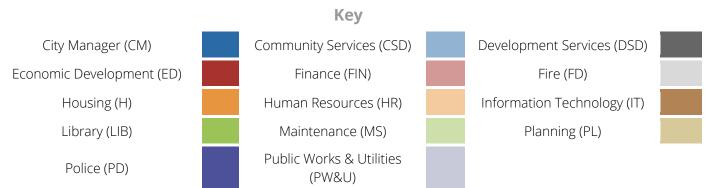




Strategic Roadmap FY2021 to FY2023 Project List

Revised December 10, 2019





Revised Vision

(The yellow color shows what has changed since the last Joint Council/E-Team meeting.)

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Recognized as an extension of Silicon Valley, Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on affordable housing options, with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel aligned to citywide priorities and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally responsive services to our community. The City is streamlining processes and using technology more effectively to provide better customer service. Hayward is also developing important partnerships between CSUEB, transit services, and other regional agencies.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.



City of Hayward Strategic Roadmap **Preserve, Protect, and Produce Housing for All**

#	Projects * = needs funding	Lead Dept	Sup- port	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless	S					
	Identify sustainable funding source for the Navigation Center*	CSD	FIN				
	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	CSD					
2	Create a Homelessness Reduction Strategic Plan						
	Create a Homelessness Reduction Strategic Plan modeled after Alameda County's EveryOne Home Plan	CSD	H, PL, PD, M				
	Implement the Homelessness Reduction Strategic Plan	CSD					
3	Provide winter temporary shelters						
	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)	CSD	DSD, HSD, PL				
	Continue partnership with Alameda County to implement winter shelters*	CSD					
4	Implement housing incentives and production work plan in accor	dance	to state	hous	ing lir	nits	
	Explore moderate-income financing model	Н					
	Amend Density Bonus Ordinance**	DSD					
	Update Accessory Dwelling Unit (ADU) Ordinance**	DSD					
	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	DSD					
	Explore program to convert tax-defaulted properties to affordable housing	Н					



	Create marketing materials for incentivizing housing production	Н			
	Expand emergency shelter sites in Hayward	Н			
5	Evaluate the Affordable Housing Ordinance				
	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	Н			
	Hold work session for potential revisions	Н			
6	Expend the Affordable Housing Trust funds				
	Hold a work session on establishing funding priorities for Affordable Housing Trust including affordable rental housing, homeownership, and shelter opportunities	Н			
	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	Н			
7	Recommend updates to the Rent Stabilization Ordinance				
	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	Н			
	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	Н			
8	Pursue state housing funding opportunities				
	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	Н	All		
	Apply for state housing funding to support strategic partnerships and Council priorities	Н	All		
9	Update the Housing Element Plan	DSD			



City of Hayward Strategic Roadmap **Grow the Economy**

#	Projects * = needs funding	Lead Dept	Sup- port	Y1	Y2	Y 3	Y3+
1	Update and implement a marketing plan, including an Opportunity	/ Zone	campaig	gn			
	Update the marketing plan	ED	CMR				
	Implement the marketing plan	ED	CMR				
2	Implement the Vacant Building Property Ordinance and develop a sproperty owners and activate sites	strateg	y to eng	age c	hroni	c vac	ant
	Enforce ordinance*	DSD					
	Engage owners and encourage activation of vacant sites	ED					
3	Strengthen workforce development pipelines						
	Devise plan to maximize workforce development pipelines	ED					
	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED					
	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College and Life Chiropractic to assist in connecting their training, internship, and placement programs with local businesses	ED					
	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline	ED					
4	Deconstruct the former City Center building and commence discuss redevelopment of the City Center properties	sions re	egarding	futu	re		
	Complete deconstruction	СМ	DSD PW& U				
	Commence discussions on property redevelopment	CM	DSD				
	Finalize disposition & development agreement	CM	DSD				
	Implement disposition & development agreement	CM	DSD				



5	Facilitate disposition and development of Route 238 Corridor lands	**			
	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD		
	Finalize disposition & development agreements for all parcels	CM	DSD		
	Implement disposition & development agreements for all parcels	CM	DSD		
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	DSD			
7	Develop and implement a local minimum wage ordinance*	DSD			
8	Revise alcohol use regulations to encourage more full-service restaurants	DSD			
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	DSD			
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability	DSD			
11	Explore a public art program	DSD			
12	Explore the concept of a business incubator with CEDC	ED			



City of Hayward Strategic Roadmap Combat Climate Change

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup- port	Y1	Y2	Y3	Y3+
1	Reduce dependency on fossil fuels						
	Ban natural gas in new residential buildings	PW&U	DSD				
	Require EV charging infrastructure in new construction	PW&U	DSD				
	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PW&U	DSD ED				
2	Work with EBCE to transition citywide electricity use to 100% carbon free	PW&U	MS				
3	Transition electricity use in city operations to 100% renewable energy	PW&U	MS				
4	Adopt & implement 2030 GHG Goal & Roadmap**	PW&U	DSD				
5	Adopt ordinance regulating single-use plastic food ware in resta	urants					
	Adopt ordinance regulating single-use plastic food ware in restaurants and coordinate with county-wide efforts.	PW&U	DSD				
	Conduct outreach for single-use plastic ban	PW&U	DSD				
6	Plant 800 trees annually (300 by private developers)	MS	DSD				
7	Transition city fleet to carbon-neutral by creating a fleet policy that incorporates green practices and reduced carbon emissions*	MS	PW&U				
8	Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9	Complete Shoreline Master Plan	DSD	PW&U				
10	Update Tree Preservation Ordinance	DSD	MS				



City of Hayward Strategic Roadmap Improve Infrastructure

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup- port	Y1	Y2	Y 3	Y3+
0/	/ERALL: Investigate outside funding opportunities: Look for outside sources for new infrastructure projects like the recycled water facility, t	_				_	
Mu	lti-Modal Transportation						
1	Improve access and mobility in downtown Hayward						
	Implement downtown parking plan	PW&U	MS				
	Prepare downtown specific plan feasibility study	PW&U	DSD				
2	Implement major corridor traffic calming initiatives						
	Complete Hayward Boulevard feasibility study	PW&U					
	Implement Hayward Boulevard traffic calming plan	PW&U					
	Complete Tennyson Road feasibility study	PW&U					
	Implement Tennyson Boulevard traffic calming plan	PW&U					
3	Develop and implement a multi-modal impact fee	PW&U					
4	Increase transit options						
	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
5	Maintain pavement						
	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
	Prepare OHHA pavement improvement program design and financing structure	PW&U					



	Construct various OHHA pavement improvements	PW&U				
6	Develop a micro-mobility policy (eBikes, eScooters.)	PW&U				
7	Improve Mission Boulevard as a key 'Gateway to the City'					
	Complete construction of Mission Boulevard Phase 2	PW&U				
	Explore funding of Mission Boulevard Phase 2 park	PW&U				
	Complete design of Mission Boulevard Phase 3 and construction*	PW&U				
8	Implement the Bike & Ped Master Plan					
	Add 2 miles of sidewalks per year*	PW&U				
	Add 5 miles of bike lanes per year	PW&U				
	Assess Safe Routes to School	PW&U				
	Implement Safe Routes School*	PW&U				
	Assess Safe Route for Seniors in the downtown area	PW&U				
	Implement Safe Route for Seniors in the downtown area*	PW&U				
	Conduct a feasibility study of Jackson Street Improvements*	PW&U				
9	Expand EV charging infrastructure for city fleet and employees*					
	Conduct analysis of future demand	MS	PW&U			
	Construct additional EV charging facilities	MS	PW&U			
City	Buildings & Facilities		'			
10	Investigate major municipal building upgrade needs					
	Conduct a site and cost analysis of a new Police building	PW&U	PD			
	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD			
	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN			
11	Upgrade and maintain Airport infrastructure and facilities					
	Rehabilitate the pavement in phases	PW&U				
	City Manager (CM) Development Services (DSD) Community Services (CSD) Finance (FIN)	Econom	ic Developm Fire (FD)	nent (ED))	

Human Resources (HR)

Maintenance (MS)

Public Works & Utilities (PW&U)

Information Technology (IT)

Planning (PL)

 CMR

Housing (H)

Library (LIB)

Police (PD)

	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U				
	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U				
	Design and construct capital improvements to Airport hangars	PW&U				
12	Construct the fire station and Fire Training Center	PW&U	FD			
Wat	er Supply, Sanitation & Storm Sewers					
13	Upgrade water system infrastructure					
	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN			
	Update Water Pollution Control Feasibility Plan	PW&U				
	Replace 4-6 miles of water pipelines annually	PW&U				
14	Update Water Pollution Control Feasibility Plan					
	Design the upgrade	PW&U				
	Construct the upgrade	PW&U				
15	Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually	PW&U				
16	Implement phase 2 of solar project and investigate interim usages of additional energy	PW&U				
17	Meet regulatory requirements for zero trash in stormwater by in	stalling tr	ash capt	ure de	evices	
	Install trash capture devices	PW&U				
	Perform related trash reduction activities	PW&U				
18	Expand recycled water facilities					
	Complete RW project construction (initial phase)	PW&U				
	Develop a Recycled Water Master Plan	PW&U				



Info	ormation Technology				
19	Improve broadband network				
	Investigate the use of dark fiber	IT			
	Finalize implementation of fiber grant	CM			
	Complete installation of dark fiber	PW&U	IT		

City Manager (CM)

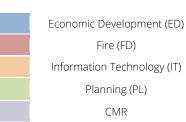
Development Services (DSD)

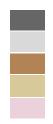
Housing (H)

Library (LIB)

Police (PD)

Community Services (CSD)
Finance (FIN)
Human Resources (HR)
Maintenance (MS)
Public Works & Utilities (PW&U)





City of Hayward Strategic Roadmap Improve Organizational Health

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup- port	Y1	Y2	Y 3	Y3+
Fisc	cal Sustainability						
1	Maintain and expand fiscal sustainability						
	Evaluate an increase in the Transient Occupancy Tax	FIN					
	Investigate funding strategies for Other Post-Employee Benefits (OPEB) liability	FIN					
	Redo the Business License Tax	FIN					
Ra	cial Equity						
2	Develop and implement a racial equity action plan to best serve our employees (follow up action from the Committee for an Inclusive, Ec Community)		-				
	Create a language accessibility policy	CM GARE	All				
	Create a training policy	CM GARE	All				
3	Work across Strategic Roadmap priorities to include racial equity lens	CM GARE	All				
4	Continue city participation in the Government Alliance for Race and Equity	CM	All				
Em	oloyee Engagement, Professional Development & Retention						
5	Continue to support and build capacity for lean innovation throughout the organization	СМ	All				
6	Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*	FIN	HR All				



	Develop talent acquisition plan for citywide and critical positions	HR			
7	Increase employee homeownership by rolling out a downpayment assistance program for City Staff	FIN	HR, CM		
8	Re-engineer performance management process to align with organizational values	HR	All		
9	Continue employee engagement initiatives and develop employee recognition program(s)	HR CM			
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience	HR	All		
	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		
	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All		
	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		
	Use technology to create efficiencies	HR	All		
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	All		
	Develop training academy to cultivate leadership skills	HR	All		
	Develop training calendar to expand and share resources citywide	HR	All		
	Explore a path to higher education for employees (i.e: working scholar's)	HR	All		
12	Develop a managerial course to cultivate leadership skills				
	Identify training areas	HR	All		
	Roll out pilot course	HR	All		
	Integrate with performance evaluations	HR	All		
13	Centralize training platforms to reap greater use and efficiencies	HR	All		



Efficient, Safe & Collaborative Work Environment Establish and implement solutions which increase our security footprint and reduce the risk of system 14 outages for business-critical systems (security & business continuity) Establish an Information security awareness training and outreach ΙT program IT Upgrade water utility technology Extract and publish data from existing city systems to assist in key 15 decision making across the City as well as providing deeper access to our residents (data-driven) Explore additional modules in Opengov to assist with visibility and ΙT awareness of current spending and future projections DSD Implement new online planning and permitting solution ΙT PW&U Deliver products and services that facilitate access to the city's technology-based tools beyond the 16 confines of the office (mobile-focused) Improve IT asset management program ΙT Establish new mobile device management solution ΙT Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and 17 design (modernize technology and systems) Replace aging fiber optic lines between City facilities ΙT ΙT Upgrade City network connections and speeds Analyze and shift technology solutions and services to external web-based platforms and providers 18 (cloud-first transition) Assess current ERP solution, investigate new offerings available and FIN ΙT implement appropriate solutions. **Communications** Maintain and expand communications efforts to better inform and gather input from the community



Conduct a website audit and update	CMR		
Conduct a public opinion survey on the Transient Occupancy Tax	CMR		
Inform the public about the 2020 Census	CMR		
Reconstitute the Citywide Communications Committee	CMR		
Relaunch In the Loop	CMR		
Issue an RFP for translation services	CMR		
Broadcast City Council meetings on Facebook Live	CMR		
Create a CRM operations desk manual	CMR		
Conduct the Biennial Resident Satisfaction Survey	CMR		

City Manager (CM)

Development Services (DSD)

Housing (H)

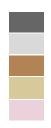
Library (LIB)

Police (PD)

Community Services (CSD)
Finance (FIN)
Human Resources (HR)
Maintenance (MS)
Public Works & Utilities (PW&U)



Economic Development (ED)
Fire (FD)
Information Technology (IT)
Planning (PL)
CMR



City of Hayward Strategic Roadmap **Support Quality of Life**

#	Projects * = needs funding	Lead Dept	Sup- port	Y1	Y2	Y 3	Y3+						
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*												
	Finalize financing	CM	Lib, CS										
	Design and construct center	PW& U											
2	Complete gateway and corridor landscape beautification*												
	Complete Tennyson corridor landscape beautification	MS	PW&U										
	Complete Jackson corridor landscape beautification	MS	PW&U										
3	Implement mental health comprehensive assessment teams (CAT) to provide targeted mental health services and avoid inefficient use of public safety resources												
	Assess findings from pilot	PD, FD	Lib, CS										
	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS										
4	Update comprehensive emergency services plan for community	and sta	ff										
	Update and approve community emergency plan	FD	MS PW&U PD										
	Implement updated plan	FD	All										
	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD										
5	Update Fire Department strategic plan												
	Update and adopt strategic plan	FD											
	Implement strategic plan	FD											
6	Plan library operations and hours to leverage the new facility												
	Conduct survey of library hours need and analysis of use	Lib											



	Conduct strategic planning and implementation	Lib								
7	Implement targeted illegal dumping prevention program*									
	Pilot programs and analysis	MS	PD							
	Roll out permanent program	MS	PD							
8	Implement Hayward Police Department Community Advisory Panel	PD								
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice	PD								
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.	СМ	CAO DSD PW&U FD,PD MS							
11	Implement a vaping ban	DSD								
12	Complete La Vista Park									
	Design La Vista Park	PW&U								
	Construct La Vista Park	PW&U								

