card sign-ups
- 2,617 people served
- 650 items checked out
- 1,690 books given away

Qualitative Data

- Positive community feedback
- Increasing partnerships
- Requests for new bookmobile stop locations

E-Team DEI Case Study: Book Mobile

Do you have any learnings to share?

- Focus on the end user
- Additional funding and staffing are absolutely necessary for the long-term success of equity projects, including the bookmobile
- Interdepartmental support is critical
- Partnering with other agencies
- Be flexible – e.g. Despite our best intentions, COVID continues to impact the services we can provide

Recommended Approach for Racial Equity Focus Projects

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

- What problem is this service/project seeking to address?
- Who benefits from this service/project?
- Who does this service/project not benefit?
- Who is currently accessing this service?
- Who is not accessing this service? Are there barriers?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?

✦ **This icon identifies key priority projects that have a racial equity focus**

Recommended Approach for Incorporating Community Services Commission Recommended Work Plan	Votes	Priority Area	Project #
Work with the survivors and descendants of Russell City to determine appropriate restitution	8	Enhance Community Safety & Quality of Life	Q25 (New project)
For homeownership and loss mitigation assistance, target populations who have experienced disparate impacts related to homeownership retention during times of crisis	5	Preserve, Protect, and Produce Housing for All	H1-11 (Existing and new projects)
Work with BIPOC community members to create new systems of public safety that places the highest priority upon protecting human life	3	Enhance Community Safety & Quality of Life	Q1-Q6 (Existing projects)
Prioritize business ownership assistance for people who are BIPOC whenever such funding is available	3	Grow the Economy	E7 (Existing projects)
Utilize a racial equity lens in developing and applying policies and procedures, such as those articulated in City of Hayward's 2021-23 Strategic Roadmap	2	Enhance Community Safety & Quality of Life	Q21 (Existing project)
Work with local, state, and regional partners to support and implement anti-racist policies and actions	2	Not explicitly in the Roadmap - part of ongoing GARE efforts	
Ensure that literacy and other educational services as well as the Youth Commission and other leadership development opportunities facilitate positive identity for BIPOC youth	2	Enhance Community Safety & Quality of Life	Q19e (Added to existing project)
Support the work of community partners to design and create culturally competent ways to recognize the contributions of BIPOC Hayward residents into mural, signage, roadway improvements, and other public projects	2	Enhance Community Safety & Quality of Life	Q25 & Q26 (New projects)

Council Survey Responses

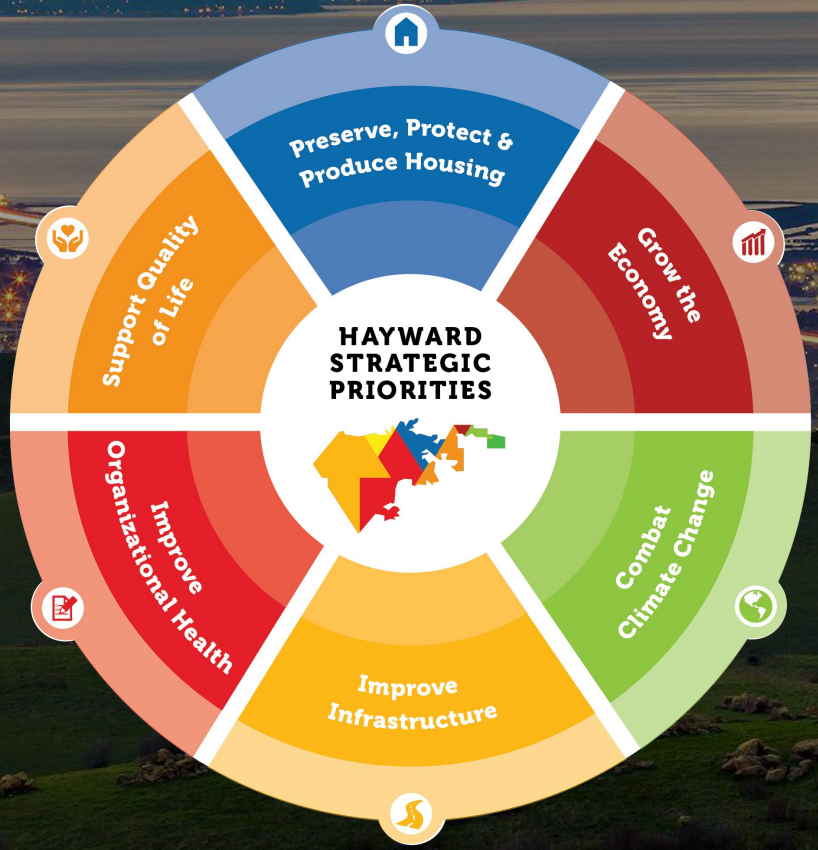
Overall support for the framework & projects; Some questions/suggestions:

- Very **thoughtful approach** that [...] will lead to useful information [and' facilitate improved service to our residents.
- … **Responsive** to current community concerns, historical issues, and best practices.
- Do we have **demographic information** about every different group in our City?
- Need to look at **disaggregated data** (economics plays a big role)
- Are we considering the approach to **reparations** and making amends for Russell City? How do we identify who receives?
- Need flexibility and funding to **utilize outside subject matter experts** if we lack institutional knowledge
- Add an **additional question:** "Does this service/project facilitate meaningful positive change related to an inequitable issue?

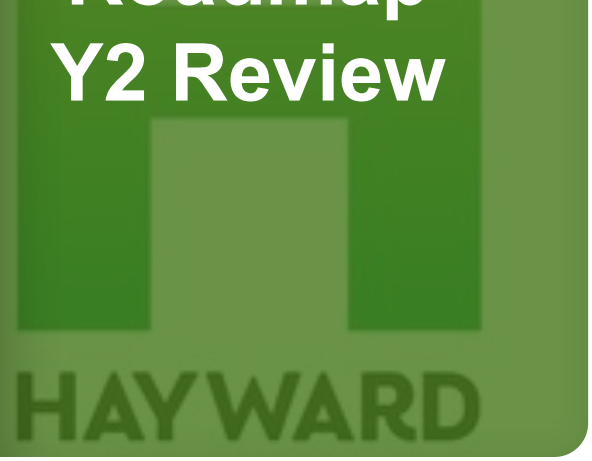
Discussion

10 Minute Break

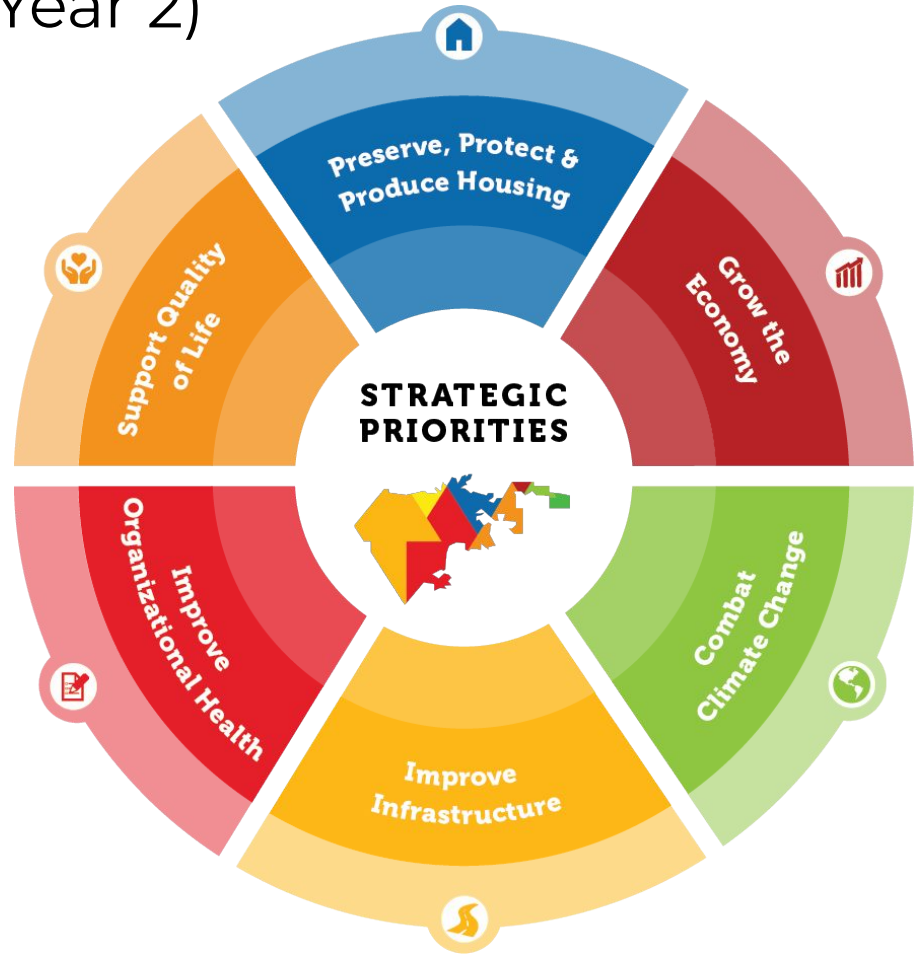
Council Work Session
February 13, 2021



Strategic Roadmap Y2 Review



Strategic Roadmap Priorities
(Year 2)



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.

Achievement of Y2 Objectives Overall

Achievement of Priority Areas

Support Quality of Life

Invest in Infrastructure

Preserve, Protect & Produce Housing

Combat Climate Change

Grow the Economy

Improve Organizational Health

Hopes for Y3 Strategic Roadmap

- Continued progress/success/results for the coming year (x4)
  - *My hope is that, as leaders we can manage expectations and work collectively to focus on results for the upcoming year.*
  - *I hope we can stay focused on these strategic initiatives. Let's focus on accomplishing these so we can build on our successes. I hope to see more focus on family and children friendly retail along the main corridors of the city.*

Hopes for the Strategic Retreat

Understand staff constraints/perspectives

- I would like to hear more from staff about the time/funding constraints that impact some projects and discuss alternative ways of achieving goals.
- How is the Roadmap working from the Staff and Community perspective? Are we still spread too thin or has this process helped to streamline our initiatives?

Have focused discussion

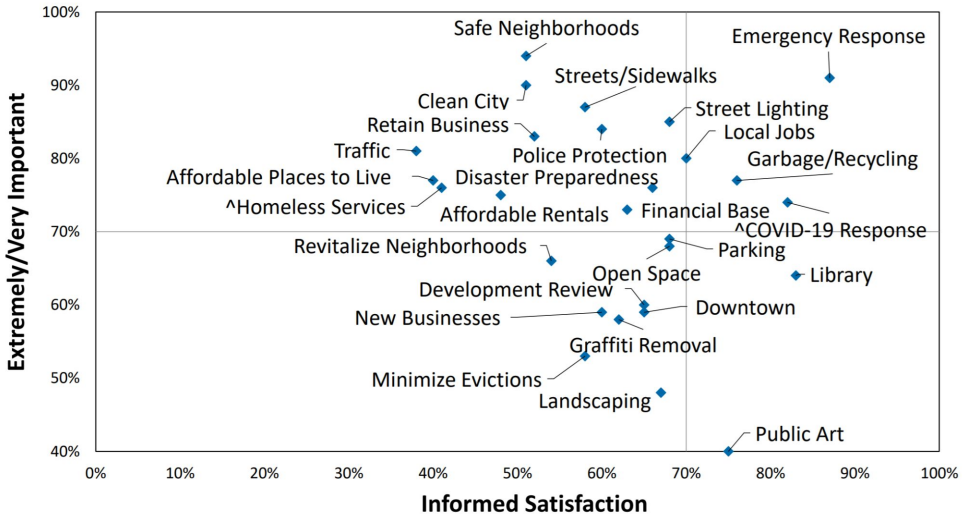
- Discuss what needs to be removed or added and identify any looming issues not currently addressed.
- Discuss each topic in a little more depth and share relevant points to consider.

Discussion

Strategic Roadmap Y3 Priorities

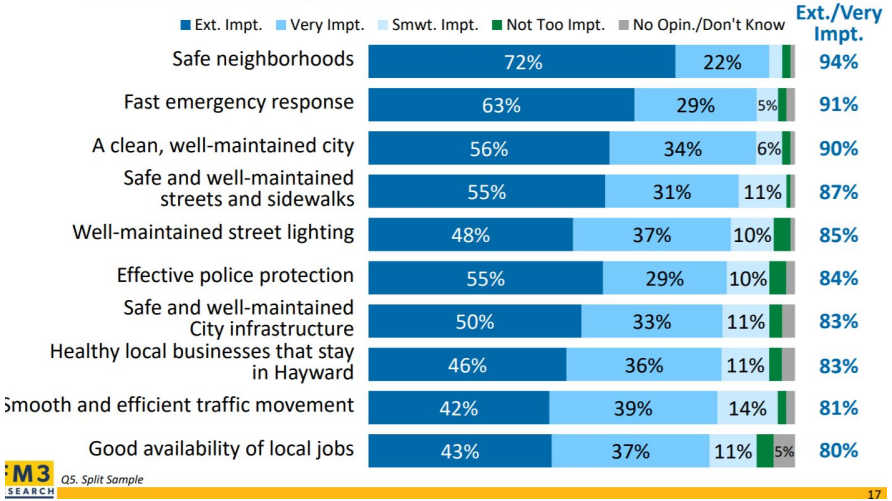
Priority Titles: Why we are recommending updates

Traffic improvement, housing affordability, services related to people experiencing homelessness and neighborhood safety are key areas for attention.



Residents overwhelmingly value safety, fast emergency responses, and cleanliness.

I am going to read you a list of aspects of life in the City of Hayward. Please tell me, in your opinion, how important each one is to making Hayward a good place to live: extremely important, very important, somewhat important, or not too important.



Proposed Roadmap Priority Revisions (FY 22 - 23)

Enhance Community Safety & Quality of Life

(Previously Support Quality of Life)

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

Preserve, Protect & Produce Housing For All

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

Grow the Economy

- Invest in the future through businesses support services
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors

Confront Climate Crisis

(Previously Combat Climate Change)

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

Invest in Infrastructure

(Previously Improve Infrastructure)

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

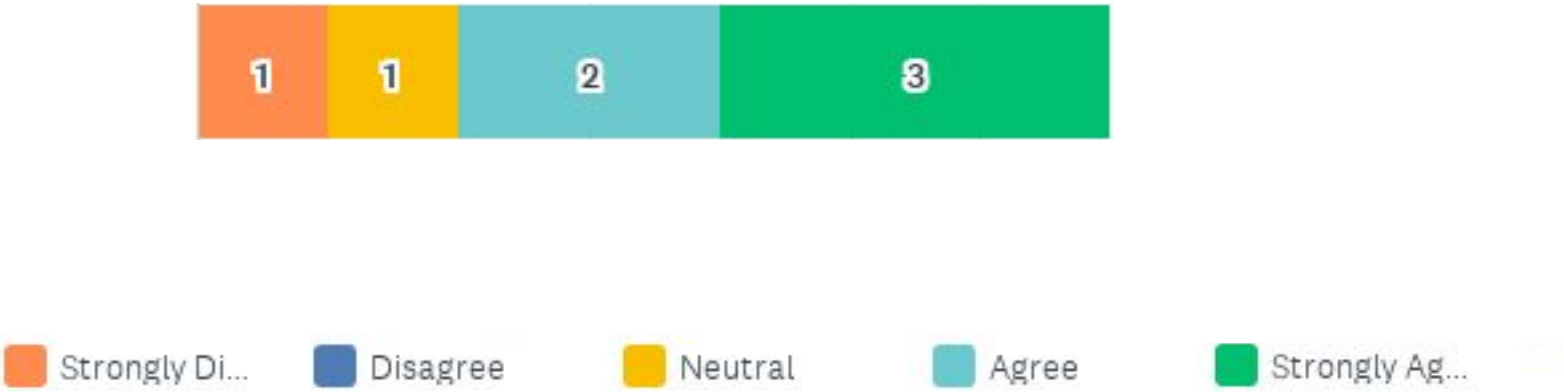
Strengthen Organizational Health

(Previously Improve Organizational Health)

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

Enhance Community Safety and Quality of Life

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Support Quality of Life)



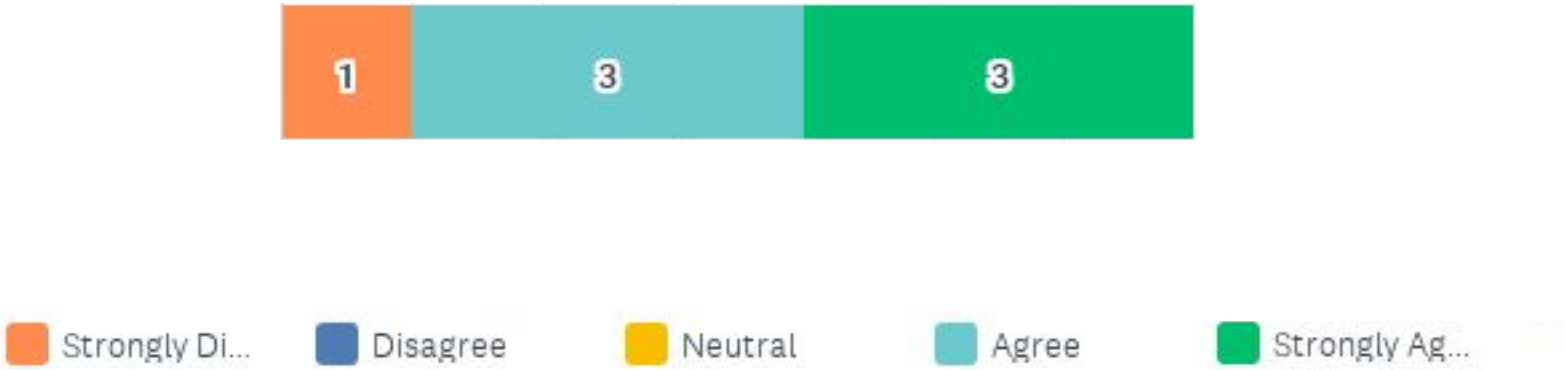
Enhance Community Safety and Quality of Life

Do you have any comments about the proposed revised priority name?

- No.
- No I do not, I love it!
- Safety is a key element of almost every service the city provides and has a significant impact on quality of life.
- Perhaps Enhance Quality of Life and Community Safety?

Confront Climate Crisis

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Combat Climate Change)



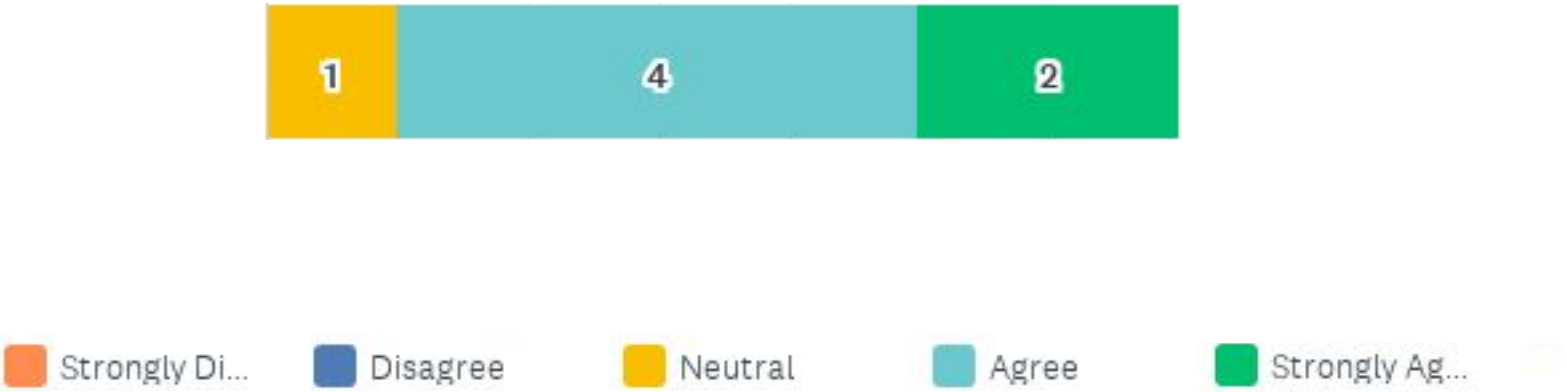
Confront Climate Crisis

Do you have any comments about the proposed revised priority name?

- Keep being Greener.
- Nope, love it!
- No
- Climate Justice is preferable.

Invest in Infrastructure

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Improve Infrastructure)



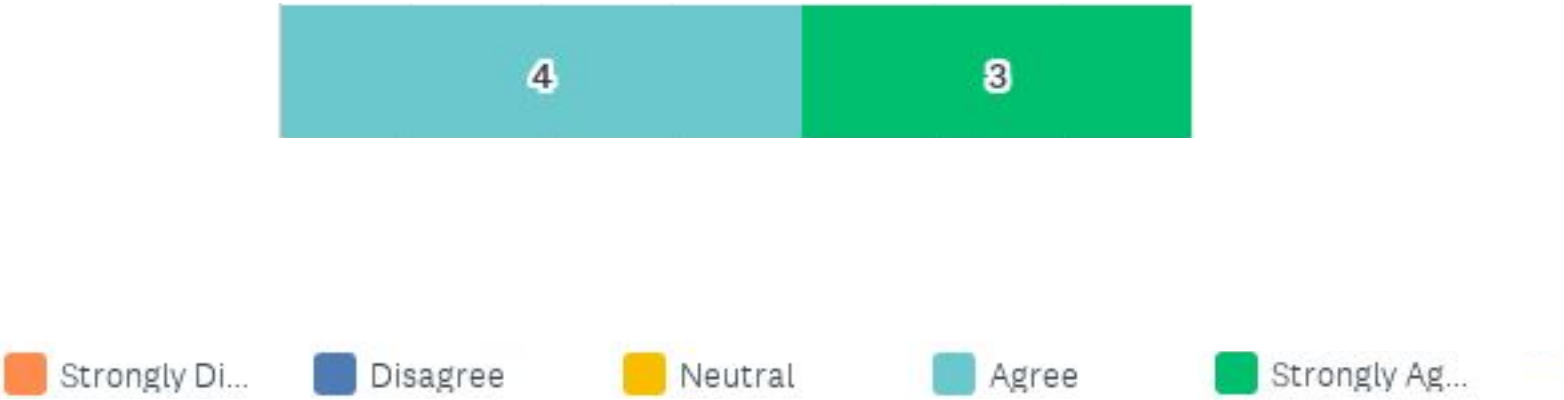
Invest in Infrastructure

Do you have any comments about the proposed revised priority name?

- All is good.
- I'd like to recommend we change the project name to "Invest in Hayward's Infrastructure."
- Is there another way to name this? Infrastructure is getting used too much and perhaps we can cast this in another way. Just a thought. This is good because everyone recognizes it.

Strengthen Organizational Health

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Improve Organizational Health)



Strengthen Organizational Health

Do you have any comments about the proposed revised priority name?

- None
- None
- No

Discussion

Roadmap Project Review and Update

Project Review Process

1. Review staff proposed project list for each priority, along with Council comments and potential new projects
2. Brief discussion for each priority to clarify projects
3. Prioritization exercise over lunch
4. Final discussion after lunch
5. Apprive revised roadmap at future Council meeting

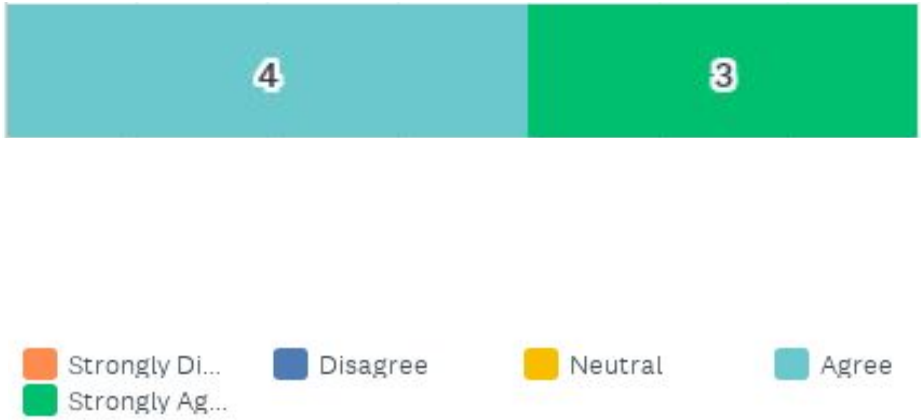
Community Safety & Quality of Life

Quality of Life - Proposed Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Negotiate updated master lease agreement with HARD (added - funded) • Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage (added - funded) • Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded) • Identifies culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded)	• None

Quality of Life - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Reduce crime by design
- Gun buy-back program *(Can be included in Q6)*

Quality of Life - Survey Responses

General Comments/Questions

- The list is expansive and unrealistic
- Focus on: 1) launching the community safety innovation pilot projects, 2) Illegal dumping prevention pilot program, 3) On board GARE staff team
- Move the gun regulation item forward and suggest staff look into available grant funding
- Priorities: Revamping community preservation ordinance, HARD lease negotiation, Heritage Plaza art and Russell City restitution
- Need public art
- Hopefully the implementation of Q26 is folded into existing city beautification efforts
- Could be done a bit on an accelerated path - some items are completed or in progress
- Honor the Californios at Heritage Plaza through El Camino Real Bell

Discussion

Quality of Life Y3 Proposed Work Plan

Support Safety through Community-Centered Response and Enforcement Models

- Q5c: Dispatch needs assessment and capacity
- Q5d,e,f: Mobile Mental Health Response Team & District Command behavioral health clinician
- Q5g: Community feedback and complaint liaison
- Q5h: CSO response to property crimes
- Q5i: HPD training curriculum working group
- Q5j: Neighborhood participatory budgeting - People's Budget
- Q6: Bring work session to Council on gun control options (new proposed project - unfunded)

Support Safety through Emergency Planning and Response

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

Invest in Cleanliness and Reduce Blight

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

Enhance Library, Educational, and Neighborhood Programs

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

Celebrate Hayward's Heritage & Confront Racial Inequities

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

- Council added: Reduce crime by design

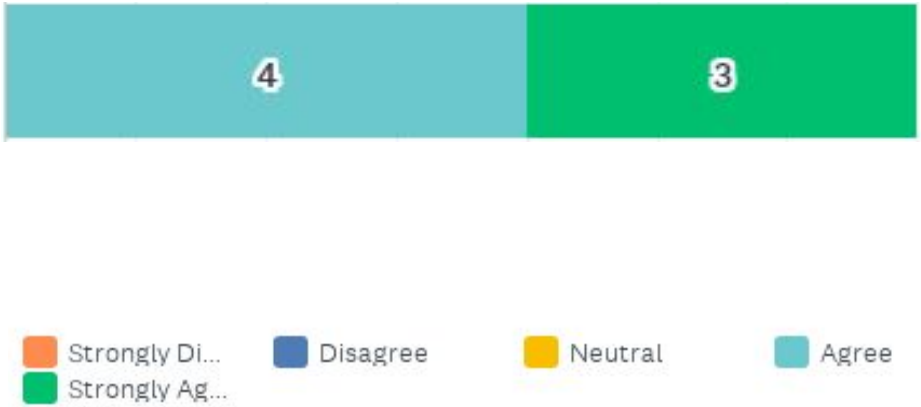
Preserve, Protect & Produce Housing

Housing - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Oversee operations of the Navigation Center Annex (added - funded) • Pilot Shallow Subsidy Program (added - funded) • Explore Safe Parking Site (added - funded) • Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded) • Tenant Relocation Emergency Fund (added - funded) • Foreclosure Prevention Program (added - funded) • Wealth Building/ Universal Income Program (added - funded)	• Update Accessory Dwelling Unit (ADU) ordinance (not as urgent due to implementation of State changes)

Housing - Survey Results

Agreement with draft revised project list:



Councilmember Added Projects

- Added back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance

Housing - Survey Results

General Comments/Questions

- Priorities: Navigation Center, shallow subsidy program, safe parking site, housing element
- Let's execute these program before adding more
- Look at other uses for potential residential areas for housing
- H11g is part of H2b (and possibly also Q25) and should not be a separate item
- Has the need for pre-approved models for ADU's or a streamlined day for ADU applications been ameliorated with the state changes?
- Is continued work still needed to ensure that addressing homelessness in the city is a collaborative (not internal-working-group-only)?
- The ADU piece is important - We need to protect single family lots that may be abused by predatory purchases

Discussion

Housing Y3 Proposed Work Plan

Invest in programs to house and support people experiencing homelessness

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

Incentivize housing production for all

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

Protect the affordability of existing housing

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

- Council Added Back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance

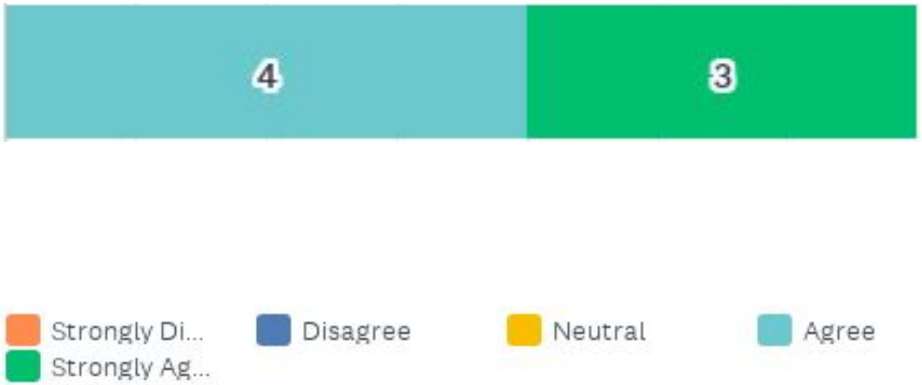
Confront
Climate Crisis
HAYWARD

Climate Crisis - Proposed Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded)	• Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities (lack of staff capacity) • Work with EBCE to transition citywide electricity use to 100% carbon free (Slowed due to feasibility for discounted customers)

Climate Crisis - Proposed Changes

Agreement with draft revised project list:



Councilmember Added Projects

- Water conservation measures such as increasing recycled water supplies
- Implement Shoreline Adaptation Plan
- Strengthen building requirements to mitigate sea level rising with respect to new development within the industrial corridor
- More EV charging stations for the community
- Address SB 1383 compliance - food recovery

Climate Crisis - Proposed Changes

General Comments/Questions

- Look for areas that NEED trees
- More EV charging stations for the community
- Does the environmental justice component of the housing element need to be reflected here (not as additional work, just a capture of work already underway that furthers this goal)?
- As we move to fossil-free power for housing, we likely need to evaluate how we encourage, facilitate, advocate for direct use of onsite power generation, microgrids, power storage, and similar so that we do not add to emergency situations as people lose cooking and hygiene capabilities with power outages
- Should be more aggressive

Discussion

Climate Change Y3 Proposed Work Plan

Reduce greenhouse gases and dependency on fossil fuels

- C5: Adopt & implement 2030 GHG Goal & Roadmap
- C7: Plant 1,000 trees annually
- C8: Transition 15% of total city fleet to EV/hybrid models
- C10: Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)

Reduce waste by promoting a circular economy

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

Mitigate climate crisis impacts through resilient design and community engagement

- C15: Update Tree Preservation Ordinance

- Council Added: Water conservation measures such as increasing recycled water supplies
- Council Added: Implement Shoreline Adaptation Plan
- Council Added: Strengthen building requirements to mitigate sea level rising in the industrial corridor
- Council Added: More EV charging stations for the community
- Council Added: Address SB 1383 compliance - food recovery

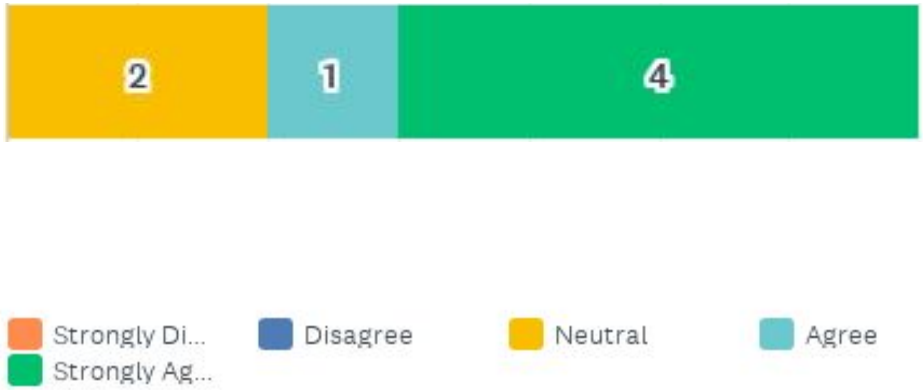
Invest in
Infrastructure
HAYWARD

Infrastructure - Proposed Y3 Projects

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Conduct digital divide community survey (added - funded)	• N1b: Prepare Downtown Specific Plan Implementation Plan (lack of capacity) • N8g: Feasibility study of Jackson Street Improvements (lack of capacity) • N11b: Full needs assessment of upgrading the Corp Yard (lack of capacity) • N12: Construct open sections of Sulphur Creek adjacent to Airport runways and Engineered Materials Arresting System (EMAS) at the departure end of Airport Runway 28L (slowed due to regulatory hurdles) • N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration (lack of funding and capacity) • N23c: Investigate the use of dark fiber optic infrastructure (lack of capacity)

Infrastructure - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Expedited: N11a: Conduct needs assessment and identify potential funding sources for a new public safety building; to include a portion of Measure C funding
- Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration
- Beautification of A Street from Mission to Hesperian
- Tennyson and Calaroga needs landscaping

Infrastructure - Survey Responses

General Comments/Questions

- Remove N6 - eScooters/eBikes (x2)
- More public art
- How urgent is the need for increased EV charging in the next two years? (N9b)
- I'm concerned that we are not adding fiber infrastructure as intended with our dig once policy. Is the primary obstacle staff or funding capacity?
- Heritage plaza bathrooms - is it possible to prioritize any funds recovered from the library project? Is there research that would be helpful in moving forward (such as bathroom safety by design)?
- For N25, is "digital literacy education (e.g. basic care and maintenance, internet security, etc)" provided along with the devices and hotspots?
- Is there an expectation that the Safe Routes to Schools may also be beneficial for seniors living in areas outside of downtown?

Discussion

Infrastructure Y3 Proposed Work Plan

Invest in Multi-Modal Transportation

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

Invest in City Facilities & Property

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

Invest in Water Supplies, Sanitation Infrastructure & Storm

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

Invest in Community-Wide Internet Infrastructure and Access

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

- Council Expedited: N11a: Conduct needs assessment and identify potential funding sources for a new public safety building; to include a portion of Measure C funding
- Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration
- Council Added: Beautification of A Street from Mission to Hesperian
- Council Added: Tennyson and Calaroga needs landscaping

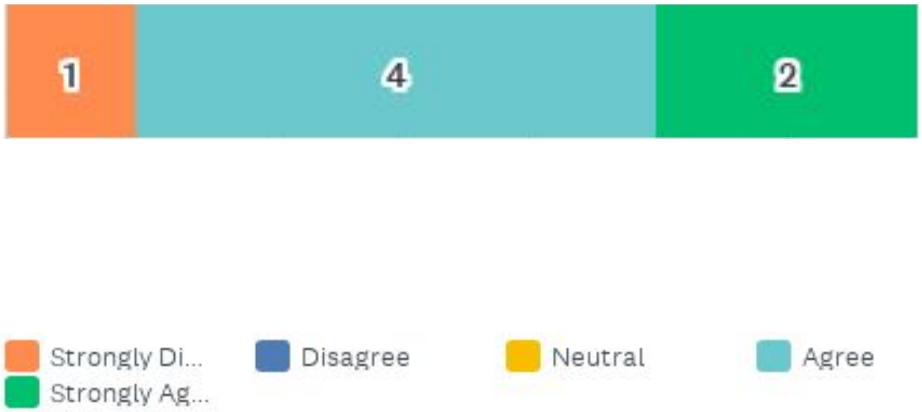
Grow the
Economy
HAYWARD

Economy - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• “Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded) • "Restaurant Relaunch" - Technical assistance for adapting to post- COVID-19 market trends and safety requirements (added - funded) • Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded) • "Hayward Restore & Reopen Facade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded)	• E8: Strengthen workforce development pipelines (slowed due to focus on COVID recovery projects)

Economy - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Concerted effort to educate property owners about what the city wants for their properties.
- Outdoor marketplace that is safe and allows for a variety of vendors

Discussion

Economy Y3 Proposed Work Plan

Invest in programs that support Hayward business and workers

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

Strategically dispose of City property

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

Invest in Plans and Programs that Create Thriving Commercial Corridors

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

---

- Council Added: Concerted effort to educate property owners about what the city wants for their properties.
- Council Added: Outdoor marketplace that is safe and allows for a variety of vendors

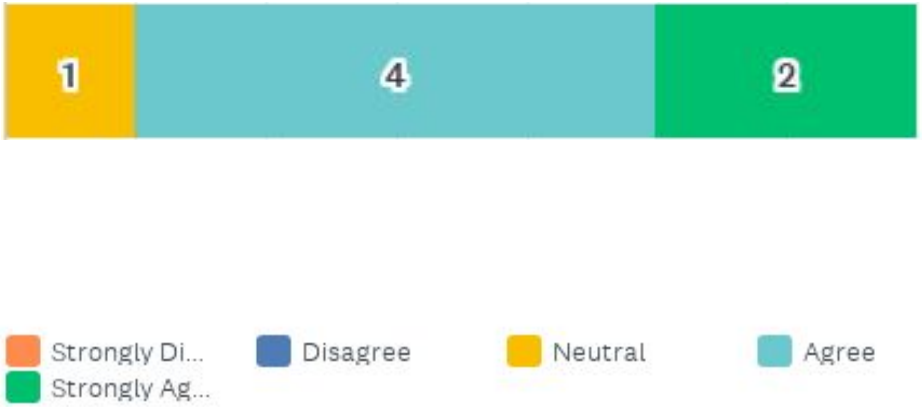
Strengthen Organizational Health

Org Health - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)	Timing Subject to Findings from HR Strategic Plan
• Conduct Human Resources Department Strategic Plan (added - funded) • Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded)	• R1c: Redo the Business License Tax (timing of election feasibility) • R16a: Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections (lack of capacity) • R17a: Improve IT asset management program (lack of funding)	• R8: Formalize, expand and promote the onboarding program to improve new employee experience • R9: Develop talent development initiatives and training platform • R10: Develop a managerial course to cultivate leadership skills • R11d: Create a more rigorous employee wellness program • R20a: Develop a virtual training/resource communication strategy

Org Health - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- More creative incentives for our employees to support local businesses.

Org Health - Survey Responses

General Comments/Questions

- IT needs to be a huge priority - the City needs to prepare for costly audits, software licenses, capacity, cloud technologies, and more staffing
- I trust staff's judgment on these priorities
- R4a needs a racial equity focus
- Does R14 also include monitoring and updating the demographic data for Boards and Commissions to help ensure they reflect the demographics of our city?
- Looking forward to the additional modules in Opengov whenever possible
- Do we need to further address workload or other morale issues to support the ongoing health of the City organization?

Discussion

Org Health Y3 Proposed Work Plan

Invest in Employee Engagement, Professional Development and Retention

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

Expand Communications, Transparency, and Community Engagement

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

Invest in an Efficient, Safe & Collaborative Work Environment

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

---

- Council Added: Create more creative incentives for our employees to support local businesses

Prioritization Process

Fill out the SurveyMonkey during lunch

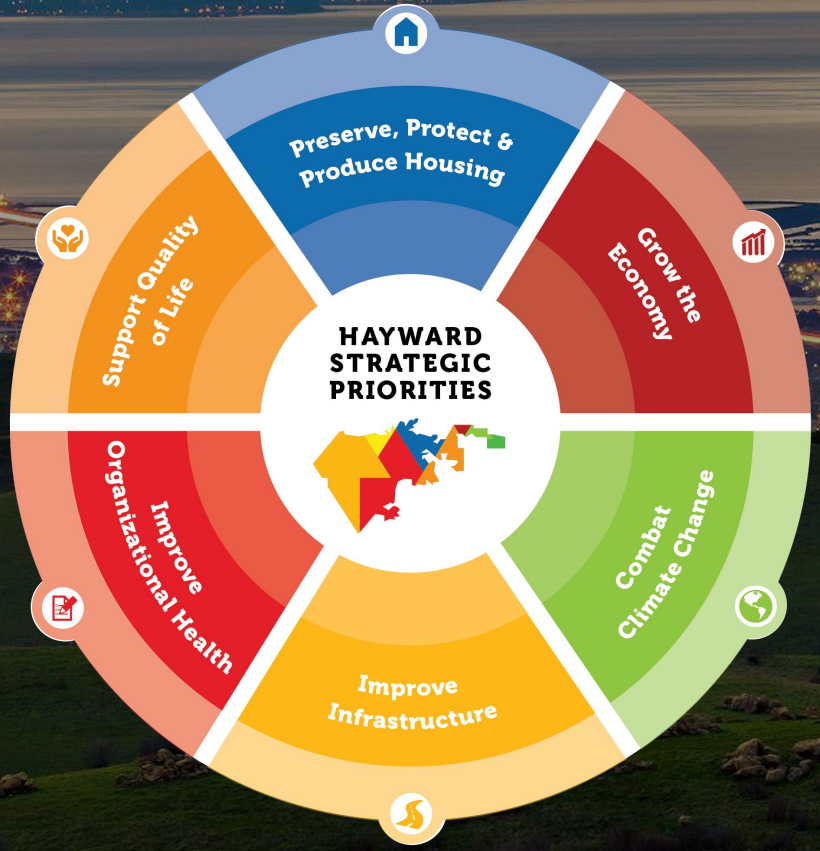
1. Review the proposed project list for each priority area
    - Staff-proposed projects (ongoing and new)
    - Council-proposed new projects (from the pre-retreat survey)
2. Select your top x projects (1/3rd of total)

SurveyMonkey link:

https://www.surveymonkey.com/r/haywardretreat2022

30 Minute Lunch & Prioritization Exercise

Council Work Session
February 13, 2021



Report Back and Group Discussion

Discussion

Next Steps

Next Steps

- Staff will take your feedback from this retreat to revise the project lists
- We will bring an updated draft Y3 Strategic Roadmap back for your comments at a future meeting
- E-Team will base their FY 2022/23 budget requests on achieving the revised project lists

THANK YOU!

PRESENTATION
UPDATED DURING
THE
MEETING

SPECIAL WORK SESSION

ITEM #1

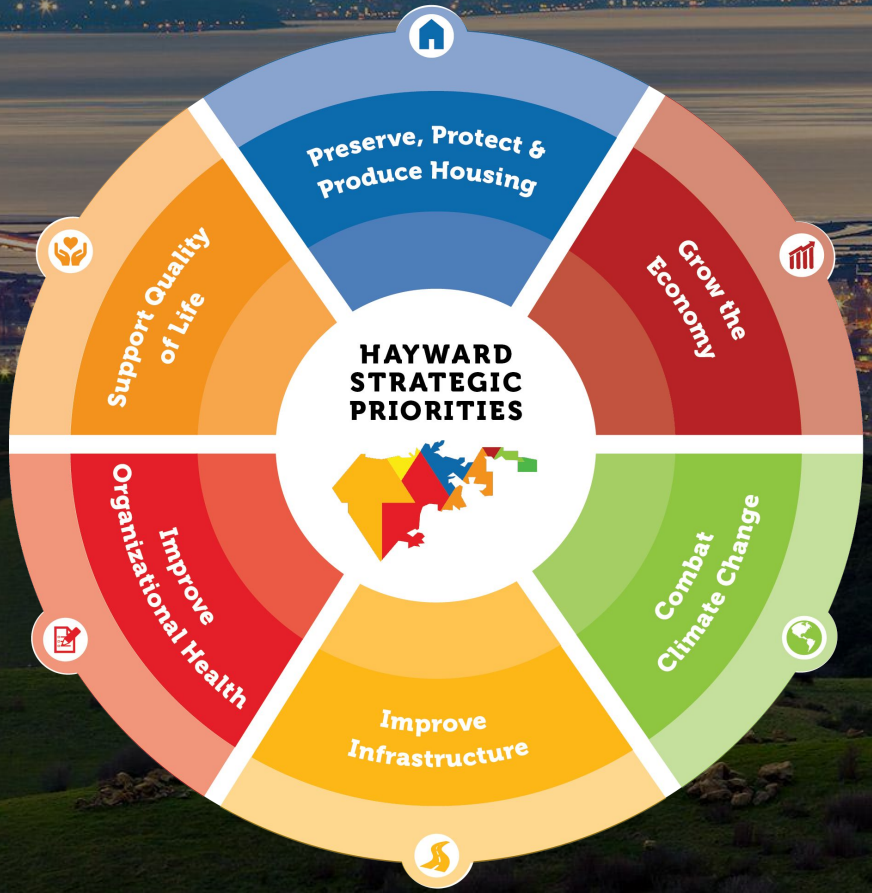
WS 22-002

STRATEGIC ROADMAP
UPDATE

Strategic Roadmap Update

HAYWARD

Council Work Session
January 29, 2022



Public Comment

Today's Goals

- Discuss proposed Racial Equity Framework and projects
- Discuss proposed revised priority areas and project lists
- Prioritize new projects/slowed projects

Agenda

9:00	**Welcome and Introductions**
9:10	Incorporating a Racial Equity Lens
10:10	**Break**
10:20	Strategic Roadmap Overview and Priorities
11:40	Roadmap Project Review and Update
12:30	**Lunch & Prioritization Exercise**
1:30	Report Back and Group Discussion
2:20	**Next Steps**

CONTEXT SETTING
Roadmap passed Jan 2020, and then…..

Introductions

We’re back (and happy to be here)!

Ground Rules

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

Agenda

9:00	**Welcome and Introductions**
9:10	Incorporating a Racial Equity Lens
10:10	**Break**
10:20	Strategic Roadmap Overview and Priorities
11:40	Roadmap Project Review and Update
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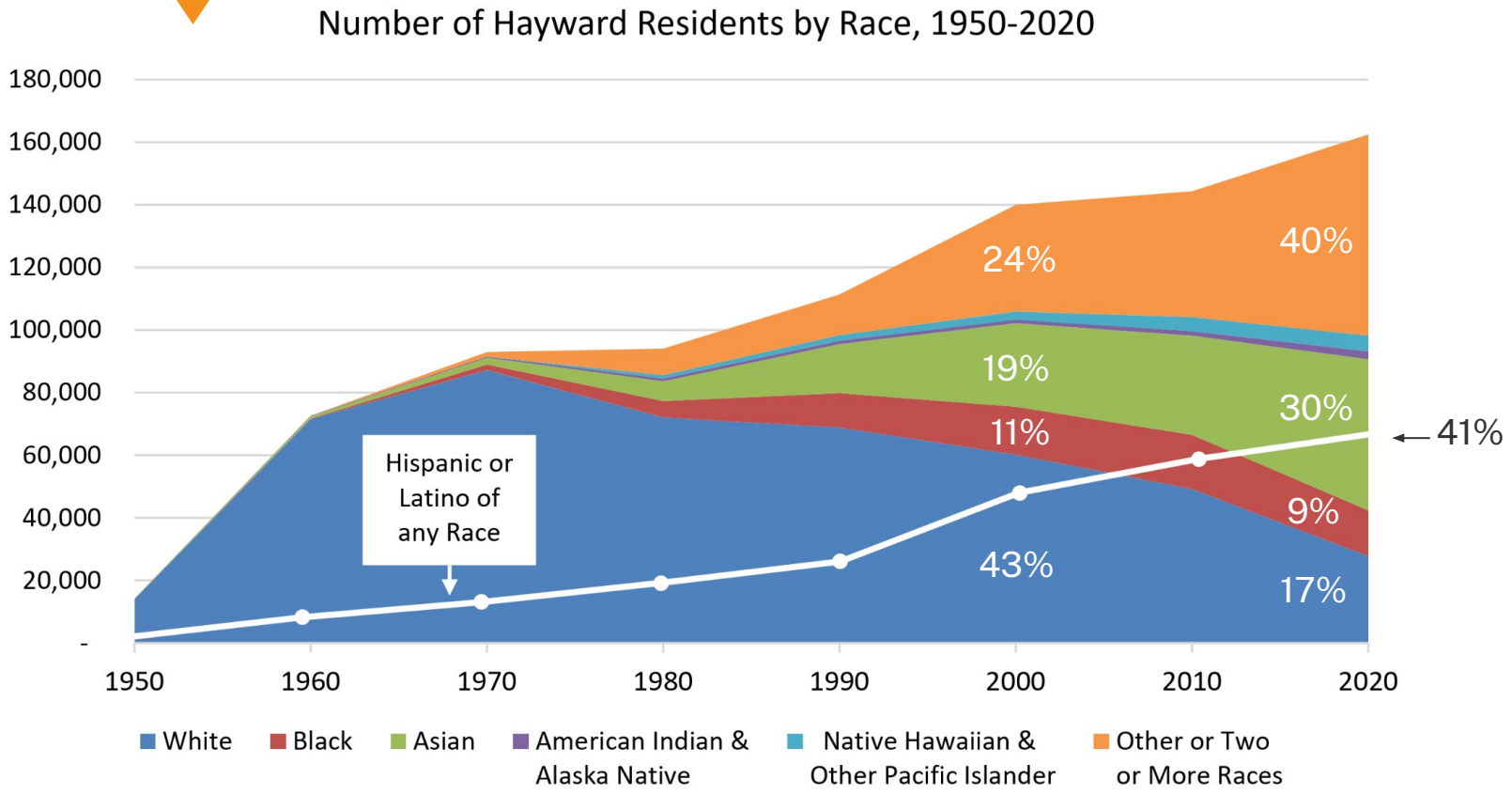
1:30	Report Back and Group Discussion
2:20	**Next Steps**

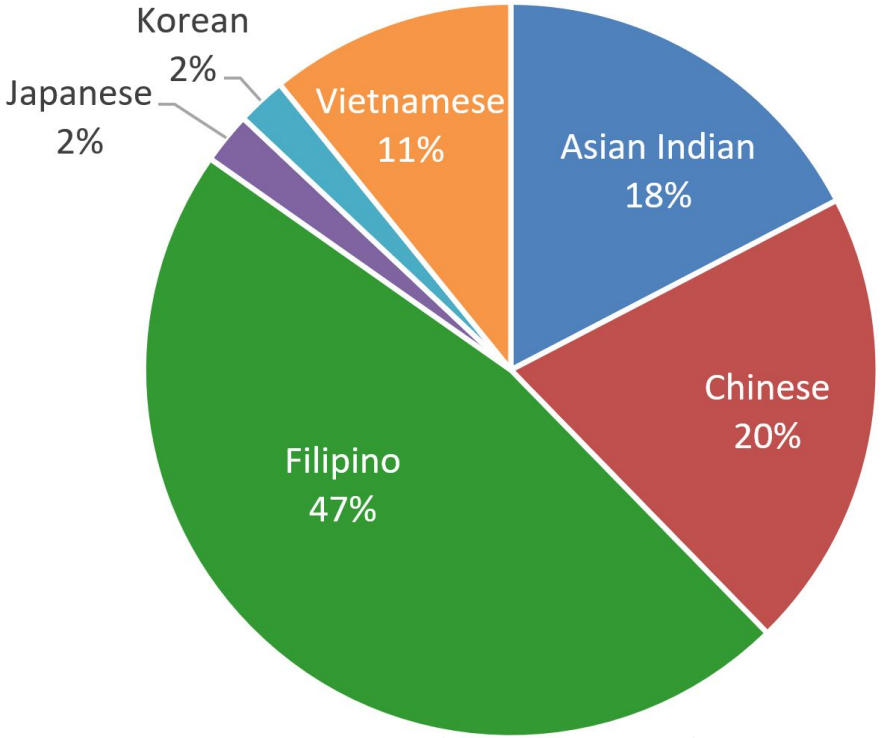
Incorporating a Racial Equity Lens

2020 Census Data



2020 Census Data

"Asian Detail": American Community Survey 2015



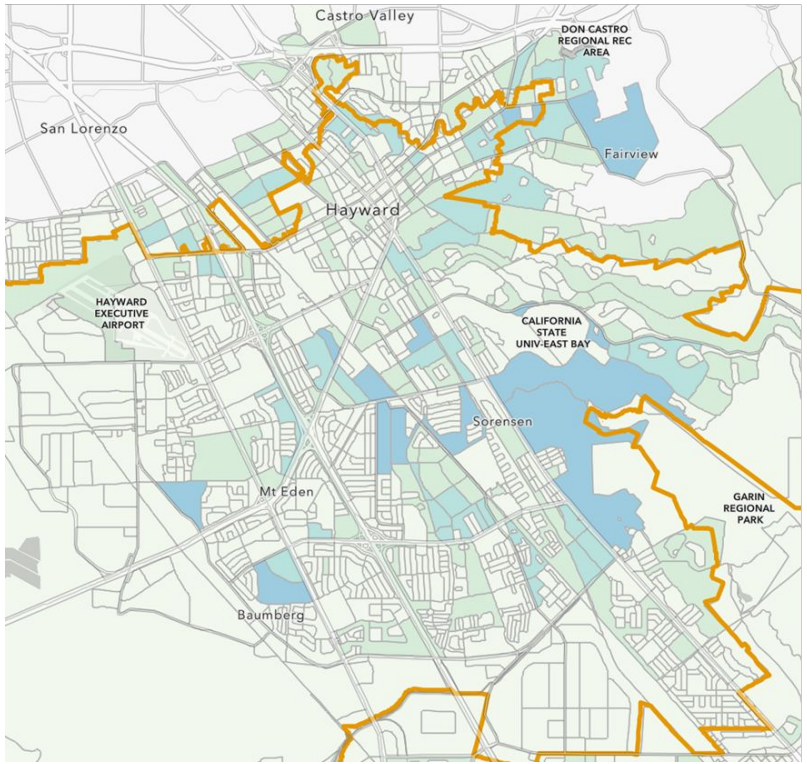
2020 Census Data

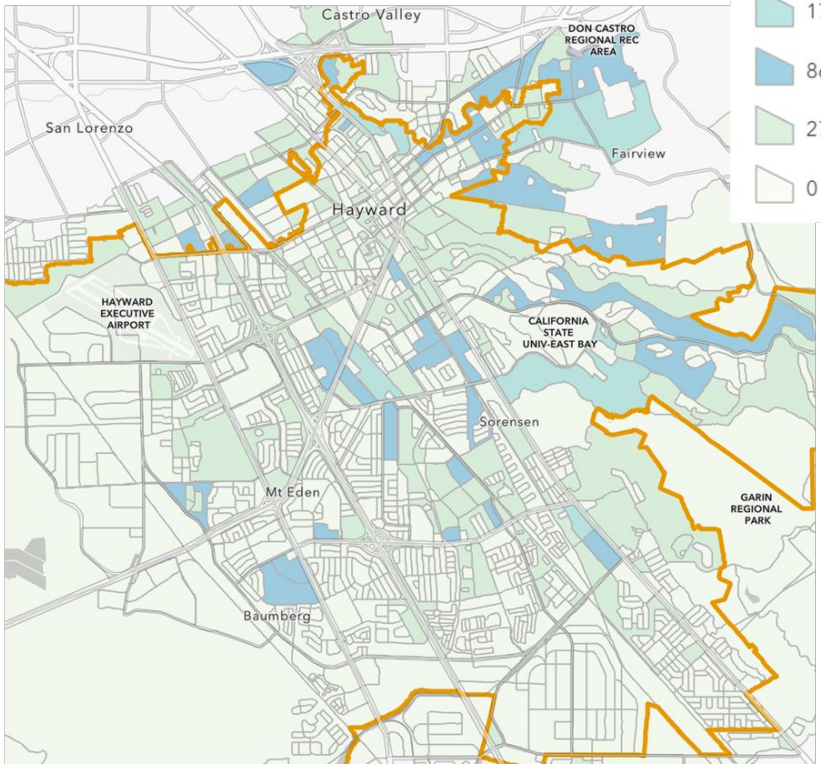
Total Numbers of Residents Identifying as Black/African American Alone

2000: 15,403 (11%)

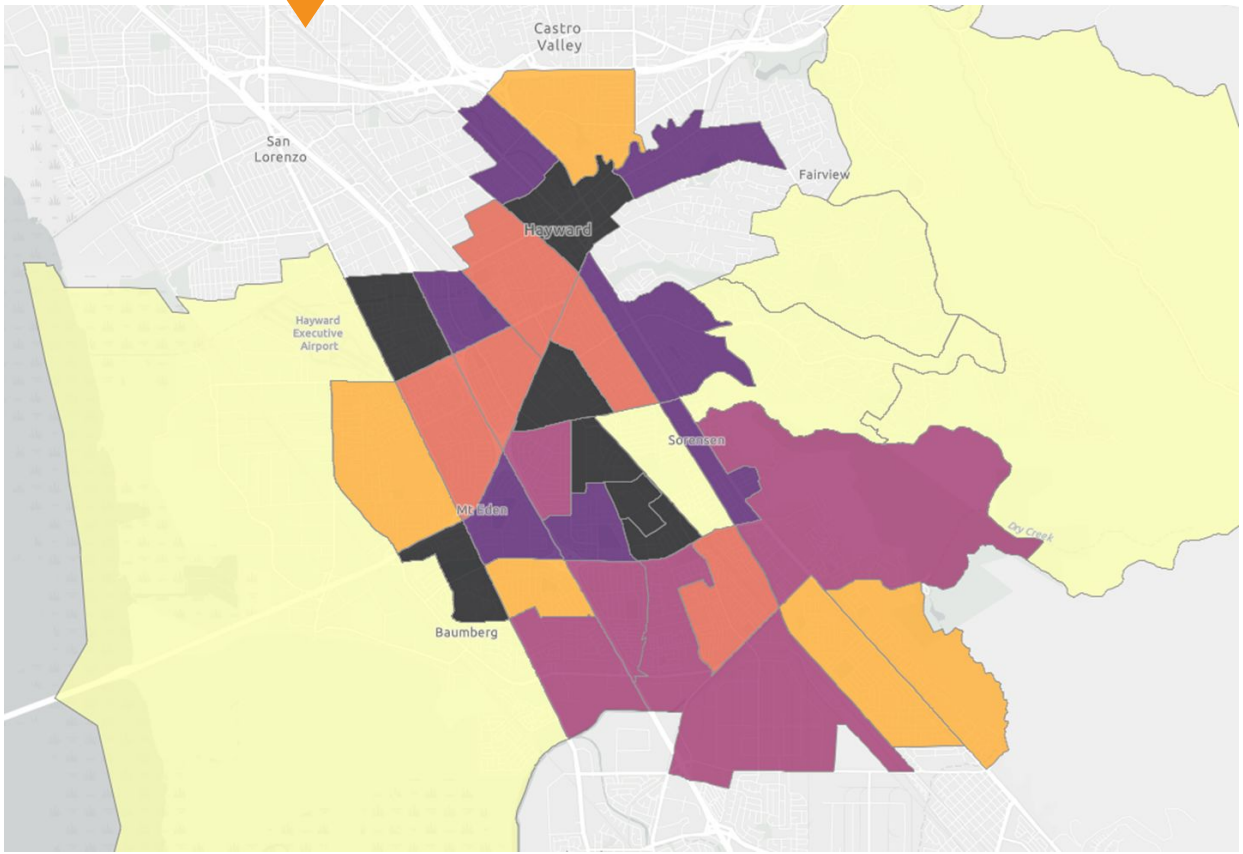
2010: 17,158 (12%)

2020: 14,582 (9%)





2019 American Community Survey Data - Income

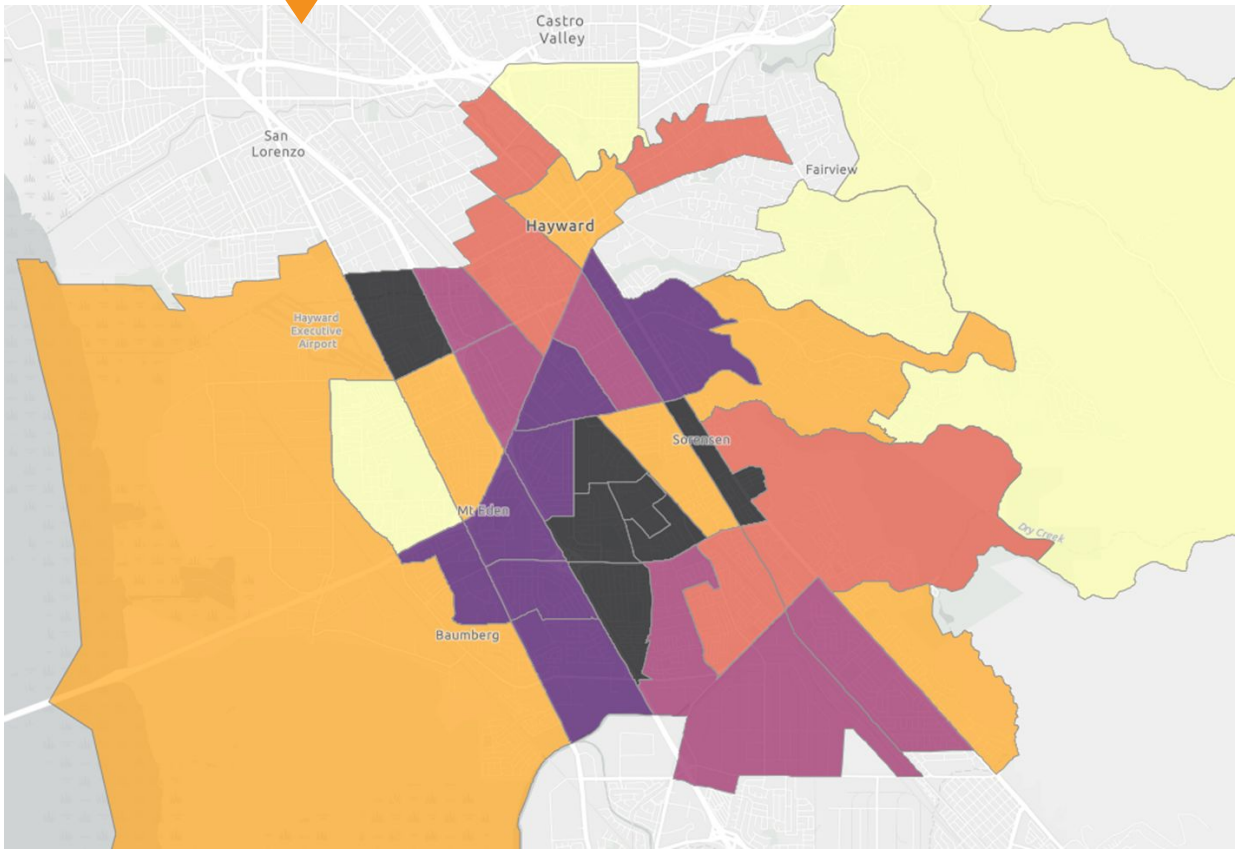


Mean Household Income By Census Tract

Mean Household income

- $123,001.01 - $213,322.00
- $104,528.01 - $123,001.00
- $99,960.01 - $104,528.00
- $93,595.01 - $99,960.00
- $86,839.01 - $93,595.00
- $75,499.00 - $86,839.00

2019 American Community Survey Data - Income

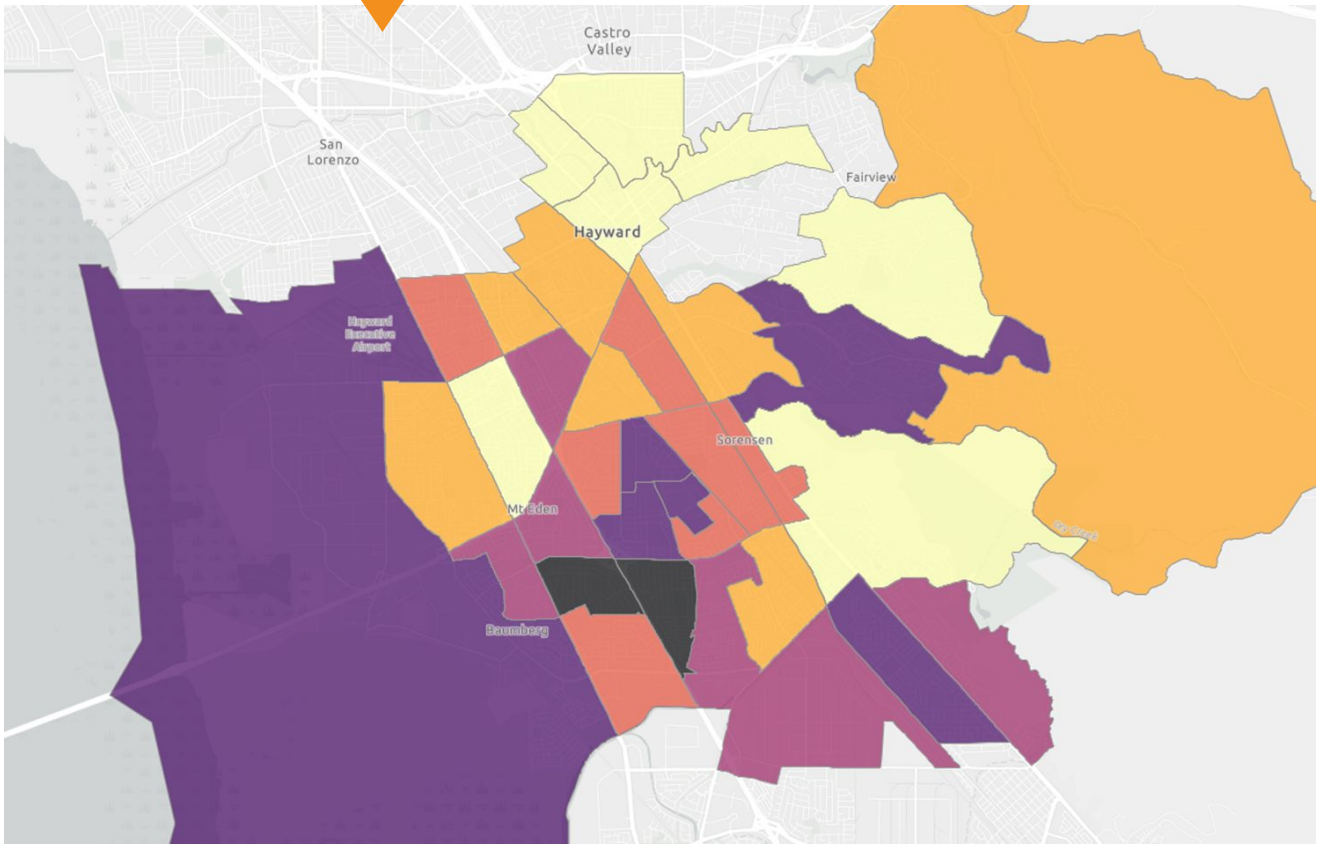


Per Capita Income
By Census Tract

Mean per capita income

- $39,988.01 - $68,794.00
- $35,506.01 - $39,988.00
- $33,545.01 - $35,506.00
- $29,857.01 - $33,545.00
- $26,728.01 - $29,857.00
- $21,438.00 - $26,728.00

2019 American Community Survey Data Household Size

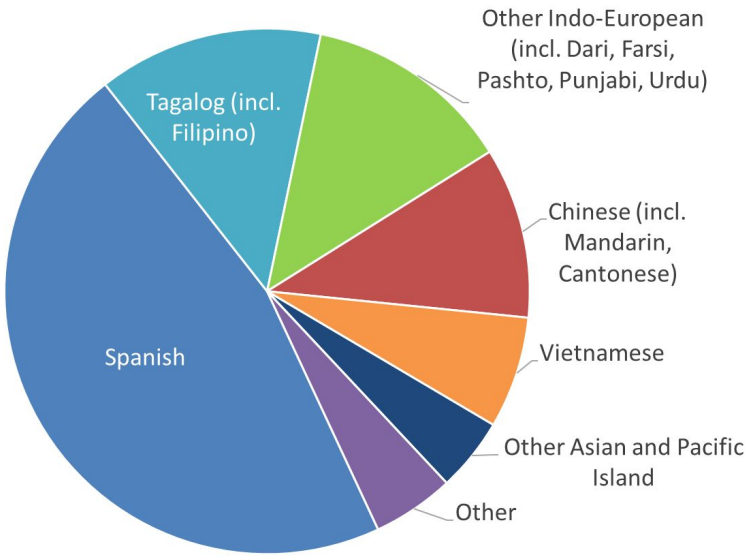


Average Household Size

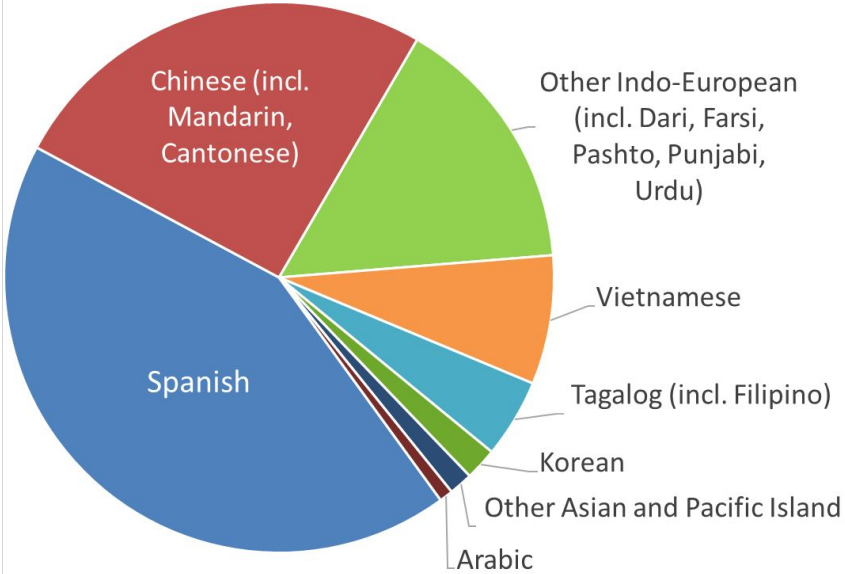
- 3.94 - 4.32
- 3.77 - 3.93
- 3.50 - 3.76
- 3.20 - 3.49
- 2.90 - 3.19
- 2.23 - 2.89

2019 American Community Survey Data - Language

60% of residents speak a language other than English at home



21% of residents speak English "less than well"



2020 Census Data

How is census data useful?

- Helps us track big demographic trends and understand which neighborhoods may have higher needs

What challenges are there with using this data?

- The racial categories are limited and can be confusing
- Some items, like language, have a fairly large margin of error
- Undercounting challenges

E-Team DEI Case Studies

- Illegal Dumping Pilot (Maintenance Services)
- Housing Element (Development Services)
- Bookmobile (Library)

E-Team DEI Case Study: Illegal Dumping Pilot

What problem is this trying to address?

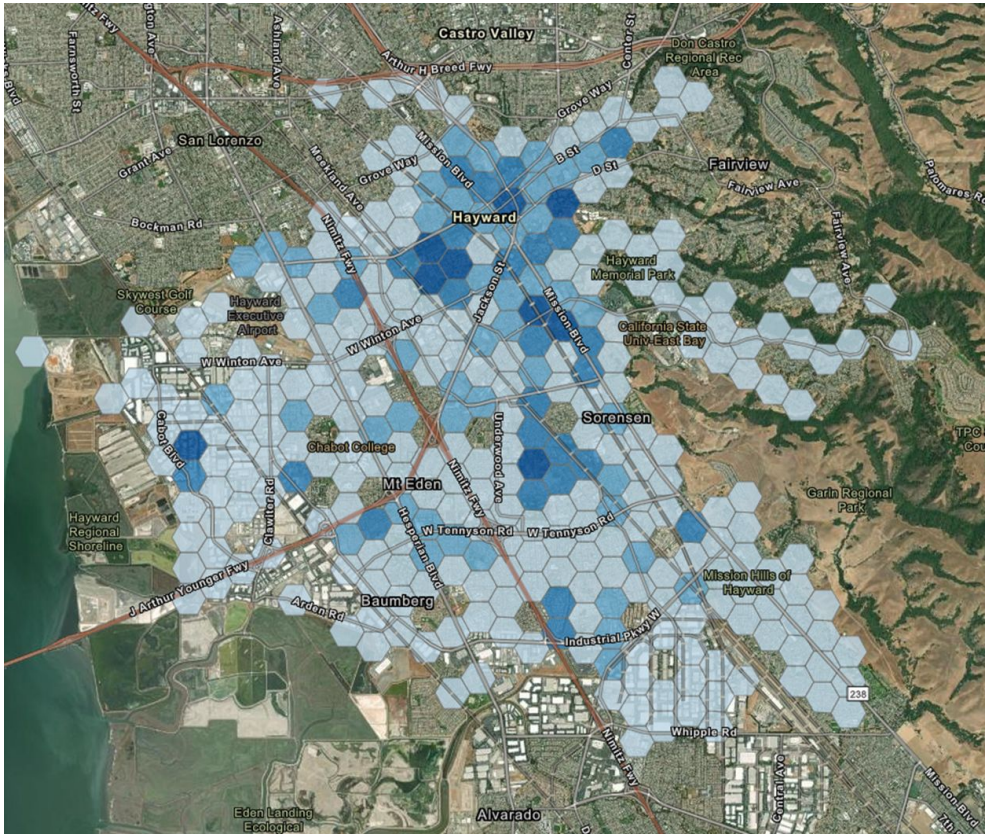
Impacts of Illegal Dumping

Community Blight	Loss of Community Pride
	Negative Stigma
Health & Safety Hazards	Hazardous Materials
	Breeding Ground Insects, Rats and Opossums
Environmental Impacts	Clogged & Flooded Storm Drains
	Debris ends up in the Bay
Fiscal Impacts	Staffing Resources Required to Combat
	Reduced Community Investment & Development

E-Team DEI Case Study: Illegal Dumping Pilot

Who is most impacted?

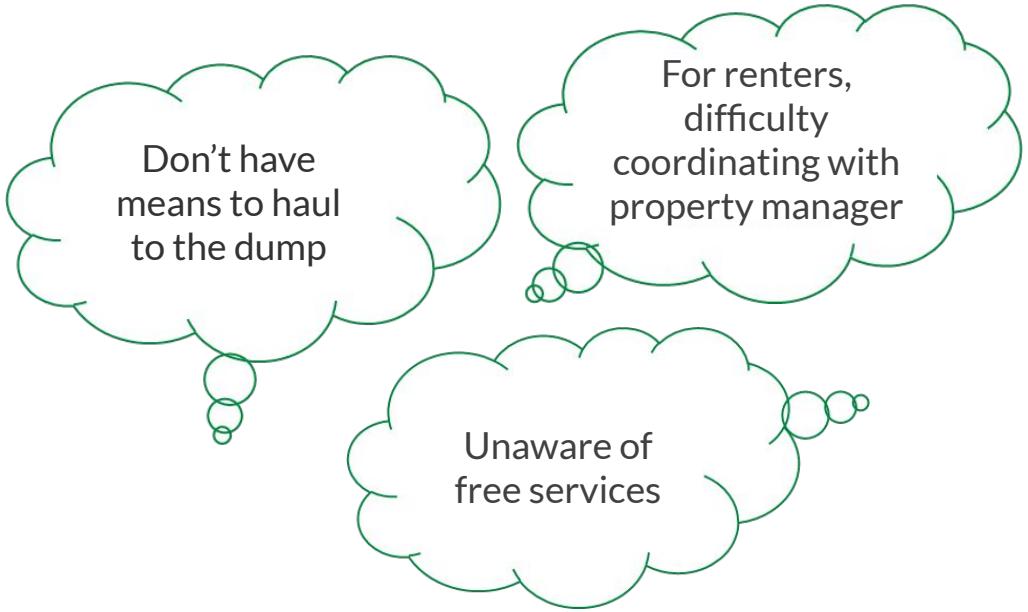
- Data from Access Hayward
- Limitation of complaint based data - it doesn't reflect dumping that is not reported



HAYWARD

E-Team DEI Case Study: Illegal Dumping Pilot

What barriers are there to accessing existing services?



Illegal Dumping Pilots will test two hypothesis:

Residents will dispose of items correct if -

- An option is available in their immediate neighborhood
- The option is free

E-Team DEI Case Study: Illegal Dumping Pilot

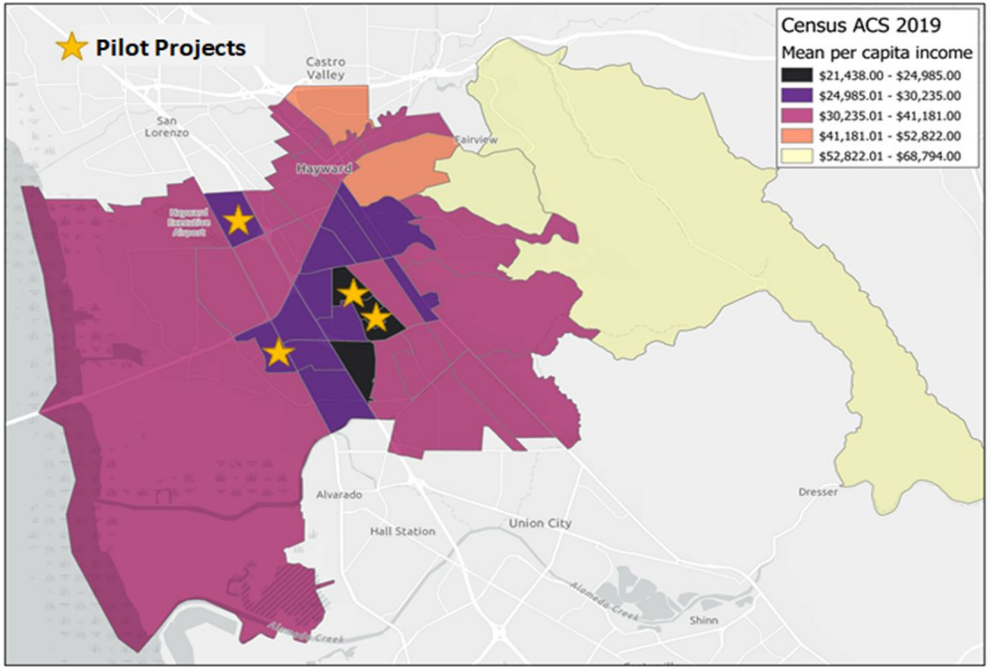
What is your approach? How will you know if you are successful?

"Dump Days"

- Gading Rd
- South Garden

"Bring the Dumps to You"

- Tyrell Ave
- Arf Ave



HAYWARD

E-Team DEI Case Study: Illegal Dumping Pilot

Do you have any learnings to share?

- Doing the pilot will allow us to test success of different models in different neighborhoods
- The four lowest per capita income census tracts are close together and we wanted to have some geographic variation in the pilot, so we chose two that were slightly higher income but we know have high cases of dumping

E-Team DEI Case Study: Housing Element

What problem is this trying to address? Who is most impacted?

- The Housing Element is a policy document aimed at providing an analysis of a community's housing needs for all income levels.
- Historically, the City has not heard from all segments of the community when preparing these policy document updates which ultimately affect them.
- Generally the City hears from the same engaged members.

GOAL: Have well-attended engaging community conversations about housing, land use, and race, especially with underrepresented communities and/or those who do not typically engage in City processes.

E-Team DEI Case Study: Housing Element

What barriers are there to accessing existing services?

Some barriers to engagement include:

- Language
- Digital Divide/Technology Challenges
- Time/Capacity to engage
- Lack of human contact due to COVID

E-Team DEI Case Study: Housing Element

What is your approach? How will you know if you are successful?

Some of the strategies include:

- Hayward Housing Stories Social Media Campaign with Chabot (250+ interviews)
- Virtual Community Workshops
- Surveys (available through February)
- Gallery Walks (Library and City Hall)

Success = Strong attendance at workshops and response to surveys as well as more people in community feeling connected to the work we are doing and continue to engage and feel heard

E-Team DEI Case Study: Housing Element

Do you have any learnings to share?

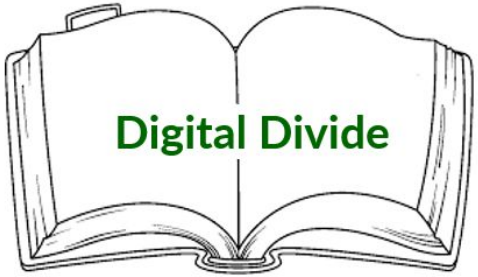
Staff's challenges:

- Lack of initial response from partners
- COVID impacting personal connections with community
- Trust Building

E-Team DEI Case Study: Bookmobile

What barriers are there to accessing existing services? Who is the most impacted?

Lack of access to transportation keeps many in the community from visiting the library



Residents who cannot afford computing devices and internet service are at a significant disadvantage in a digital world

Language barriers prevent many in the community from accessing library services

E-Team DEI Case Study: Bookmobile

What is your approach to addressing these barriers?

- The bookmobile will function as a small branch library
- Initial focus on the communities in South Hayward
- Use the data we have from HPN to determine areas of need
- Partner with other agencies (HPN, HUSD, senior centers, etc.) to offer high quality supplemental educational programs
- Track number of people served, new library cards created, items checked out, and community feedback

E-Team DEI Case Study: Book Mobile

How will you know if you are successful?

Usage Data

In the first 6 weeks:

- 447 new library card sign-ups
- 2,617 people served
- 650 items checked out
- 1,690 books given away

Qualitative Data

- Positive community feedback
- Increasing partnerships
- Requests for new bookmobile stop locations

E-Team DEI Case Study: Bookmobile

Do you have any learnings to share?

- Focus on the end user
- Additional funding and staffing are absolutely necessary for the long-term success of equity projects, including the bookmobile
- Interdepartmental support is critical
- Partnering with other agencies
- Be flexible – e.g. Despite our best intentions, COVID continues to impact the services we can provide

Recommended Approach for Racial Equity Focus Projects

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

- What problem is this service/project seeking to address?
- Who benefits from this service/project?
- Who does this service/project not benefit?
- Who is currently accessing this service?
- Who is not accessing this service? Are there barriers?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?

This icon identifies key priority projects that have a racial equity focus

Recommended Approach for Incorporating Community Services Commission Recommended Work Plan	Votes	Priority Area	Project #
Work with the survivors and descendants of Russell City to determine appropriate restitution	8	Enhance Community Safety & Quality of Life	Q25 (New project)
For homeownership and loss mitigation assistance, target populations who have experienced disparate impacts related to homeownership retention during times of crisis	5	Preserve, Protect, and Produce Housing for All	H1-11 (Existing and new projects)
Work with BIPOC community members to create new systems of public safety that places the highest priority upon protecting human life	3	Enhance Community Safety & Quality of Life	Q1-Q6 (Existing projects)
Prioritize business ownership assistance for people who are BIPOC whenever such funding is available	3	Grow the Economy	E7 (Existing projects)
Utilize a racial equity lens in developing and applying policies and procedures, such as those articulated in City of Hayward's 2021-23 Strategic Roadmap	2	Enhance Community Safety & Quality of Life	Q21 (Existing project)
Work with local, state, and regional partners to support and implement anti-racist policies and actions	2	Not explicitly in the Roadmap - part of ongoing GARE efforts	
Ensure that literacy and other educational services as well as the Youth Commission and other leadership development opportunities facilitate positive identity for BIPOC youth	2	Enhance Community Safety & Quality of Life	Q19e (Added to existing project)
Support the work of community partners to design and create culturally competent ways to recognize the contributions of BIPOC Hayward residents into mural, signage, roadway improvements, and other public projects	2	Enhance Community Safety & Quality of Life	Q25 & Q26 (New projects)

Council Survey Responses

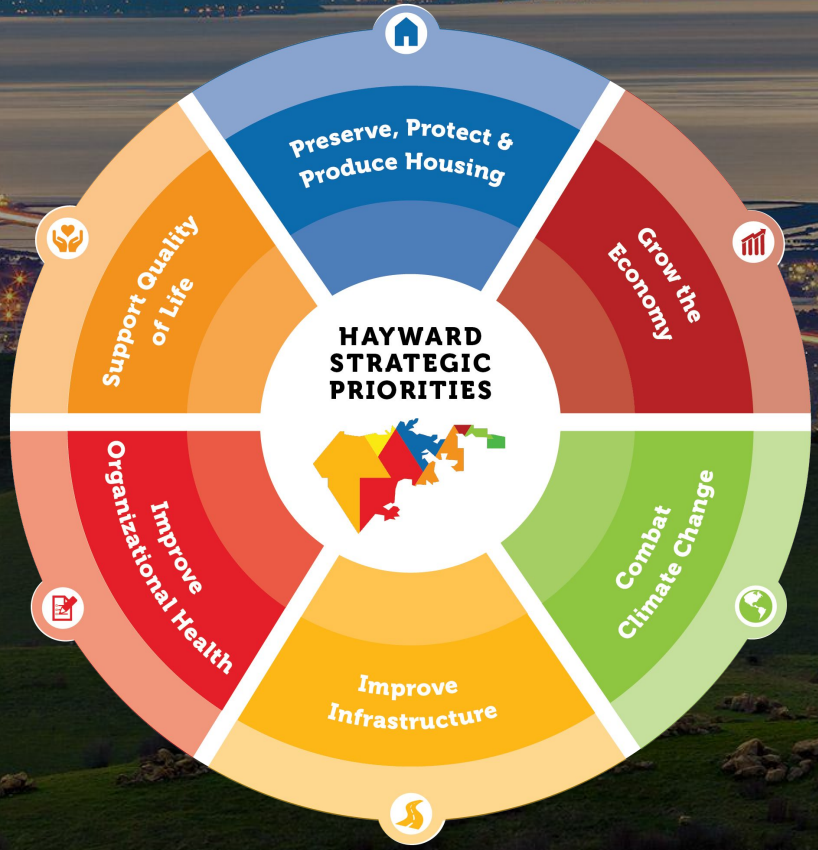
Overall support for the framework & projects; Some questions/suggestions:

- Very **thoughtful approach** that [...] will lead to useful information and' facilitate improved service to our residents.
- … **Responsive** to current community concerns, historical issues, and best practices.
- Do we have **demographic information** about every different group in our City?
- Need to look at **disaggregated data** (economics plays a big role)
- Are we considering the approach to **reparations** and making amends for Russell City? How do we identify who receives?
- Need flexibility and funding to **utilize outside subject matter experts** if we lack institutional knowledge
- Add an **additional question:** "Does this service/project facilitate meaningful positive change related to an inequitable issue?

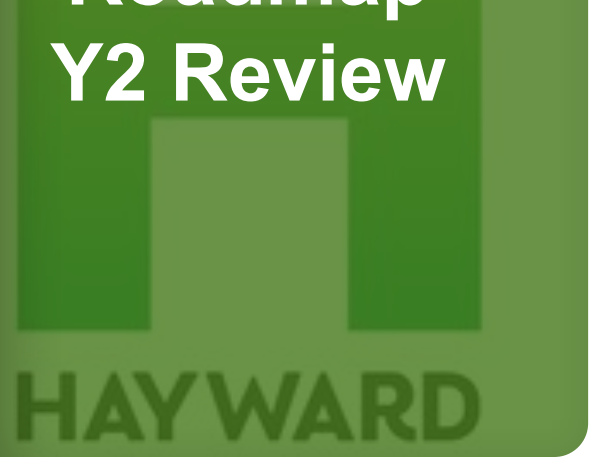
Discussion

10 Minute Break - Return at 10:10

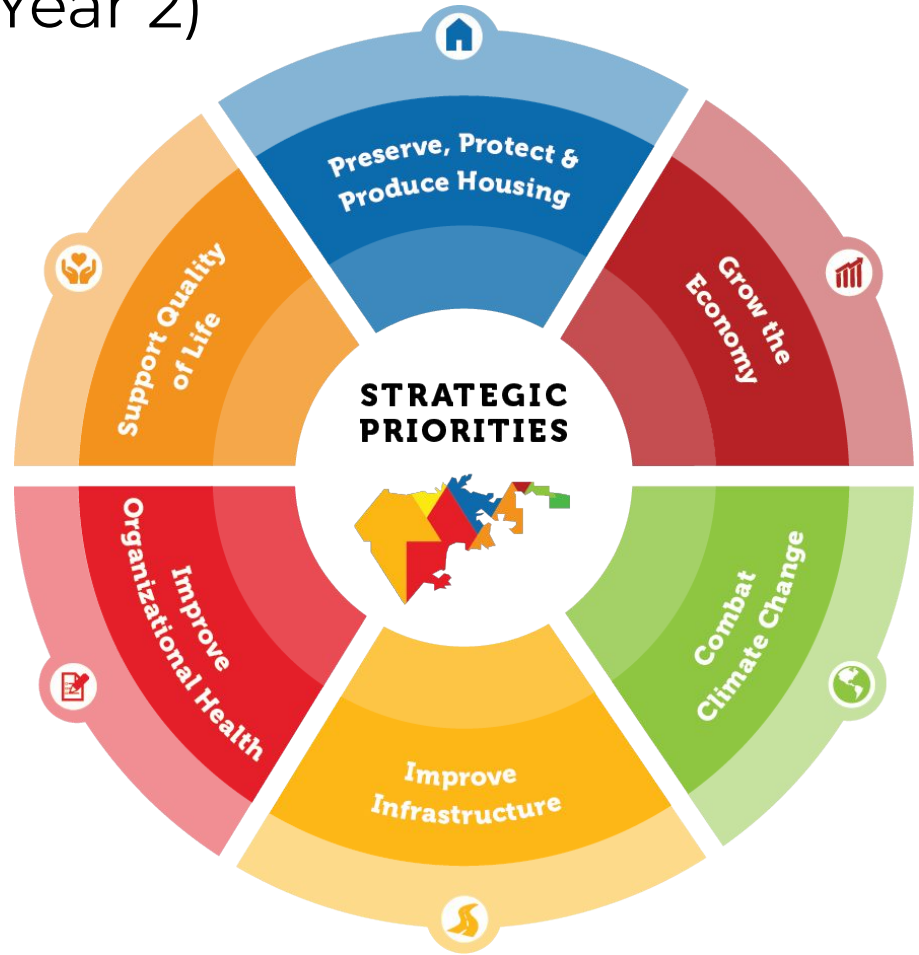
Council Work Session
January 29, 2022



Strategic Roadmap Y2 Review



Strategic Roadmap Priorities
(Year 2)



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.

Achievement of Y2 Objectives Overall

Achievement of Priority Areas

Support Quality of Life

Invest in Infrastructure

Preserve, Protect & Produce Housing

Combat Climate Change

Grow the Economy

Improve Organizational Health

Hopes for Y3 Strategic Roadmap

- Continued progress/success/results for the coming year (x4)
  - *My hope is that, as leaders we can manage expectations and work collectively to focus on results for the upcoming year.*
  - *I hope we can stay focused on these strategic initiatives. Let's focus on accomplishing these so we can build on our successes. I hope to see more focus on family and children friendly retail along the main corridors of the city.*

Hopes for the Strategic Retreat

Understand staff constraints and perspectives

- *I would like to hear more from staff about the time/funding constraints that impact some projects and discuss alternative ways of achieving goals.*
- *How is the Roadmap working from the Staff and Community perspective? Are we still spread too thin or has this process helped to streamline our initiatives?*

Have focused, productive discussion

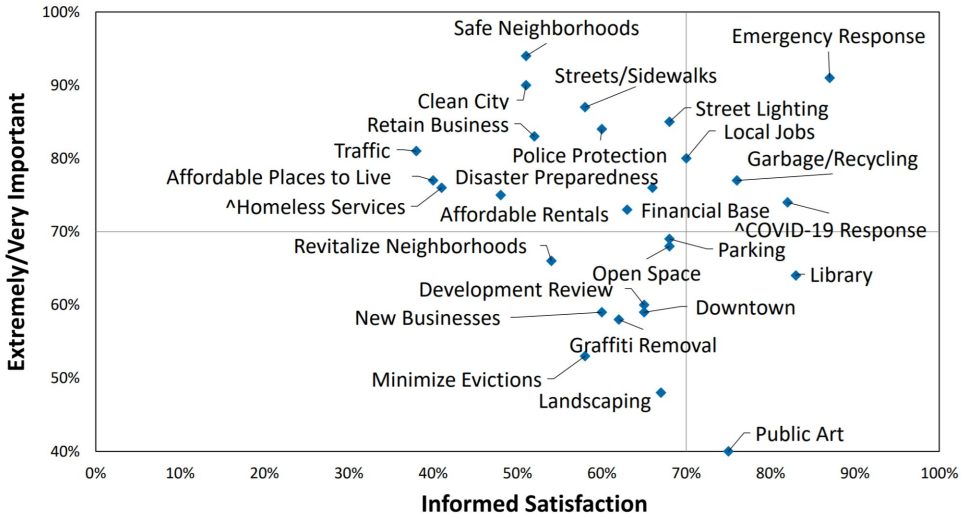
- *Discuss what needs to be removed or added and identify any looming issues not currently addressed.*
- *Discuss each topic in a little more depth and share relevant points to consider.*

Discussion

Strategic Roadmap Y3 Priorities

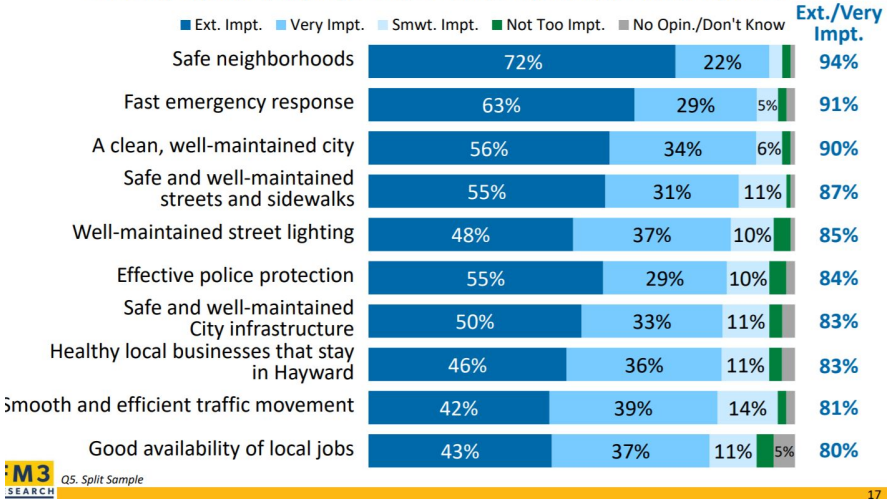
Priority Titles: Why we are recommending updates

Traffic improvement, housing affordability, services related to people experiencing homelessness and neighborhood safety are key areas for attention.



Residents overwhelmingly value safety, fast emergency responses, and cleanliness.

I am going to read you a list of aspects of life in the City of Hayward. Please tell me, in your opinion, how important each one is to making Hayward a good place to live: extremely important, very important, somewhat important, or not too important.



Proposed Roadmap Priority Revisions (FY 22 - 23)

Enhance Community Safety & Quality of Life

(Previously Support Quality of Life)

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

Preserve, Protect & Produce Housing For All

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

Grow the Economy

- Invest in the future through businesses support services
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors

Confront Climate Crisis

(Previously Combat Climate Change)

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

Invest in Infrastructure

(Previously Improve Infrastructure)

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

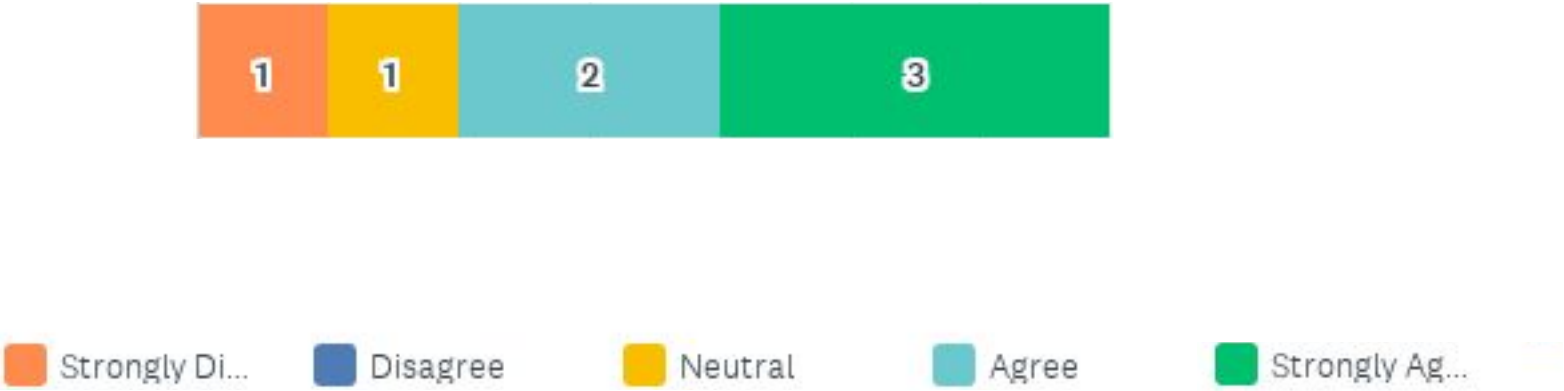
Strengthen Organizational Health

(Previously Improve Organizational Health)

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

Enhance Community Safety and Quality of Life

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Support Quality of Life)



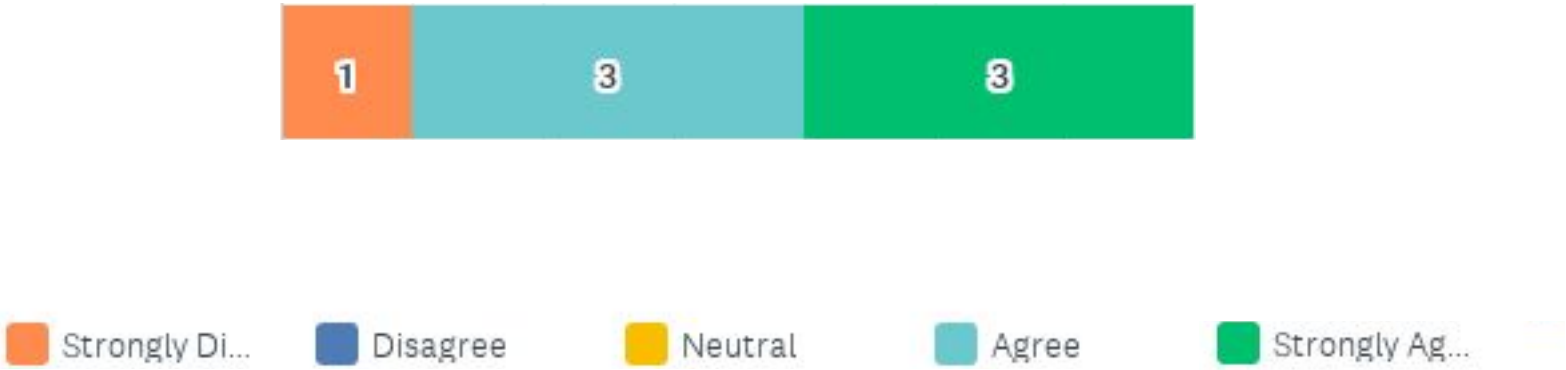
Enhance Community Safety and Quality of Life

Do you have any comments about the proposed revised priority name?

- No.
- No I do not, I love it!
- Safety is a key element of almost every service the city provides and has a significant impact on quality of life.
- Perhaps Enhance Quality of Life and Community Safety?

Confront Climate Crisis

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Combat Climate Change)



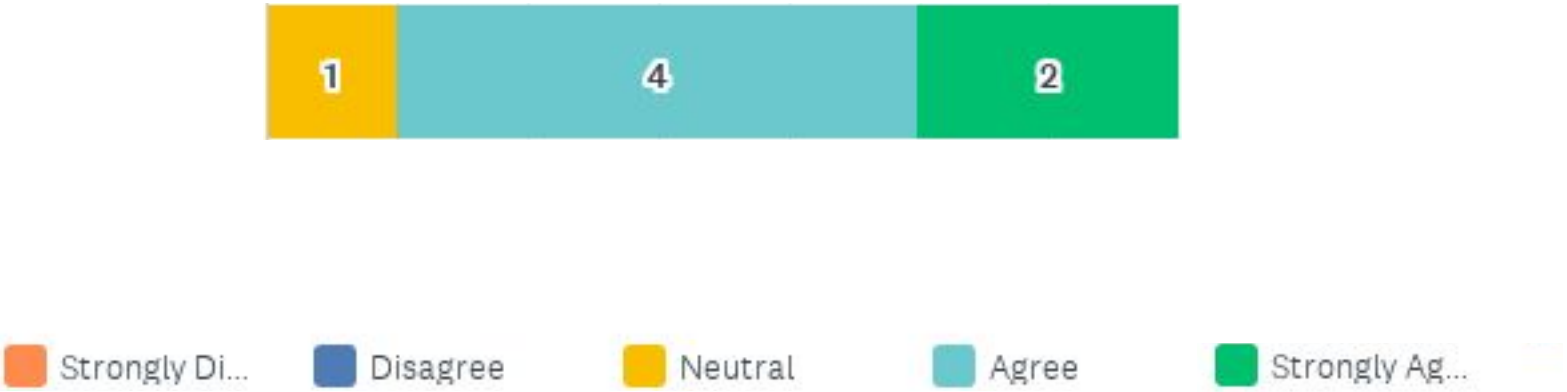
Confront Climate Crisis

Do you have any comments about the proposed revised priority name?

- Keep being Greener.
- Nope, love it!
- No
- Climate Justice is preferable.

Invest in Infrastructure

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Improve Infrastructure)



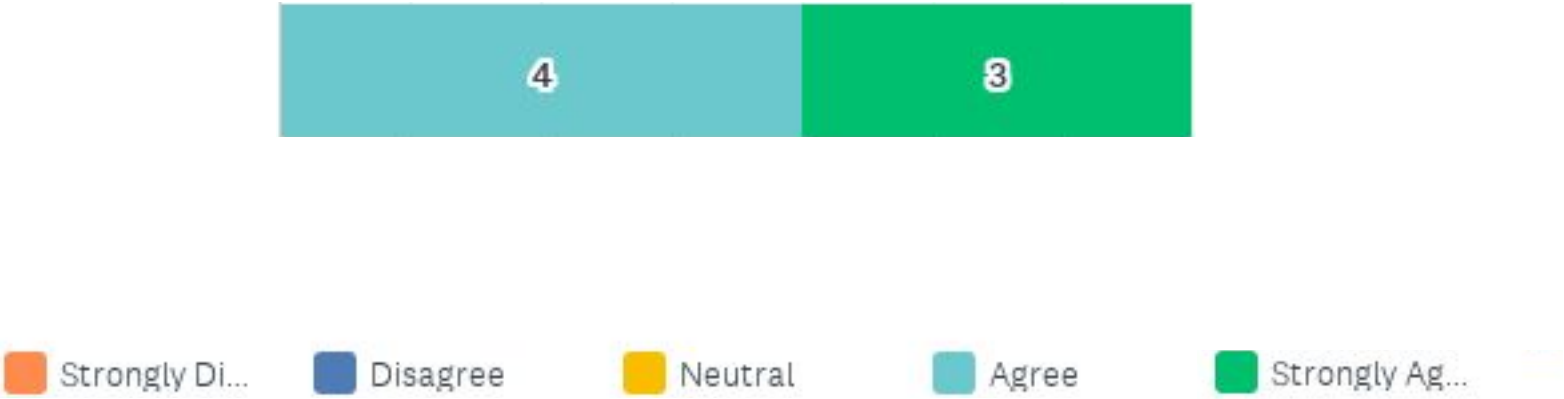
Invest in Infrastructure

Do you have any comments about the proposed revised priority name?

- All is good.
- I'd like to recommend we change the project name to "Invest in Hayward's Infrastructure."
- Is there another way to name this? Infrastructure is getting used too much and perhaps we can cast this in another way. Just a thought. This is good because everyone recognizes it.

Strengthen Organizational Health

To what extent do you agree or disagree with the proposed revised priority name? (Previously: Improve Organizational Health)



Strengthen Organizational Health

Do you have any comments about the proposed revised priority name?

- None
- None
- No

Discussion

Roadmap Project Review and Update

Project Review Process

- We will review the proposed work plans for each of the priority areas
- You will have an opportunity during lunch to prioritize your top projects for each area
- Prioritization will help staff know where to focus our efforts if we need to make tradeoffs
- If there is a Council added project that the majority of Council wants, we can bring that forward and pull something else off
- This is a first pass - we are not expecting to finalize it today

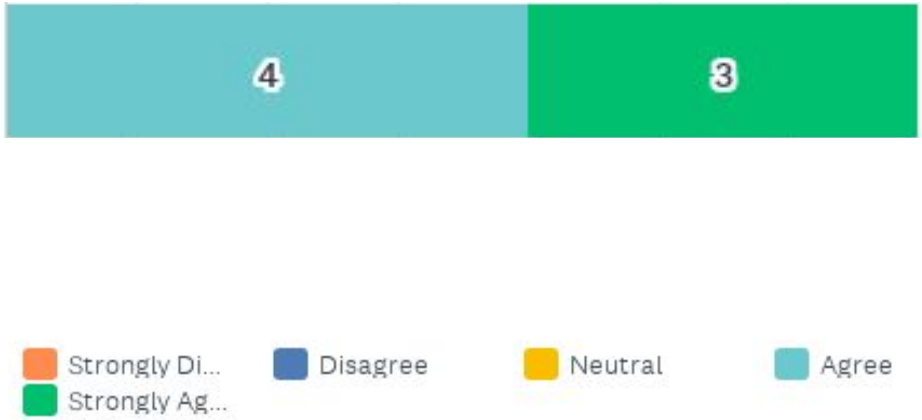
Community Safety & Quality of Life

Quality of Life - Proposed Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Negotiate updated master lease agreement with HARD (added - funded) • Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage (added - funded) • Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded) • Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded)	• None

Quality of Life - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Reduce crime by design
- Gun buy-back program *(Can be included in Q6)*

Quality of Life - Survey Responses

General Comments/Questions

- The list is expansive and unrealistic
- Focus on: 1) launching the community safety innovation pilot projects, 2) Illegal dumping prevention pilot program, 3) Onboard GARE staff team
- Move the gun regulation item forward and suggest staff look into available grant funding
- Priorities: Revamping community preservation ordinance, HARD lease negotiation, Heritage Plaza art and Russell City restitution
- Need public art
- Hopefully the implementation of Q26 is folded into existing city beautification efforts
- Could be done a bit on an accelerated path - some items are completed or in progress
- Honor the Californios at Heritage Plaza through El Camino Real Bell

Discussion

Quality of Life Y3 Proposed Work Plan

Support Safety through Community-Centered Response and Enforcement Models

- Q5c: Dispatch needs assessment and capacity
- Q5d,e,f: Mobile Mental Health Response Team & District Command behavioral health clinician
- Q5g: Community feedback and complaint liaison
- Q5h: CSO response to property crimes
- Q5i: HPD training curriculum working group
- Q5j: Neighborhood participatory budgeting - People's Budget
- Q6: Bring work session to Council on gun control options (new proposed project - unfunded)

Support Safety through Emergency Planning and Response

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

Invest in Cleanliness and Reduce Blight

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

Enhance Library, Educational, and Neighborhood Programs

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

Celebrate Hayward's Heritage & Confront Racial Inequities

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

- Council added: Reduce crime by design

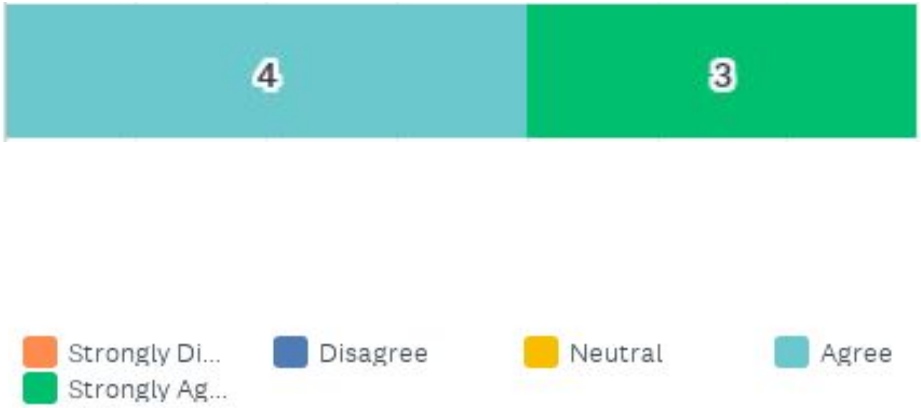
Preserve, Protect & Produce Housing

Housing - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Oversee operations of the Navigation Center Annex (added - funded) • Pilot Shallow Subsidy Program (added - funded) • Explore Safe Parking Site (added - funded) • Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded) • Tenant Relocation Emergency Fund (added - funded) • Foreclosure Prevention Program (added - funded) • Wealth Building/ Universal Income Program (added - funded)	• Update Accessory Dwelling Unit (ADU) ordinance (not as urgent due to implementation of State changes)

Housing - Survey Results

Agreement with draft revised project list:



Councilmember Added Projects

- Added back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance

Housing - Survey Results

General Comments/Questions

- Priorities: Navigation Center, shallow subsidy program, safe parking site, housing element
- Let's execute these program before adding more
- Look at other uses for potential residential areas for housing
- H11g is part of H2b (and possibly also Q25) and should not be a separate item
- Has the need for pre-approved models for ADU's or a streamlined day for ADU applications been ameliorated with the state changes?
- Is continued work still needed to ensure that addressing homelessness in the city is a collaborative (not internal-working-group-only)?
- The ADU piece is important - We need to protect single family lots that may be abused by predatory purchases

Discussion

Housing Y3 Proposed Work Plan

Invest in programs to house and support people experiencing homelessness

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

Incentivize housing production for all

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

Protect the affordability of existing housing

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

- Council Added Back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance

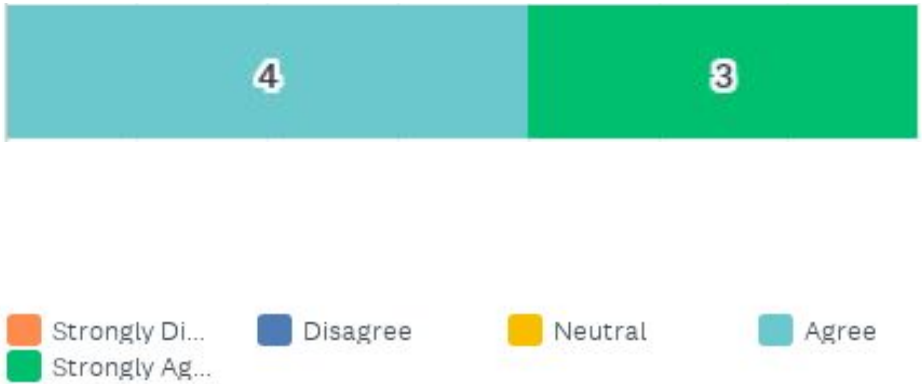
Confront
Climate Crisis
HAYWARD

Climate Crisis - Proposed Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded)	• Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities (lack of staff capacity) • Work with EBCE to transition citywide electricity use to 100% carbon free (Slowed due to feasibility for discounted customers)

Climate Crisis - Proposed Changes

Agreement with draft revised project list:



Councilmember Added Projects

- Water conservation measures such as increasing recycled water supplies
- Implement Shoreline Adaptation Plan
- Strengthen building requirements to mitigate sea level rising with respect to new development within the industrial corridor
- More EV charging stations for the community
- Address SB 1383 compliance - food recovery

Climate Crisis - Proposed Changes

General Comments/Questions

- Look for areas that NEED trees
- More EV charging stations for the community
- Does the environmental justice component of the housing element need to be reflected here (not as additional work, just a capture of work already underway that furthers this goal)?
- As we move to fossil-free power for housing, we likely need to evaluate how we encourage, facilitate, and advocate for direct use of onsite power generation, microgrids, power storage, and similar so that we do not add to emergency situations as people lose cooking and hygiene capabilities with power outages
- Should be more aggressive

Discussion

Climate Change Y3 Proposed Work Plan

Reduce greenhouse gases and dependency on fossil fuels

- C5: Adopt & implement 2030 GHG Goal & Roadmap
- C7: Plant 1,000 trees annually
- C8: Transition 15% of total city fleet to EV/hybrid models
- C10: Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)

Reduce waste by promoting a circular economy

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

Mitigate climate crisis impacts through resilient design and community engagement

- C15: Update Tree Preservation Ordinance

- Council Added: Water conservation measures such as increasing recycled water supplies
- Council Added: Implement Shoreline Adaptation Plan
- Council Added: Strengthen building requirements to mitigate sea level rising in the industrial corridor
- Council Added: More EV charging stations for the community
- Council Added: Address SB 1383 compliance - food recovery

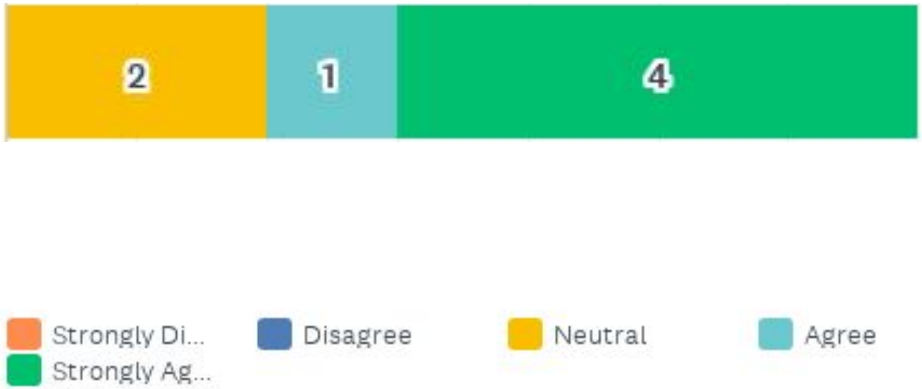
Invest in
Infrastructure
HAYWARD

Infrastructure - Proposed Y3 Projects

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• Conduct digital divide community survey (added - funded)	• N1b: Prepare Downtown Specific Plan Implementation Plan (lack of capacity) • N8g: Feasibility study of Jackson Street Improvements (lack of capacity) • N11b: Full needs assessment of upgrading the Corp Yard (lack of capacity) • N12: Construct open sections of Sulphur Creek adjacent to Airport runways and Engineered Materials Arresting System (EMAS) at the departure end of Airport Runway 28L (slowed due to regulatory hurdles) • N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration (lack of funding and capacity) • N23c: Investigate the use of dark fiber optic infrastructure (lack of capacity)

Infrastructure - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Expedited: N11a: Conduct needs assessment and identify potential funding sources for a new public safety building; to include a portion of Measure C funding
- Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration
- Beautification of A Street from Mission to Hesperian
- Tennyson and Calaroga needs landscaping

Infrastructure - Survey Responses

General Comments/Questions

- Remove N6 - eScooters/eBikes (x2)
- More public art
- How urgent is the need for increased EV charging in the next two years? (N9b)
- I'm concerned that we are not adding fiber infrastructure as intended with our dig once policy. Is the primary obstacle staff or funding capacity?
- Heritage plaza bathrooms - is it possible to prioritize any funds recovered from the library project? Is there research that would be helpful in moving forward (such as bathroom safety by design)?
- For N25, is "digital literacy education (e.g. basic care and maintenance, internet security, etc)" provided along with the devices and hotspots?
- Is there an expectation that the Safe Routes to Schools may also be beneficial for seniors living in areas outside of downtown?

Discussion

Infrastructure Y3 Proposed Work Plan

Invest in Multi-Modal Transportation

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

Invest in City Facilities & Property

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

Invest in Water Supplies, Sanitation Infrastructure & Storm

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

Invest in Community-Wide Internet Infrastructure and Access

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

- Council Expedited: N11a: Conduct needs assessment and identify potential funding sources for a new public safety building; to include a portion of Measure C funding
- Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration
- Council Added: Beautification of A Street from Mission to Hesperian
- Council Added: Tennyson and Calaroga needs landscaping

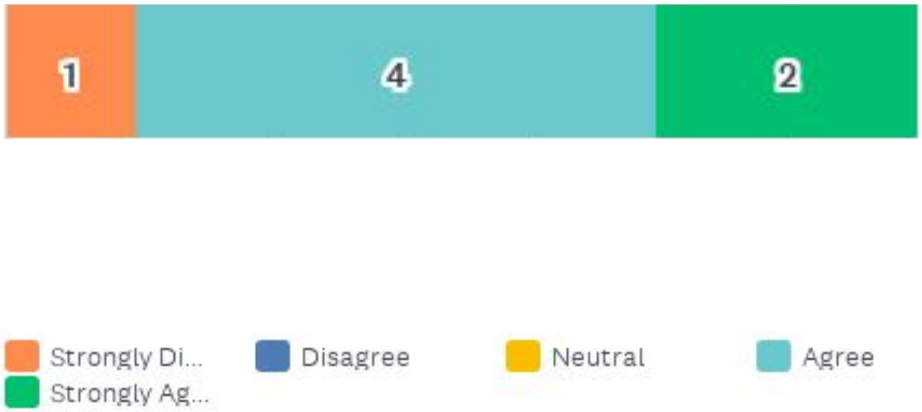
Grow the
Economy
HAYWARD

Economy - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)
• “Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded) • "Restaurant Relaunch" - Technical assistance for adapting to post- COVID-19 market trends and safety requirements (added - funded) • Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded) • "Hayward Restore & Reopen Facade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded)	• E8: Strengthen workforce development pipelines (slowed due to focus on COVID recovery projects)

Economy - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- Concerted effort to educate property owners about what the City wants for their properties
- Outdoor marketplace that is safe and allows for a variety of vendors

Discussion

Economy Y3 Proposed Work Plan

Invest in programs that support Hayward business and workers

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

Strategically dispose of City property

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

Invest in Plans and Programs that Create Thriving Commercial Corridors

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

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- Council Added: Concerted effort to educate property owners about what the city wants for their properties
- Council Added: Outdoor marketplace that is safe and allows for a variety of vendors

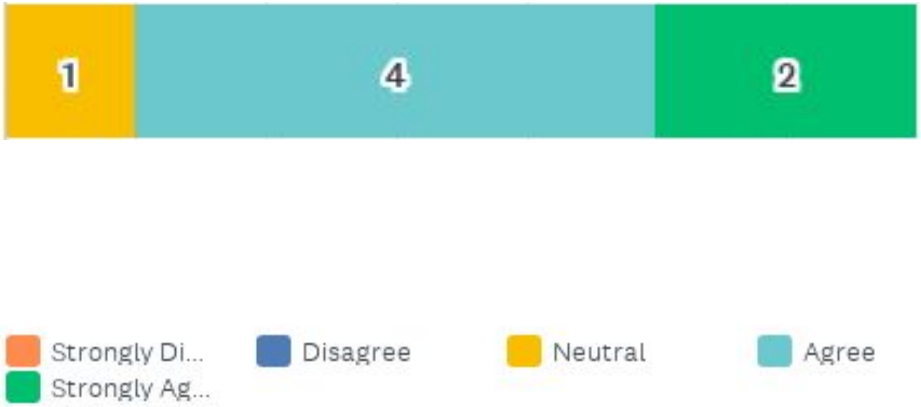
Strengthen Organizational Health

Org Health - Proposed Y3 Changes

Proposed New Projects (Y3)	Proposed Slowed Projects (Y3+)	Timing Subject to Findings from HR Strategic Plan
• Conduct Human Resources Department Strategic Plan (added - funded) • Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded)	• R1c: Redo the Business License Tax (timing of election feasibility) • R16a: Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections (lack of capacity) • R17a: Improve IT asset management program (lack of funding)	• R8: Formalize, expand and promote the onboarding program to improve new employee experience • R9: Develop talent development initiatives and training platform • R10: Develop a managerial course to cultivate leadership skills • R11d: Create a more rigorous employee wellness program • R20a: Develop a virtual training/resource communication strategy

Org Health - Survey Responses

Agreement with draft revised project list:



Councilmember Added Projects

- More creative incentives for our employees to support local businesses

Org Health - Survey Responses

General Comments/Questions

- IT needs to be a huge priority - the City needs to prepare for costly audits, software licenses, capacity, cloud technologies, and more staffing
- I trust staff's judgment on these priorities
- R4a needs a racial equity focus
- Does R14 also include monitoring and updating the demographic data for Boards and Commissions to help ensure they reflect the demographics of our city?
- Looking forward to the additional modules in Opengov whenever possible
- Do we need to further address workload or other morale issues to support the ongoing health of the City organization?

Discussion

Org Health Y3 Proposed Work Plan

Invest in Employee Engagement, Professional Development and Retention

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

Expand Communications, Transparency, and Community Engagement

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

Invest in an Efficient, Safe & Collaborative Work Environment

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

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- Council Added: Create more creative incentives for our employees to support local businesses

Prioritization Process

Please fill out the SurveyMonkey during the first 45 mins of lunch.

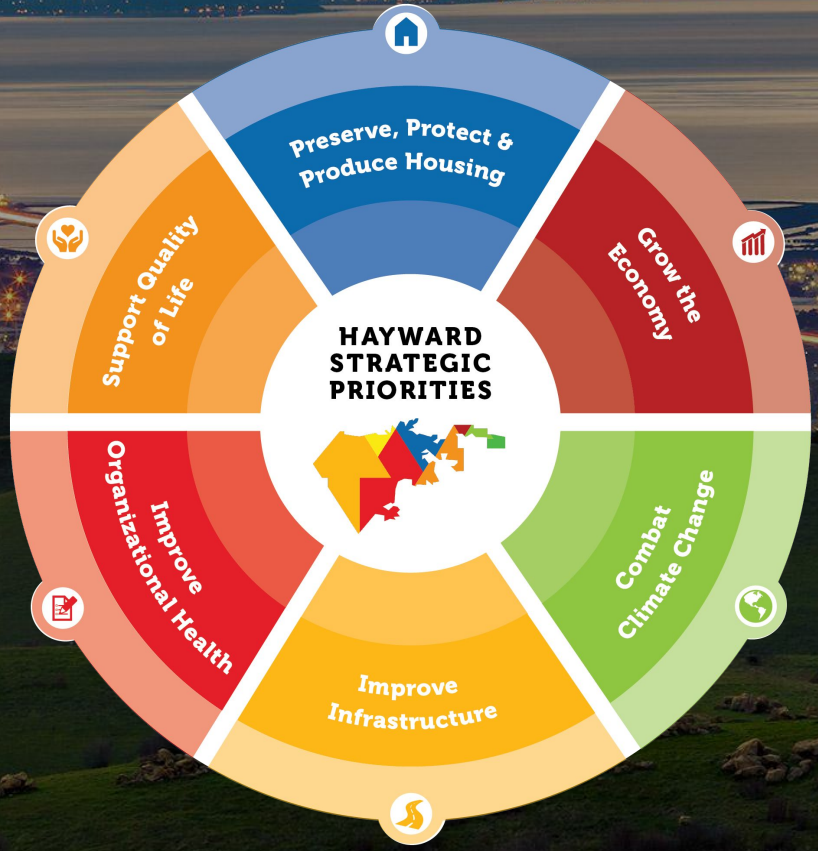
1. Review the proposed project list for each priority area
    - Staff-proposed projects (ongoing and new)
    - Council-proposed new projects (from the pre-retreat survey)
2. Select your top x projects (1/3rd of total)

SurveyMonkey link:

https://www.surveymonkey.com/r/haywardretreat2022

1 hour Lunch & Prioritization Exercise - Return at 1:20

Council Work Session
January 29, 2022



Report Back and Group Discussion

Quality of Life - Project Priorities

ANSWER CHOICES	RESPONSES	
Mobile Mental Health Response Team & District Command behavioral health clinician	85.71%	6
Work across Strategic Roadmap priorities to include racial equity lens	71.43%	5
Dispatch needs assessment and capacity	57.14%	4
Engage owners of vacant building properties to encourage activation	57.14%	4
Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded	57.14%	4
Negotiate updated master lease agreement with HARD (added - funded)	57.14%	4
Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded)	57.14%	4
Bring work session to Council on gun control options (new proposed project - unfunded)	42.86%	3
Community feedback and complaint liaison	28.57%	2
CSO response to property crimes	28.57%	2
Revamp community preservation ordinance to combat blight and enhance neighborhood livability	28.57%	2
Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded)	28.57%	2
Council added: Reduce crime by design	28.57%	2

Housing - Project Priorities

ANSWER CHOICES	RESPONSES	
Explore Safe Parking Site (added - funded)	57.14%	4
Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded)	57.14%	4
Explore program to convert tax-defaulted properties to affordable housing	57.14%	4
Continue work on updating the Affordable Housing Ordinance	57.14%	4
Update the Housing Element	57.14%	4
Oversee operations of the Navigation Center Annex (added - funded)	42.86%	3
Foreclosure Prevention Program (added - funded)	42.86%	3
Wealth Building/ Universal Income Program (added - partially funded)	42.86%	3
Pilot Shallow Subsidy Program (added - funded)	28.57%	2
Council Added Back in: H4f: Update Accessory Dwelling Unit (ADU) ordinance	28.57%	2

Climate Crisis - Project Priorities

ANSWER CHOICES	RESPONSES	
Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded)	85.71%	6
Adopt & implement 2030 GHG Goal & Roadmap	71.43%	5
Council Added: Water conservation measures such as increasing recycled water supplies	57.14%	4
Council Added: Implement Shoreline Adaptation Plan	42.86%	3
Council Added: Strengthen building requirements to mitigate sea level rising in the industrial corridor	42.86%	3
Transition 15% of total city fleet to EV/hybrid models	28.57%	2
Council Added: More EV charging stations for the community	28.57%	2
Council Added: Address SB 1383 compliance - food recovery	28.57%	2
Plant 1,000 trees annually	14.29%	1

Infrastructure - Project Priorities

ANSWER CHOICES	RESPONSES	
Corporation Yard renovation and building safety upgrades - COVID recovery	85.71%	6
Implement major corridor traffic calming initiatives, with a focus on Patrick Ave complete street improvements and Campus Drive safety improvements	71.43%	5
Construct additional EV charging facilities	71.43%	5
Stack Center fundraising and construction	57.14%	4
La Vista Park design and construction	57.14%	4
Complete design of Mission Boulevard phase 3 and construction	42.86%	3
Implement Safe Route for Seniors in the downtown area	42.86%	3
Complete Jackson corridor landscape beautification	42.86%	3
Develop a Recycled Water Master Plan	42.86%	3
Implement Safe Routes for School	28.57%	2
Conduct digital divide community survey (added - funded)	28.57%	2
Council Added Back In: N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration	28.57%	2

Economy - Project Priorities

ANSWER CHOICES	RESPONSES	
Revise alcohol use regulations to support existing and encourage more full-service restaurants	57.14%	4
"Hayward Restore & Reopen Façade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded)	57.14%	4
Council Added: Outdoor marketplace that is safe and allows for a variety of vendors	57.14%	4
"Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded)	42.86%	3
Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded)	42.86%	3
Council Added: Concerted effort to educate property owners about what the city wants for their properties.	42.86%	3
Route 238 Corridor lands dispositions and development	28.57%	2
Explore a public art program and prioritize gateway locations	28.57%	2

Org Health - Project Priorities

ANSWER CHOICES	RESPONSES	
Develop talent acquisition plan for citywide and critical positions	71.43%	5
Create a language accessibility policy	57.14%	4
Implement new online planning and permitting solution	57.14%	4
Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded)	42.86%	3
Create Human Resources Department Strategic Plan (added - funded)	28.57%	2

Discussion

Next Steps

Next Steps

- Staff will take your feedback from this retreat to revise the project lists
- We will bring an updated draft Y3 Strategic Roadmap back for your comments at a future meeting
- E-Team will base their FY 2022/23 budget requests on achieving the revised project lists

THANK YOU!