

### Attachment III: Status Update on All Roadmap Projects

Enhance Community Safety and Quality of Life		Proposed Timeframe				Departments		Status	Council Votes
❖Needs Funding    †Racial Equity Focus Project    ⊙Statutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		2/13/21
<b>Support Safety through Community-Centered Response and Enforcement Models</b>									
Q1	Assess findings from County's comprehensive assessment teams (CAT) pilot in preparation to roll out permanent program outside of County					PD, FD	LB, CS	Completed	4
Q2	Implement a vaping ban					DS		Completed	0
Q3	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice					PD		Rollout Completed & Service is Ongoing	2
Q4	Implement Hayward Police Department Community Advisory Panel					PD		Rollout Completed & Service is Ongoing	2
<b>Q5 Community Safety Public Engagement and Policy Innovation Workshop Pilots/Projects</b>									
Q5a	Conduct community engagement and public polling to understand community concerns					CM, PD	All	Completed	NA
Q5b	Implement Policy Innovation Workshop to design potential policy solutions					CM, PD	All	Completed	3
Q5c	Implement Dispatch Needs Assessment and Capacity †					CM, FD, PD		On track to Finish Y3	NA
Q5d	Pilot Behavioral/Mental Health Coordinator Position †					CM, FD, PD		Pilot on track to Finish Y3	NA
Q5e	Implement Mobile Mental Health Response Team †					CM, FD, PD		On track - Pilot will continue to Y3+	NA
Q5f	Implement District Command Behavioral Health Clinician †					CM, FD, PD		Pilot on track to Finish Y3	NA
Q5g	Community Feedback and Complaint Liaison †					CM, PD	CA	Pilot on track to Finish Y3	NA
Q5h	Implement CSO Response to Property Crimes †					PD		Pilot on track to Finish Y3	NA
Q5i	Implement HPD Training Curriculum Working Group †					PD, HR, CM		Pilot on track to Finish Y3	NA
Q5j	Implement Neighborhood Participatory Budgeting †					CM, Fin		Project on Track to Finish Y3	NA
Q6	Bring work session to Council on gun control options							New Proposed Project - Unfunded	
<b>Support Safety through Emergency Preparedness, Planning, and Response</b>									
<b>Q7 Covid-19 Response</b>									
Q7a	Establish Graffiti Relief Program					DS		Completed	1
Q7b	Launch and run Food Distribution Operation †					CM, CS	FD, MS	Completed	1
Q7c	Launch and run Covid-19 Testing and Vaccine Operations †					FD	MS	Completed	1
Q7d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci					FD	All	Completed	0
Q8	Conduct a 'risk & resilience' assessment of water system and update emergency response plan ⊙					PW	FD	Completed	1
Q9	Update comprehensive emergency services plan for community and staff					FD	MS, PW, PD	On track to Finish Y3	3
Q10	Update and adopt Fire Department strategic plan					FD		On track to Finish Y3	3
Q11	Expand emergency shelter sites in Hayward*					HS	FD	Complete and Continuous	2
<b>Invest in Cleanliness and Reduce Blight</b>									
Q12	Create and implement Interdepartmental Homeless Encampment Task Force					CS, DS, PD, HS, MS		Creation Complete & Task Force Ongoing	3

Enhance Community Safety and Quality of Life		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding †Racial Equity Focus Project ©Statutory Requirement									
Q13	Adopt and Enforce Vacant Building Property Ordinance**					DS		Complete & Continuous	3
Q14	Engage owners of vacant building properties and encourage activation of vacant sites ❖**					ED		On Track to Finish Y3	4
Q15	Revamp community preservation ordinance to combat blight and enhance neighborhood livability **					DS		On Track to Finish Y3	4
Q16	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					CM	CA, DS, PW, FD, PD, MS	Complete & Continuous	4
<b>Q17 Implement targeted illegal dumping prevention programs</b>									
Q17a	Operation Clean Sweep					MS		Completed	0
Q17b	Pilot programs and analysis †					MS	PD	On Track to Finish Y3	5
Q17c	Roll out permanent program ❖					MS	PD	Need funding to implement	3
<b>Enhance Library, Educational, and Neighborhood Programs</b>									
Q18	Implement Census 2020 community engagement					CM, LB	CS	Completed	0
<b>Q19 Plan library operations and hours to leverage the new facility</b>									
Q19a	Launch library Curbside Service					LB		Completed	0
Q19b	Expand online Library programming offerings					LB		Rollout Completed & Service is Ongoing	1
Q19c	Launch Bookmobile Program ❖					LB	MS	Rollout Completed & Service is Ongoing	3
Q19d	Conduct survey of library hours need and analysis of use					LB		On Track to Finish Y2	3
Q19e	Conduct stage one of strategic planning and implementation †					LB		On Track to Finish Y3	1
Q20	Negotiate updated Master Lease Agreement with Hayward Recreation and Park District †					CM	CA	Added Project - Funded	
<b>Celebrate Hayward's Heritage &amp; Confront Racial Inequities</b>									
Q21	Work across Strategic Roadmap priorities to include racial equity lens (see Exhibit A) †**					CM, GARE	All	Pilots in Y2, On track to roll out in Y3	5
Q22	Onboard more staff to join the Government Alliance for Racial Equity (GARE) staff team †**					CM, GARE	All	On track to roll out in Y3	4
Q23	Create an internal racial equity training program and policy †**					CM, GARE	All	On track to roll out in Y3	0.5
Q24	Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage †					CM	LB, MS	Added Project - Funded	NA
Q25	Work with the survivors and descendants of Russell City to determine appropriate restitution ❖ †					CM		New Proposed Project per CSC Recommendations - Unfunded	
Q26	Create a needs assessment that identifies culturally competent ways to recognize the contributions of BIPOC Hayward residents through murals, signages, roadway improvements, and other City projects ❖ †					CM		New Proposed Project per CSC Recommendations - Unfunded	NA

\*Project Moved from Preserve, Protect & Produce Housing for All

\*\*Projects Moved from Grow the Economy

\*\*\*Projects moved from Strengthen Organizational Health

Preserve, Protect, and Produce Housing		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding    †Racial Equity Focus Project    ⊙Statutory Requirement									
<b>Invest in programs to house and support people experiencing homelessness</b>									
H1 Sustain the Navigation Center to House and Support the People Experiencing homelessness									
H1a	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring) †					CS		Launch Complete & Service is Ongoing	1
H1b	Identify Sustainability funding source for the navigation center					CS	FN	Completed and Continuous	4
H1c	Oversee operations of the Navigation Center Annex (i.e. funding administration, contract management, data collection, and performance monitoring) †					CS		Added Project - ARPA Funded	NA
H2 Implement Let's House Hayward: the Homelessness Reduction Strategic Plan									
H2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan					CS	HS, PL, PD, M	Completed	4
H2b	Pilot Shallow Subsidy Program †					CS		Added Project - ARPA Funded	NA
H2c	Explore Safe Parking Site †					CS		Added Project - Funded	NA
H2d	Leverage partnerships between non-profit housing developers, County, and regional jurisdictions to support the creation of hotel conversion projects by community-based entities †					CS		Added Project - Funded	NA
H3	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature) ❖					CS	DS, H, PD	Transition Complete & Service is Ongoing	3
<b>Incentivize housing production for all</b>									
H4 Implement housing incentives and production work plan in accordance to state housing limits									
H4a	Explore moderate-income financing model					HS		Completed	2
H4b	Amend Density Bonus Ordinance ⊙ †					DS		On Track to Finish Y3	1
H4c	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation †					DS		On Track for FY (will be reviewed as part of new SB9 legislation)	1
H4d	Explore program to convert tax-defaulted properties to affordable housing †					HS		On Track to Finish Y3	4
H4e	Create marketing materials for incentivizing housing production †					HS		On Track to Finish Y3	0
H4f	Update Accessory Dwelling Unit (ADU) ordinance ⊙ †					DS		Less urgent due to State changes	1
H5 Evaluate the Affordable Housing Ordinance									
H5a	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals					HS		Completed	0
H5b	Hold work session for potential revisions †					HS		On Track to Start Y2	5

Preserve, Protect, and Produce Housing		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding †Racial Equity Focus Project ©Statutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
H6 Expend the Affordable Housing Trust funds									
H6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities					HS		Completed	3
H6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities †					HS		Slowed to Y3+, Lack of and funding and focused on COVID recovery	1
H7 Pursue state housing funding opportunities									
H7a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding					HS	All	Completed and Continuous	1
H7b	Apply for state housing funding to support strategic partnerships and Council priorities					HS	All	Completed and Continuous	4
H8	Update the Housing Element © †					DS		On Track to Finish Y3	2
Protect the affordability of existing housing									
H9 Recommend updates to the Rent Stabilization Ordinance									
H9a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments					HS		Completed	0
H9b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report					HS		Rollout Complete & Ongoing Annual Report	0
H9c	Implement Tenant Relocation Assistance Ordinance adopted after 6 month Update †					HS		Added Project-Complete and continuous	NA
H9d	Tenant Relocation Emergency Fund †					HS		Added Project - ARPA Funded	NA
H10	Implement a Soft Story Ordinance					DS		Rollout Complete & Service Ongoing	0
H11 Covid-19 Response									
H11a	Implement and monitor eviction moratorium					HS		Completed	4
H11b	Implement CV-19 rent relief program					HS		Completed	3
H11c	Analyze alternative rent increase thresholds					HS		Completed	0
H11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID					HS		Completed	1
H11e	Allocate and administer CDBG-CV funding for homelessness and housing services †					CS	H	Completed	1
H11f	Foreclosure Prevention Program †					HS		Added Project - ARPA Funded	NA
H11g	Wealth Building/ Universal Income Program †					HS		Added Project - Partially Funded	NA

Confront Climate Crisis		Proposed Timeframe				Departments		Status	Council Votes 2/13/21		
		❖ Needs Funding	➤ Racial Equity Focus Project	Ⓞ Statutory Requirement	Y1	Y2	Y3 (22/23)			Y3+	Lead
<b>Reduce greenhouse gases and dependency on fossil fuels</b>											
C1	Ban natural gas in new residential buildings							PW	DS	Completed	0.25
C2	Require EV charging infrastructure in new construction							PW	DS	Completed	5.25
C3	Adopt and implement the 2019 Building Code & Fire Code							DS	FD	Completed	2
C4	Transition electricity use in city operations to 100% renewable energy							PW	MS	Completed	1
C5	Adopt & implement 2030 GHG Goal & Roadmap ❖ ➤							PW	DS	On Track to Finish Y3	4
C6	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities							MS	PW	Slowed to Y3+, Lack of Staff Capacity	0.25
C7	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers)							MS	DS	Completed at 6 month mark in FY22, will keep goal at 1,000 for FY23 and consider increasing for FY24	4
C8	Transition 15% of total city fleet to EV/hybrid models ❖							MS	PW	On Track to Finish Y3	1
C9	Work with EBCE to transition citywide electricity use to 100% carbon free							PW	MS	Slowed to Y3+ due to feasibility for discounted customers	3
C10	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)							PW	DS, ED	On Track to Start Y3	0.25
<b>Reduce waste by promoting a circular economy</b>											
C11	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts							PW	DS	Completed - Covered by AB 1276, which takes effect June 1, 2022	1
C12	Conduct outreach regarding AB1276 - single-use disposables							PW	DS	On Track to Finish Y3	2
C13	Explore funding opportunities to increase the circular food economy in Hayward as part of the Alameda County All in Eats Initiative ➤							CM	PW, CS	Added Project - Funded	NA
<b>Mitigate climate crisis impacts through resilient design and community engagement</b>											
C14	Complete Shoreline Master Plan							DS	PW	Completed	2
C15	Update Tree Preservation Ordinance							DS	MS	On Track to Finish Y3	1

Invest in Infrastructure				Proposed Timeframe		Departments		Status	Council Votes	
❖Needs Funding	➔Racial Equity Focus Project	ⓄStatutory Requirement	Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
<b>Invest in Multi-Modal Transportation</b>										
N1 Improve access and mobility in downtown Hayward										
N1a	Implement downtown parking plan						PW	MS	Completed	0
N1b	Prepare Downtown Specific Plan Implementation Plan						PW	DS	Slowed to Y3+, Lack of Staff Capacity	3
N2 Implement major corridor traffic calming initiatives										
N2a	Complete Hayward Boulevard feasibility study						PW		Work continuing, slowed to account for other priorities	0.5
N2b	Implement Hayward Boulevard traffic calming plan						PW			2.5
N2c	Complete Tennyson Road feasibility study						PW		Work continuing, slowed to account for other priorities	2.5
N2d	Implement Tennyson Boulevard traffic calming plan						PW			2.5
N2e	D Street Traffic Calming Plan Feasibility Study						PW		Slowed to Y3+, Lack of Staff Capacity	0.5
N2f	Implement D Street Traffic Calming Plan						PW			1.5
N2g	Patrick Ave Complete Street Improvements								Added Project - Funded	
N2h	Campus Drive Traffic Calming								Added Project - Funded	
N3	Develop and submit a Traffic Impact Fee						PW		On Track to Finish in Y2	2
N4 Increase transit options and ridership										
N4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable						PW	CS	Completed and Continuous	3.2
N4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.						PW	DS	Completed and Continuous	0.2
N4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.						PW	DS	Completed and Continuous	3.2
N4d	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						DS		Completed and Continuous	2.2
N4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						CM		Completed and Continuous	3.2
N5 Maintain and improve pavement										
N5a	Maintain Pavement Condition Index (PCI) at 70 ❖						PW		Completed and Continuous	5
N5b	Prepare OHHA pavement improvement program design and financing structure						PW		Completed	0
N5c	Construct various OHHA pavement improvements						PW		Completed and Continuous	0
N6	Develop a micro-mobility policy (eBikes, eScooters)						PW		On Track to Finish in Y3	1
N7 Improve Mission Boulevard as a key 'Gateway to the City'										
N7a	Complete construction of Mission Boulevard Phase 2						PW		Completed	1
N7b	Explore funding of Mission Boulevard Phase 2 and Linear Park						PW		On Track to Finish Y3	1

Invest in Infrastructure		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
❖Needs Funding    ⬆Racial Equity Focus Project    ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
N7c	Complete design of Mission Boulevard Phase 3 and construction ❖					PW		On track to Finish Y3+	2
<b>N8 Implement the Bike &amp; Ped Master Plan</b>									
N8a	Add 2 miles of sidewalks per year ❖					PW		Completed and Continuous	1.6
N8b	Add 10 lane miles of bike lanes per year					PW		Completed and Continuous	1.6
N8c	Assess Safe Routes to School					PW		Completed	1
N8d	Implement Safe Routes School ❖					PW		On track to Finish Y3+	1.6
N8e	Assess Safe Route for Seniors in the downtown area					PW		On Track to Finish Y3	0
N8f	Implement Safe Route for Seniors in the downtown area ❖					PW		On Track to Finish Y3	1.6
N8g	Conduct a feasibility study of Jackson Street Improvements ❖					PW		Slowed to Y3+, Lack of Capacity	1.6
<b>N9 Expand EV charging infrastructure for city fleet and employees</b>									
N9a	Conduct analysis of future demand					MS	PW	Completed	0
N9b	Construct additional EV charging facilities ❖					MS	PW	On Track to Finish in Y3	3
<b>Invest in City Facilities &amp; Property</b>									
N10	Construct the fire station and Fire Training Center					PW	FD	On Track to Finish in Y3	0
<b>N11 Investigate major municipal building upgrade needs</b>									
N11a	Conduct a site and cost analysis of a new Police building					PW	PD	Slowed - Future Project	1.3
N11b	Conduct a needs assessment of upgrading the Corp Yard					PW	MS	Slowed to Y3+, Lack of Capacity	3.3
N11c	Investigate funding options for new Police building and Corp Yard					CM	PW, FN	On Track to Start Y3+	2.3
<b>N12 Upgrade and maintain Airport infrastructure and facilities</b>									
N12a	Rehabilitate the pavement in phases					PW		Completed and Continuous	0.3
N12b	Design and construct capital improvements to Airport hangars					PW		On Track to Finish Y2	0.3
N12c	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways					PW		Slowed to Y3+, Regulatory Hurdles	0
N12d	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L					PW		Slowed to Y3+, Regulatory Hurdles	0.3
<b>N13 Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*</b>									
N13a	Finalize financing ❖					CM	LB, CS	Ongoing, with possible extensions	1
N13b	Design and construct center ⬆					PW	CM	On Track to Launch Y3	4
N13c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor ⬆					CM	LB, CS	On Track to Finish MOUs Y3	2
<b>N14 Complete La Vista Park *</b>									
N14a	Design La Vista Park					PW		On Track to Finish Y3	0
N14b	Construct La Vista Park					PW		On Track to Launch Y3	5

Invest in Infrastructure		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding †Racial Equity Focus Project ©Statutory Requirement									
N15	Complete gateway and corridor landscape beautification ❖ *								
N15a	Complete Tennyson corridor landscape beautification					MS	PW	On Track to Finish in Y2	2.5
N15b	Complete Jackson corridor landscape beautification					MS	PW	On Track to Finish Y3	0.5
N16	Evaluate options for adding bathrooms to Heritage Plaza					PW	LD	Slowed to Y3+, Lack of Capacity/Funding	3
N17	Corporation Yard renovation and building safety upgrades - COVID recovery							Added Project - Funded	
<b>Invest in Water Supplies, Sanitation Infrastructure &amp; Storm Sewers</b>									
N18	Upgrade water system infrastructure								
N18a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal					PW	FIN	On track to launch Y2	2
N18b	Replace an average of 3 miles of water pipelines annually					PW		On Track to Finish Y3 & Continuous	4
N19	Update Water Pollution Control Facility Phase II Plan								
N19a	Design the upgrade					PW		On Track to Finish Y3	1
N19b	Construct the upgrade					PW		On Track to Launch Y3	1
N20	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually					PW		On Track to Finish Y3 & Continuous	2
N21	Implement phase 2 of solar project and investigate interim usages of additional energy					PW		Completed and Continuous	0
N22	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices								
N22a	Install trash capture devices					PW		Completed and Continuous	1.5
N22b	Perform related trash reduction activities					PW		Completed and Continuous	3.5
N23	Expand recycled water facilities								
N23a	Complete RW project construction (initial phase)					PW		Completed	2.5
N23b	Develop a Recycled Water Master Plan					PW		On track to Launch Y3	1.5
<b>Invest in Community-Wide Internet Infrastructure and Access</b>									
N24	Dark Fiber Optic Infrastructure to Improve Broadband								
N24a	Finalize implementation of dark fiber optic infrastructure grant					CM		Completed	2.7
N24b	Complete installation of dark fiber optic infrastructure					PW	IT	Completed	3.7
N24c	Investigate the use of dark fiber optic infrastructure					IT, PW		Slowed to Y3+, Lack of Staff Capacity	0.7
N25	Provide technology devices and hotspots through the Library's Tech Lending program* †					CM		On Track to Continue in Y3	2
N26	Digital Divide Community Survey †					CM		Added Project - Funded	NA

\*Projects Moved from Enhance Community Safety & Quality of Life

Grow the Economy				Proposed Timeframe		Departments		Status	Council Votes	
❖Needs Funding	➤Racial Equity Focus Project	⊙Statutory Requirement	Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
<b>Strengthen marketing to support Hayward businesses</b>										
E1 Update and implement a marketing plan, including an Opportunity Zone campaign										
E1a	Update the marketing plan						ED	CMR	Completed	1.5
E1b	Implement the marketing plan						ED	CMR	Completed and Continuous	1.5
<b>Invest in programs that support Hayward business and workers</b>										
E2	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants						ED		Completed and Continuous	6
E3	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses						DS		Completed and Continuous	3
E4	Develop and implement a local minimum wage ordinance						ED		Completed and Continuous	0
E5	Revise alcohol use regulations to support existing and encourage more full-service restaurants						DS		On Track to Complete Y3	4
E6 COVID-19 Pandemic Response										
E6a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit requirements to be consistent with evolving health orders						ED		Completed and Continuous	3
E6b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program						DS, ED	CMR	Completed and Continuous	0
E6c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments						ED	CA	Completed	1
E6d	Sidewalk Vendor Ordinance						DS		On Track to Complete Y3	0
E7 COVID-19 Pandemic Recovery Business Assistance										
E7a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for black and other minority-owned business. ➤						ED		Completed and Continuous	6
E7b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms						ED		Completed and Continuous	2
E7c	Outdoor Gathering Permit established						DS		Completed	0
E7d	Outdoor Dining Permit established						DS		Completed	0
E7e	Temporary Outdoor Business Activities Permit						DS		Completed	0
E7f	"Get Digital" - Direct Technical Assistance to Small Business to Compete with Online Retailers ➤						ED		Added Project - ARPA Funded	NA

Grow the Economy		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding    †Racial Equity Focus Project    ⊙Statutory Requirement									
E7g	"Restaurant Relaunch" - Technical Assistance for Adapting to Post COVID-19 Market Trends, Safety Requirements †					ED		Added Project - ARPA Funded	NA
E7h	Small Business Assistance Grants - Grants to Businesses with 10 or Fewer Employees †					ED		Added Project - ARPA Funded	NA
E7i	"Hayward Restore & Reopen Facade Program" - Grants and Loans to improve blighted storefronts, centers and corridors †					ED		Added Project - ARPA Funded	NA
<b>Grow workforce development pipelines</b>									
E8 Strengthen workforce development pipelines									
E8a	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses					ED		Completed and Continuous	1.5
E8b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department					ED		Slowed to Y3+, Lack of capacity due to focus on COVID recovery	3.5
E8c	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline					ED			0.5
E8d	Devise plan to maximize workforce development pipelines					ED			2.5
E8e	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber					ED			3
<b>Strategically dispose of City property</b>									
E9 Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties									
E9a	Complete deconstruction					CM	DS, PW	Completed	0
E9b	Commence discussions on property redevelopment					CM	DS	Completed	0
E9c	Finalize disposition & development agreement					CM	DS	On Track to Complete Y3	2
E9d	Implement disposition & development agreement					CM	DS	On Track to Launch Y3 or Y3+	0
E10 Facilitate disposition and development of Route 238 Corridor lands ⊙									
E10a	Finalize planning on redevelopment of 6 remaining parcel groups					CM	DS	On Track with Some Regulatory Delays	1
E10b	Finalize disposition & development agreements for all parcels					CM	DS		1
E10c	Implement disposition & development agreements for all parcels					CM	DS		0
<b>Invest in Plans and Programs that Create Thriving Commercial Corridors</b>									
E11	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor					DS		Completed	2
E12	Explore a public art program and prioritize gateway locations †					DS		On Track to Rollout Y3	3

Strengthen Organizational Health				Proposed Timeframe		Departments		Status	Council Votes		
❖Needs Funding    ⬆Racial Equity Focus Project    ⓄStatutory Requirement				Y1	Y2	Y3 (22/23)	Y3+	Lead	Support	2/13/21	
<b>Strengthen Fiscal Sustainability</b>											
R1 Maintain and expand fiscal sustainability											
R1a	Evaluate an increase to the Transient Occupancy Tax							FIN		Completed	0
R1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs							FIN		Completed and Continuous	6
R1c	Redo the Business License Tax							FIN		Slowed to Y3+, Requires voter approval	1
R2 Budget changes due to Covid-19											
R2a	Amend Budget to account for economic loss due to pandemic							FIN	All	Completed	1
R2b	Apply for FEMA reimbursement							FIN	All	Completed and Continuous	4
<b>Invest in Employee Engagement, Professional Development and Retention</b>											
R3	Continue to support and build capacity for lean innovation throughout the organization							CM	All	Completed and Continuous	3
R4	Create Human Resources Department Strategic Plan									Added Project - Funded	
R4 Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts ❖											
R4a	Develop talent acquisition plan for citywide and critical positions							HR	All	On Track to Finish Y3	4.5
R4b	Develop and Implement a Recruitment and Re-engineering Plan							HR	All	TBD Based on HR Strategic Plan	0.5
R5	Increase employee homeownership by rolling out a down payment assistance program for City Staff							FIN	HR, CM	Completed	2
R6	Re-engineer performance management process to align with organizational values							HR	All	Completed and Continuous	0
R7	Continue employee engagement initiatives and develop employee recognition program(s)							HR, CM		Completed and Continuous	2
R8 Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience											
R8a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge							HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan	0
R8b	Develop a template/checklist departments can use to standardize and ease on-boarding							HR	All		0
R8c	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							HR	All		1
R9 Develop talent development initiatives and training platform											
R9a	Develop training academy to cultivate leadership skills							HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan	1
R9b	Develop training calendar to expand and share resources citywide							HR	All		1
R9c	Explore a path to higher education for employees (i.e: working scholar's)							HR	All		0

<b>Strengthen Organizational Health</b>		<b>Proposed Timeframe</b>				<b>Departments</b>		<b>Status</b>	<b>Council Votes 2/13/21</b>
❖Needs Funding    ⬆Racial Equity Focus Project    ⓄStatutory Requirement		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
R9d	Develop an employee initiated talent development plan involving interdepartmental representation					HR	All		4
<b>R10 Develop a managerial course to cultivate leadership skills</b>									
R10a	Identify training areas					HR	All	Revisiting these Items - Timing TBD based on findings from HR Strategic Plan	0
R10b	Roll out pilot course					HR	All		0
R10c	Integrate with performance evaluations					HR	All		0
R10d	Centralize training platforms to reap greater use and efficiencies					HR	All		0
<b>R11 Employee Wellness during Covid-19</b>									
R11a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol					HR		Completed	1.5
R11b	Develop and Implement a COVID-19 Testing Protocol					HR		Completed	0.5
R11c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan					HR/MS	ALL	Completed	2.5
R11d	Enhance and Implement a more rigorous Employee Wellness Program					HR		Revisiting timing based on findings from HR Strategic Plan	2.5
<b>Expand Communications, Transparency, and Community Engagement</b>									
R12	Create a language accessibility policy ⬆					CM, GARE	All	On Track to Start Y3	0.5
<b>R13 Maintain and expand communications efforts to better inform and gather input from the community</b>									
R13a	Conduct a website audit and update					CMR		On Track to Finish Y2	2
R13b	Conduct a public opinion survey on the Transient Occupancy Tax					CMR		Completed	0
R13c	Inform the public about the 2020 Census					CMR		Completed	0
R13e	Relaunch In the Loop - Internal Newsletter					CMR		On Track to Finish Y2	2
R13f	Issue an RFP for translation services ⬆					CMR		On Track to Start Y3	1
R13g	Explore using additional social media channels to broadcast City Council Meetings					CMR		Completed and Continuous	0
R13h	Create a CRM operations desk manual					CMR		On Track to Finish Y2	0
R13i	Conduct the Biennial Resident Satisfaction Survey					CMR		Completed	0
R13j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate					CMR		Completed and Continuous	3
R14	Conducted additional outreach during the Boards & Commissions recruitment to build on the Measure OO charter amendment ⬆					CC		Added Project - Funded	
<b>Invest in an Efficient, Safe &amp; Collaborative Work Environment</b>									
<b>R15 Increase security footprint and reduce system outages</b>									
R15a	Establish an Information security awareness training and outreach program					IT		Completed	1

Strengthen Organizational Health		Proposed Timeframe				Departments		Status	Council Votes 2/13/21
		Y1	Y2	Y3 (22/23)	Y3+	Lead	Support		
❖Needs Funding    †Racial Equity Focus Project    ©Statutory Requirement									
R15b	Upgrade water utility technology					PW	IT	On track to go live Y3	2
R16 Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our community members (data-driven)									
R16a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					FN	IT	Slowed to Y3+, Lack of Staff Capacity	2
R16b	Implement new online planning and permitting solution					DS	PW, IT	On Track to Finish Y3	3
R17 Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)									
R17a	Improve IT asset management program					IT		Slowed to Y3+, Lack of Funding	2
R17b	Establish new mobile device management solution					IT		On Track to Finish Y3	2
R18 Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)									
R18a	Replace aging fiber optic lines between City facilities					IT		Completed	3
R18b	Upgrade City network connections and speeds					IT		On Track to Finish Y3+	3
R19 Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)									
R19a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.					FN	IT	On Track to Finish Y3	0
R20 Remote work updates due to Covid-19									
R20a	Develop and Implement a Virtual Training/Resource Communication Strategy					HR	All	Revisiting timing based on findings from HR Strategic Plan	1.5
R20b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment					IT		Completed and Continuous	1.5