

**SPECIAL CITY COUNCIL MEETING  
SATURDAY, FEBRUARY 13, 2021**

**DOCUMENTS RECEIVED AFTER  
PUBLISHED AGENDA**

**ITEM 1: WS 21-007**

**Strategic Roadmap Update  
(Report from City Manager McAdoo)**

**ADDITIONAL INFORMATION**

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**From:** Miriam Lens  
**Sent:** Thursday, February 11, 2021 5:36 PM  
**To:** Aisha Wahab; Angela Andrews; Barbara Halliday; Elisa Marquez; Francisco Zermeno; Mark Salinas; Sara Lamnin  
**Cc:** Mary Thomas; Merry Monlux; Colleen Kamai; Rosalinda Romero; Denise Chan; Amber Billoups; Kristoffer Bondoc; Adam Kostrzak; Alex Ameri; Chuck Finnie; Dustin Claussen; Garrett Contreras; Jayanti Addleman; Jennifer Ott; Kelly McAdoo; Laura Simpson; Michael Lawson; Miriam Lens; Todd Rullman; Toney Chaplin  
**Subject:** FW: 2/13 Strategic Roadmap Retreat - Additional Materials  
**Attachments:** Council Handout Revised.pdf; Hayward 2021 Retreat Public Agenda Revised.pdf

Good evening Mayor and Council Members,

Attached are additional materials for Saturday's Strategic Roadmap Retreat. Please refer to the email below from Assistant City Manager Ott. The information will be uploaded to the [City's Meeting and Agenda Center](#) under *Documents Received After Published Agenda*.

Thank you

Miriam Lens, City Clerk  
City of Hayward

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**From:** Jennifer Ott <Jennifer.Ott@hayward-ca.gov>  
**Sent:** Thursday, February 11, 2021 3:54 PM  
**To:** Miriam Lens <Miriam.Lens@hayward-ca.gov>  
**Cc:** Mary Thomas <Mary.Thomas@hayward-ca.gov>; Jim Rettew <jim@civicmakers.com>; Cristelle Blackford <cristelle@civicmakers.com>; Kelly McAdoo <Kelly.McAdoo@hayward-ca.gov>  
**Subject:** 2/13 Strategic Roadmap Retreat - Additional Materials

Hello Miriam:

Please find attached two documents for transmittal to the Council prior to Saturday's retreat, including:

1. **Updated Retreat Agenda** that includes some minor changes.
2. A **Council Handout** that summarizes the proposed updates to the Roadmap document, as well as describes the "dot voting" process that will take place at the retreat. During the retreat this Saturday, we are going to ask each Councilmember to prioritize the projects in the Strategic Roadmap. Each Councilmember will only have votes equal to 25% of the number of projects in each priority. For example, Housing has 28 projects. Therefore, each Councilmember will get 7 votes. The hope is to understand what projects are at the top of Council's priority lists. Councilmembers will only be voting on existing projects in the Strategic Roadmap. Most of your suggestions from our recent survey for additional projects are either already incorporated into the Roadmap or will be discussed at a future Council work session. **PLEASE LOOK OVER THE PROJECT LISTS IN THE ATTACHED COUNCIL HANDOUT AHEAD OF THE RETREAT. Start identifying which projects will get your virtual dots. This handout will also come in handy if you need to refer to it during the retreat.**

If you have any questions, please let me know.

Thanks,  
Jen

## Hayward City Council | Strategic Retreat 2021

Saturday, February 13, 2021, 8:30am to 2pm

Online via Zoom

Link to current Strategic Roadmap: [Hayward Strategic Roadmap | City of Hayward - Official website \(hayward-ca.gov\)](https://www.hayward-ca.gov/strategic-roadmap)

### AGENDA

**1. Welcome** (45 mins if needed; otherwise all times on agenda will be adjusted accordingly) | 8:30 - 9:15 am

- Public comment
- Agenda & meeting purpose
  - Prioritize strategic roadmap projects and align resources
- Introductions

**2. Overview & Process Discussion** (60 mins) | 9:15 - 10:15 am

- Brief review of 2020-2023 Strategic Plan
- Themes from Council/E-Team survey and staff interviews
- Incorporating Diversity, Equity & Inclusion
- Process and criteria for prioritizing projects and aligning resources

**3. Discussion of Draft Revised Project List - Housing** (30 mins) | 10:15 - 10:45 am

- Presentation of achievements and staff-proposed revised project lists
- Council dot voting
- Discussion

**4. Break** (10 minutes) | 10:45 - 10:55 am

**5. Discussion of Draft Revised Project List - Economy** (30 mins) | 10:55 - 11:25 am

- Presentation of achievements and staff-proposed revised project list
- Council dot voting
- Discussion

**6. Discussion of Draft Revised Project List - Climate** (30 mins) | 11:25 - 11:55 am

- Presentation of achievements and staff-proposed revised project list
- Council dot voting
- Discussion

**7. Discussion of Draft Revised Project List - Improve Infrastructure** (30 mins) | 11:55 - 12:25 pm

- Presentation of achievements and staff-proposed revised project list
- Council dot voting
- Discussion

**8. Lunch** (20 mins) | 12:25 - 12:45 pm**9. Discussion of Draft Revised Project List - Improve Org Health** (30 mins) | 12:45 - 1:15 pm

- Presentation of achievements and staff-proposed revised project list
- Council dot voting
- Discussion

**10. Discussion of Draft Revised Project List - Support Quality of Life** (30 mins) | 1:15 - 1:45 pm

- Presentation of achievements and staff-proposed revised project list
- Council dot voting
- Discussion

**11. Summary of Next Step** (15 mins) | 1:45 - 2 pm

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

# Strategic Roadmap Handout



Council Work Session  
February 13, 2021



# Introduction: Dot Voting

- During the retreat this Saturday, we are going to ask you to prioritize the projects in the Strategic Roadmap.
- You will only have votes equal to 25% of the number of projects in each priority. For example, Housing has 28 projects. Therefore you will get 7 votes. Your votes for the other categories are: Economy - 8; Climate - 4; Infrastructure - 12, Org Health - 12; Quality of Life - 9. The hope is to understand what projects are at the top of your priority lists.
- You will only be voting on existing projects in the Strategic Roadmap. Most of your suggestions from our recent survey for addition projects are either already incorporated into the Roadmap or will be discussed at future Council work sessions. You can see your additional suggested projects and the existing projects they relate to (or will be discussed in the future) after the main project page for each priority.

# Instructions: Dot Vote

- You get virtual 'dots' that equal 25% of the number of existing projects per priority. The moderator will place your dots on the screen for you.
- In the Zoom chat box, write the numbers of the projects you're voting for.
  - For example, if you get four votes, in the chat box, you might write 1b, 2c, 6a, 12d
- You're voting for the highest level of detail available. For example, if project 1 has sub-sections 'a', 'b', and 'c', then each one would require a separate dot. If a project doesn't have sub-sections, then you can just vote for the overall number...like '6' or '10'.

**PLEASE LOOK OVER THE FOLLOWING PROJECT LISTS AHEAD OF THE RETREAT. Identify what projects will get your virtual dots. These handouts will also come in handy if you need to refer to them during the retreat.**



On Track: 61%

Delayed/Extended:  
28%

Added: 18%

**Navigation Center to Housing & Support the Homeless:**

- 1a: Identify Sustainability funding source for the navigation center
- 1b: Oversee operations of the Navigation Center

**Homelessness Reduction Strategic Plan:**

- 2a: Create plan modeled after an empowerment approach and best practices
- 2b: Implement plan.

**Temporary Winter Shelters:**

- 3a: Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters\*
- 3b: Continue partnership with Alameda County to implement Winter Shelters\*

**Housing Incentives & Production Work Plan:**

- 4a: Explore moderate-income financing model
- 4b: Amend Density Bonus Ordinance\*\*
- 4c: Update Accessory Dwelling Unit (ADU) ordinance\*\*

**Evaluate the Affordable Housing Ordinance**

- 5a: Add a section to Housing & Housing Development staff reports to track accomplishments of Housing Element goals and programs.
- 5b: Hold work session for potential revisions

**Expend the Affordable Housing Trust funds**

- 6a: Hold a work session on establishing funding priorities for Affordable Housing Trust
- 6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities

**Recommend Updates to the Rent Stabilization Ordinance**

- 7a: Provide 6-month update on the implementation of Rent Stabilization Ordinance & recommend amendments
- 7b: Monitor implementation of Rent Stabilization Ordinance & prepare a statistical report

**Pursue state housing funding opportunities**

- 8a: Identify & respond to regulations to ensure Hayward & Hayward-supported projects qualify for state housing funding
- 8b: Apply for state housing funding to support strategic partnerships & Council priorities

**Housing Incentives & Production Work Plan:**

- 4d: Develop an Overlay Zoning District to allow RS zoned properties to develop into a variety of housing types at densities permitted under the applicable General Plan designation
- 4e: Explore program to convert tax-defaulted properties to affordable housing
- 4f: Create marketing materials for incentivizing housing production
- 4g: Expand emergency shelter sites in Hayward

**9: Update the Housing Element Plan**

**10: Implement a Soft Story Ordinance**

**COVID-19 Response:**

- 11a: Implement and monitor eviction moratorium
- 11b: Implement COVID-19 rent relief program
- 11c: Analyze alternative rent increase thresholds
- 11d: Expand mediation services to tenants and landlords to support repayment plans
- 11e: Allocate and administer CDBG-CV funding for homelessness and housing services



## Addition Projects from Survey

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



On Track: 50%

Delayed/Extended: 22%

Added: 28%

### Marketing Plan & Opportunity Zone Campaign

1a: Update the marketing plan

1b: Implement the marketing plan

### Vacant Building Property Ordinance

2a: Enforce ordinance\*

2b: Engage owners and encourage activation of vacant sites

### Strengthen workforce development pipelines

3b: Re-establish the Business Engagement Program and referral process

3c: Collaborate with workforce development partners to organize, host and sponsor job fairs & awareness events

### Former City Center Building

4a: Complete deconstruction

4b: Commence discussions on property redevelopment

4d: Implement disposition & development agreement

6: Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses

7: Develop and implement a local minimum wage ordinance\*

9: Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor

10: Revamp community preservation ordinance to combat blight and enhance neighborhood livability

12: Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber

13: Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants

### Strengthen workforce development pipelines

3a: Devise plan to maximize workforce development pipelines

### Former City Center Building

4c: Finalize disposition & development agreement

### Disposition & Development of Route 238 Corridor Lands\*\*

5a: Finalize planning on redevelopment of 6 remaining parcel groups\*\*

5b: Finalize disposition & development agreements for all parcels\*\*

5c: Implement disposition & development agreements for all parcels\*\*

8: Revise alcohol use regulations to support existing and encourage more full-service restaurants

11: Explore a public art program and prioritize gateway locations

### COVID-19 Pandemic Response

14a: COVID-19 Business Sector Reopening Assistance

14b: COVID-19 Restaurant Assistance

14c: COVID-19 Policy Development

14d: Sidewalk Vendor Ordinance

### COVID-19 Pandemic Recovery Business Assistance

15a: COVID-19 Small Business Recovery & Equity Programs

15b: COVID-19 Retail Recovery Program

15c: Outdoor Gathering Permit established

15d: Outdoor Dining Permit established

15e: Temporary Outdoor Business Activities Permit



# Organizational Health

## Addition Projects from Survey

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



# Climate Change

4 DOTS

On Track To Meet Original Timeline: 57%

Timeline Extended/Shifted Due To COVID-19: 43%

**Reduce dependency on fossil fuels**

1a: Ban natural gas in new residential buildings

1b: Require EV charging infrastructure in new construction

1c: Explore feasibility of banning natural gas in non-residential buildings

1d: Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities

**6: Plant 1,000 trees annually**

**7: Reduce Carbon Emissions- transition 15% of total city fleet to EV/hybrid models\***

**8: Adopt and implement the 2019 Building Code & Fire Code**

**Complete Shoreline Master Plan**

9a: Complete EIR for Shoreline Master Plan

**2: Work with EBCE to transition citywide electricity use to 100% carbon free (from Y1-3 to Y3-3+)**

**3: Transition electricity use in city operations to 100% renewable energy (from Y2-3 to just Y2)**

**4: Adopt & implement 2030 GHG Goal & Roadmap\* (same timeline; more resources needed)**

**Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products**

5a: Conduct outreach regarding single-use disposables (from Y1-3 to Y3-3+)

5b: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts (from Y1-3+ to Y3-3+)

**10: Update Tree Preservation Ordinance (from Y2 to Y3)**



# Climate Change

## Addition Projects from Survey

- Increase community outreach on how to properly discard recyclable items (Project 5a)
- Install more EV charging stations for the public (Infrastructure - Council Work Session)
- Collaborate with All In Eats regarding the Circular Food Economy, especially as related to SB1383 implementation, increasing food access (Support quality of life) and supporting local entrepreneurship and job opportunities (Grow the economy - Project 3c)
- Explore city dumping site for illegal dumping (Support Quality of Life - Projects 7a and 7b)



**12 DOTS AMONG THE NEXT THREE PAGES**

On Track: 76%

Delayed/Extended: 24%

**Improve access and mobility in downtown Hayward**

- 1a: Implement downtown parking plan
- 1b: Prepare Downtown Specific Plan - Implementation Plan

**Implement major corridor traffic calming initiatives**

- 2a: Complete Hayward Boulevard feasibility study
- 2b: Implement Hayward Boulevard traffic calming plan
- 2c: Complete Tennyson Road feasibility study
- 2d: Implement Tennyson Boulevard traffic calming plan
- 2e: D Street Traffic Calming Plan Feasibility Study
- 2f: Implement D Street Traffic Calming Plan

**3: Develop and submit a Traffic Impact Fee**

**Increase transit options and ridership**

- 4a: Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable
- 4c: Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.
- 4d: Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel
- 4e: Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward

**Maintain and improve pavement**

- 5a: Maintain Pavement Condition Index (PCI) at 70\*
- 5b: Prepare OHHA pavement improvement program design and financing structure
- 5c: Construct various OHHA pavement improvements

**6: Develop a micro-mobility policy (eBikes, eScooters)**

**Improve Mission Boulevard as a key 'Gateway to the City'**

- 7a: Complete construction of Mission Boulevard Phase 2
- 7b: Explore funding of Mission Boulevard Phase 2 and Linear Park
- 7c: Complete design of Mission Boulevard Phase 3 and construction\*

**Implement the Bike & Ped Master Plan**

- 8a: Add 2 miles of sidewalks per year\*
- 8b: Add 10 lane miles of bike lanes per year
- 8d: Implement Safe Routes School\*
- 8f: Implement Safe Route for Seniors in the downtown area\*
- 8g: Conduct a feasibility study of Jackson Street Improvements\*

**Expand EV charging infrastructure for city fleet and employees\***

- 9a: Conduct analysis of future demand
- 9b: Construct additional EV charging facilities

**Increase transit options and ridership**

- 4b: Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.

**Implement the Bike & Ped Master Plan**

- 8c: Assess Safe Routes to School
- 8e: Assess Safe Route for Seniors in the downtown area



# Infrastructure

## City & Building Facilities

On Track: 76%

Delayed/Extended: 24%

### **Investigate major municipal building upgrade needs**

**10a:** Conduct a site and cost analysis of a new Police building

**10c:** Investigate funding options for new Police building and Corp Yard

### **Upgrade and maintain Airport infrastructure and facilities**

**11a:** Rehabilitate the pavement in phases

**11c:** Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L

**11d:** Design and construct capital improvements to Airport hangars

### **Investigate major municipal building upgrade needs**

**10b:** Conduct a needs assessment of upgrading the Corp Yard

### **Upgrade and maintain Airport infrastructure and facilities**

**11b:** Design, enclose, and construct open sections of Sulphur Creek adjacent to runways





# Infrastructure

## Water Supplies, Sanitation, Storm Sewers

On Track: 76%

Delayed/Extended: 24%

### Upgrade water system infrastructure

**13a:** Develop and launch Advanced Metering Infrastructure (AMI) customer portal

### Meet regulatory requirements for zero trash in stormwater by installing trash capture devices

**17a:** Install trash capture devices

**17b:** Perform related trash reduction activities

### Expand recycled water facilities

**18a:** Complete RW project construction (initial phase)

### Upgrade water system infrastructure

**13b:** Replace an average of 3 miles of water pipelines annually

### Update Water Pollution Control Facility Phase II Plan

**14a:** Design the upgrade

**14b:** Construct the upgrade

**15: Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually**

**16: Implement phase 2 of solar project and investigate interim usages of additional energy**

### Expand recycled water facilities

**18b:** Develop a Recycled Water Master Plan

On Track: 76%

## Information Technology

### Improve broadband network

**19a:** Investigate the use of dark fiber

**19b:** Finalize implementation of fiber grant

**19c:** Complete installation of dark fiber



# Infrastructure

## Addition Projects from Survey

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



# Organizational Health

## 12 DOTS AMONG THE NEXT TWO PAGES

On Track: 60%

Delayed/Extended: 21%

Added: 19%

### Maintain and expand fiscal sustainability

- 1a: Evaluate an increase to the Transient Occupancy Tax
- 1b: Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs
- 1c: Redo the Business License Tax

### Racial Equity Plan

- 2a: Create a language accessibility policy
- 2b: Create a training policy
- 3: Work across Strategic Roadmap priorities to include racial equity lens
- 4: Continue city participation in the Government Alliance for Racial Equity
- 5: Continue to support and build capacity for lean innovation throughout the organization
  - 6a: Develop talent acquisition plan for citywide and critical positions
- 7: Increase employee homeownership by rolling out a down payment assistance program for City Staff

### Onboarding Program & New Employee Experience

- 10a: Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge
- 10b: Develop a template/checklist departments can use to standardize and ease on-boarding
- 10c: Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities
- 10d: Use technology to create efficiencies

### Increase security footprint and reduce system outages

- 14a: Establish an Information security awareness training and outreach program
- 14b: Upgrade water utility technology

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

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

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

Talent development initiatives and training platform

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

11a: Develop training academy to cultivate leadership skills

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

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

Talent development initiatives and training platform

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

Employee Wellness during Covid-19

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

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

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

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



# Organizational Health

On Track: 60%

Delayed/Extended: 21%

Added: 19%

### Public Data-Driven Decision-Making

**15a:** Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections

**15b:** Implement new online planning and permitting solution

### Deliver products and services that facilitate access to the city's technology-based tools beyond the office

**16a:** Improve IT asset management program

**16b:** Establish new mobile device management solution

### Modernize Technology & Systems

**17a:** Replace aging fiber optic lines between City facilities

**17b:** Upgrade City network connections and speeds

### Cloud-first Transition

**18a:** Assess current ERP solution, investigate new offerings available and implement appropriate solutions.

### Maintain and expand communications efforts to better inform and gather input from the community

**19a:** Conduct a website audit and update

**19b:** Conduct a public opinion survey on the Transient Occupancy Tax

**19c:** Inform the public about the 2020 Census

**19e:** Relaunch In the Loop

**19f:** Issue an RFP for translation services

**19g:** Explore using additional social media channels to broadcast City Council Meetings

**19h:** Create a CRM operations desk manual

**19i:** Conduct the Biennial Resident Satisfaction Survey

**19j:** Continue working with local partners to promote and recognize hayward events and accomplishments, as appropriate

**13:** Centralize training platforms to reap greater use and efficiencies

**19d:** Reconstitute the Citywide Communications Committee

**Remote work updates due to Covid-19**

**21a:** Develop and Implement a Virtual Training/Resource Communication Strategy

**21b:** Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment

**Budget changes due to Covid-19**

**22a:** Amend Budget to account for economic loss due to pandemic

**22b:** Apply for FEMA reimbursement



# Organizational Health

## Addition Projects from Survey

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



On Track: 24%

Delayed/Extended: 31%

Added: 45%

**Update comprehensive emergency services plan for community and staff**

**4b:** Implement updated plan

**4c:** Conduct a 'risk & resilience' assessment of water system and update emergency response plan\*\*

**8: Implement Hayward Police Department Community Advisory Panel**

**9: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice**

**10: Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources**

**11: Implement a vaping ban**

**13: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration**

**Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)\***

**1a:** Finalize financing

**1b:** Design and construct center

**1c:** Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.

**Complete gateway and corridor landscape beautification\***

**2a:** Complete Tennyson corridor landscape beautification

**2b:** Complete Jackson corridor landscape beautification

**Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources**

**3a:** Assess findings from pilot

**3b:** Roll out permanent CAT program (outside of County)

**Update comprehensive emergency services plan for community and staff**

**4a:** Update and approve community emergency plan

**Update fire strategic plan**

**5a:** Update and adopt strategic plan

**5b:** Implement strategic plan

**Plan library operations and hours to leverage the new facility**

**6a:** Conduct survey of library hours need and analysis of use

**6b:** Conduct strategic planning and implementation

**Implement targeted illegal dumping prevention program**

**7a:** Pilot programs and analysis\*

**7b:** Roll out permanent program\*

**Complete La Vista Park**

**12a:** Design La Vista Park

**12b:** Construct La Vista Park

**Implement targeted illegal dumping prevention program**

**17c:** Operation Clean Sweep\*

**COVID-19 Response**

**14a:** Establish Graffiti Relief Program

**14b:** Launch and run Food Distribution Operation

**14c:** Launch and run Covid-19 Testing Site Operation

**14d:** Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci

**15:** Create and implement Homeless Encampment Task Force

**16:** Design and Implement Community Engagement effort in response to Black Lives Matter movement

**17:** Implement Census 2020 Community Engagement

**18:** Online Library Programming

**19:** Library Curbside Service

**20:** Tech Lending Library

**21:** Launch Bookmobile Program



# Quality of Life

## Addition Projects from Survey

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