

Attachment III: Strategic Roadmap Priority Projects - Ranked by 2-13-21 Council Retreat Dot Voting

	*Needs Funding **Statutory Requirement	Proposed Timeframe				Council Dot Votes on 2-13-21						
		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Total	BH	AA	AW	EM	FZ	MS

x = adding year to timeframe, * = removing year from timeframe (explanations are in Attachment IV of this report)

Combat Climate Change

1b	Require EV charging infrastructure in new construction	x				5.25	1	1	1	1	0	1	
4	Adopt & implement 2030 GHG Goal & Roadmap*	x	x	x	x	4			1	1		1	1
6	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))	x	x	x	x	4		1		1	1	1	
2	Work with EBCE to transition citywide electricity use to 100% carbon free (1)(2)			x	x	3				1	1		1
5a	Circular Economy: conduct outreach regarding single-use disposables			x	x	2	1	1			1		
8	Adopt and implement the 2019 Building Code & Fire Code	x				2		1	1				
9	Complete Shoreline Master Plan	x				2	1					1	
3	Transition electricity use in city operations to 100% renewable energy		x			1			1				
5b	Circular Economy: Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts			x	x	1	1				1		
7	Reduce Carbon Emissions - transition 15% of total city fleet to EV/hybrid models*	x	x	x		1							1
10	Update Tree Preservation Ordinance		x	x		1	1						
1a	Ban natural gas in new residential buildings	x				0.25					0		
1c	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)				x	0.25					0		
1d	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities	x	x	x	x	0.25					0		

Grow the Economy

13	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants	x	x	x	x	6	1	1	1		1	1	1
15a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to for a black and other minority-owned business. This may includes providing enhanced technical assistance to comply with State and County reopening guidelines and grant funding to invest in required infrastructure.	x	x			6	1	1		1	1	1	1
2b	Vacant Building Property Ordinance: Engage owners and encourage activation of vacant sites	x	x	x	x	4	1	1			1	1	1
8	Revise alcohol use regulations to support existing and encourage more full-service restaurants		x			4	1		1		1		1
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability		x			4	1	1	1	1			
3b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs		x	x	x	3.5	0		1	1	0		1
2a	Enforce Vacant Building Property Ordinance	x	x	x	x	3	1	1			1	1	
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses	x	x	x	x	3		1	1		1		
11	Explore a public art program and prioritize gateway locations*			x		3	1	1		1			
12	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber		x			3			1		1	1	
14a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit/process requirements to be consistent with evolving public health orders	x	x			3		1	1	1			
3a	Devise plan to maximize workforce development pipelines		x			2.5	0		1		0		1
4c	City Center: Finalize disposition & development agreement		x	x		2				1			1
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor	x				2					1	1	

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15b	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		x			2	1					1	
1a	Update the marketing plan, including Opportunity Zone campaign	x				1.5	1		1	1			
1b	Implement the marketing plan, including Opportunity Zone campaign		x	x	x	1.5	1		1	1			
3c	East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses		x	x	x	1.5	0		1	0			
5a	Route 238 Corridor lands: Finalize planning on redevelopment of 6 remaining parcel groups**		x			1				1			
5b	Route 238 Corridor lands: Finalize disposition & development agreements for all parcels**			x		1							1
14C	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments	x				1						1	
3d	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline		x	x	x	0.5	0			0			
4a	City Center: Complete deconstruction	x				0							
4b	City Center: Commence discussions on property redevelopment	x				0							
4d	City Center: Implement disposition & development agreement			x	x	0							
5c	Route 238 Corridor lands: Implement disposition & development agreements for all parcels*				x	0							
7	Develop and implement a local minimum wage ordinance*	x	x	x	x	0							
14b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program	x	x			0							
14d	COVID-19 Response: Sidewalk Vendor Ordinance	x			x	0							
15c	COVID-19 Response: Outdoor Gathering Permit established	x				0							
15d	COVID-19 Response: Outdoor Dining Permit established	x				0							
15e	COVID-19 Response: Temporary Outdoor Business Activities Permit	x				0							

Improve Infrastructure													
5a	Maintain Pavement Condition Index (PCI) at 70*	x	x	x	x	5	1	1		1		1	1
13b	Replace an average of 3 miles of water pipelines annually	x	x	x	x	4	1	1	1	1			
19c	Complete installation of dark fiber		x	x	x	3.66	0	1	0		1	1	
17b	Perform trash reduction activities related to regulatory requirements for zero trash in stormwater	x	x	x	x	3.5	1	1		1		1	
10b	Conduct a needs assessment of upgrading the Corp Yard		x			3.33		1	0		1		1
4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	x	x	x	x	3.2	1			1	0	1	
4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.		x	x	x	3.2	1				0	1	1
4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward		x	x	x	3.2	1	1			0		1
1b	Prepare Downtown Specific Plan - Implementation Plan		x	x		3	1	1			1		
9b	Construct additional EV charging facilities for city fleet and employees		x	x	x	3				1	1	1	
19b	Finalize implementation of fiber grant	x	x			2.66	0		0	1		1	
2b	Implement Hayward Boulevard traffic calming plan		x	x	x	2.51	0		0			1	1
2c	Complete Tennyson Road feasibility study		x			2.51	0	1	0	1			
2d	Implement Tennyson Boulevard traffic calming plan			x	x	2.51	0		0		1		1
18a	Complete recycled water project construction (initial phase)	x				2.5	1	1			1		
10c	Investigate funding options for new Police building and Corp Yard				x	2.33			0	1		1	
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		x	x	x	2.2				1	0	1	
3	Develop and submit a Traffic Impact Fee	x	x			2			1	1			
7c	Complete design of Mission Boulevard Phase 3 and construction*	x	x	x		2						1	1
13a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	x				2	1		1				

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15	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually	x	x	x	x	2		1	1				
8a	Bike & Ped Master Plan: Add 2 miles of sidewalks per year*	x	x	x	x	1.6	0	1	0				
8b	Bike & Ped Master Plan: Add 10 lane miles of bike lanes per year	x	x	x	x	1.6	0		0	1			
8d	Bike & Ped Master Plan: Implement Safe Routes School*		x	x	x	1.6	0		0				1
8f	Bike & Ped Master Plan: Implement Safe Route for Seniors in the downtown area*		x	x	x	1.6	0		0				1
8g	Bike & Ped Master Plan: Conduct a feasibility study of Jackson Street Improvements*			x		1.6	0		0				1
17a	Install trash capture devices to meet regulatory requirements for zero trash	x	x	x		1.5	1	1					
18b	Develop a Recycled Water Master Plan				x	1.5	1			1			
2f	Implement D Street Traffic Calming Plan			x	x	1.48	0		0				1
10a	Conduct a site and cost analysis of a new Police building				x	1.34			0	1			
6	Develop a micro-mobility policy (eBikes, eScooters)		x	x		1					1		
7a	Complete construction of Mission Boulevard Phase 2	x				1							1
7b	Explore funding of Mission Boulevard Phase 2 and Linear Park		x	x		1							1
8c	Meet regulatory requirements for zero trash: Assess Safe Routes to School	x	x	x	x	1				1			
14a	Water Pollution Control Facility Phase II Plan: Design the upgrade			x	x	1			1				
14b	Water Pollution Control Facility Phase II Plan: Construct the upgrade				x	1			1				
19a	Investigate the use of dark fiber	x	x			0.68	0		0				
2a	Complete Hayward Boulevard feasibility study	x				0.51	0		0				
2e	D Street Traffic Calming Plan Feasibility Study		x			0.48	0		0				
11a	Airport infrastructure and facilities: Rehabilitate the pavement in phases	x	x	x	x	0.34					0		
11c	Airport infrastructure and facilities: Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L			x	x	0.33					0		
11d	Airport infrastructure and facilities: Design and construct capital improvements to Airport hangars	x	x	x	x	0.33					0		
4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	x	x			0.2					0		
1a	Implement downtown parking plan	x				0							
5b	Prepare OHHA pavement improvement program design and financing structure	x				0							
5c	Construct various OHHA pavement improvements		x	x	x	0							
8e	Assess Safe Route for Seniors in the downtown area	x	x			0							
9a	Conduct analysis of future demand for EV charging infrastructure for city fleet and employees*	x				0							
11b	Airport infrastructure and facilities: Design, enclose, and construct open sections of Sulphur Creek adjacent to runways		x	x		0							
12	Construct the fire station and Fire Training Center	x	x	x		0							
16	Implement phase 2 of solar project and investigate interim usages of additional energy				x	0							

Improve Organizational Health

1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs	x	x	x	x	6	1	1	1	1	1		1
3	Work across Strategic Roadmap priorities to include racial equity lens	x	x	x	x	5	1	1		1	1		
6a	Develop talent acquisition plan for citywide and critical positions		x	x		4.5		1		1	1	1	1
4	Continue city participation in the Government Alliance for Racial Equity	x	x	x	x	4	1				1	1	1
11d	Develop an employee initiated talent development plan involving interdepartmental representation		x	x	x	4				1	1	1	1
22b	Budget changes due to Covid-19: Apply for FEMA reimbursement	x	x			4	1	1		1	1		
5	Continue to support and build capacity for lean innovation throughout the organization	x	x	x		3	1	1					1
15b	Implement new online planning and permitting solution		x	x		3		1	1				1
17a	Replace aging fiber optic lines between City facilities	x	x	x	x	3		1	1	1			
17b	Upgrade City network connections and speeds				x	3		1	1				1
19j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	x	x	x	x	3		1			1	1	

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20c	Employee Wellness during Covid-19: Develop and Implement a Citywide Safe Return to Work Strategy/Plan	x	x			2.5	1		1				1
20d	Employee Wellness during Covid-19: Enhance and Implement a more rigorous Employee Wellness Program	x	x			2.5			1	1			1
7	Increase employee homeownership by rolling out a down payment assistance program for City Staff	x				2	1		1				
9	Continue employee engagement initiatives and develop employee recognition program(s)		x	x		2					1	1	
10d	formalize, expand and promote the onboarding program to improve new employee experience: Use technology to create efficiencies	x	x	x		2		1					1
14b	Increase security footprint and reduce system outages: Upgrade water utility technology			x	x	2		1	1				
15a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections		x	x		2			1	1			
16a	Improve IT asset management program	x	x	x	x	2			1				1
16b	Establish new mobile device management solution		x	x		2			1				1
19a	Conduct a website audit and update		x			2				1			1
19e	Relaunch In the Loop		x			2	1				1		
20a	Employee Wellness during Covid-19: Develop and Implement COVID-19 Contract Tracking and Tracing Protocol	x	x			1.5			1	1			
21a	Remote work updates due to Covid-19: Develop and Implement a Virtual Training/Resource Communication Strategy	x	x			1.5	1						1
21b	Remote work updates due to Covid-19: Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment	x	x			1.5	1						1
1c	Redo the Business License Tax		x	x		1	1						
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	x	x	x		1							1
11a	Develop training academy to cultivate leadership skills			x	x	1					1		
11b	Develop training calendar to expand and share resources citywide	x	x	x		1					1		
14a	Increase security footprint and reduce system outages: Establish an Information security awareness training and outreach program	x	x			1			1				
19d	Reconstitute the Citywide Communications Committee					1				1			
19f	Issue an RFP for translation services		x			1		1					
22a	Budget changes due to Covid-19: Amend Budget to account for economic loss due to pandemic	x	x			1	1						
2a	Create a language accessibility policy	x	x	x	x	0.5	1						
2b	Create a racial equity training policy	x	x	x	x	0.5	1						
6b	Develop and Implement a Recruitment and Re-engineering Plan	x	x			0.5				1			
20b	Employee Wellness during Covid-19: Develop and Implement a COVID-19 Testing Protocol	x	x			0.5			1				
1a	Evaluate an increase to the Transient Occupancy Tax	x				0							
8	Re-engineer performance management process to align with organizational values		x	x	x	0							
10a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge	x	x	x		0							
10b	Develop a template/checklist departments can use to standardize and ease on-boarding	x	x	x		0							
11c	Talent development initiatives: Explore a path to higher education for employees (i.e.: working scholar's)			x		0							
12a	Develop a managerial course to cultivate leadership skills: Identify training areas		x			0							
12b	Develop a managerial course to cultivate leadership skills: Roll out pilot course			x		0							
12c	Develop a managerial course to cultivate leadership skills: Integrate with performance evaluations			x	x	0							
13	Centralize training platforms to reap greater use and efficiencies			x		0							

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18a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.		x	x	x	0							
19b	Conduct a public opinion survey on the Transient Occupancy Tax	x				0							
19c	Inform the public about the 2020 Census	x				0							
19g	Explore using additional social media channels to broadcast City Council Meetings	x	x			0							
19h	Create a Community and Media Relations operations desk manual		x			0							
19i	Conduct the Biennial Resident Satisfaction Survey		x			0							

Preserve, Protect, and Produce Housing

5b	Evaluate the Affordable Housing Ordinance: Hold work session for potential revisions	x			*	5		1	1	1		1	1
1a	Identify Sustainability funding source for the navigation center	x	x	x	x	4	1	1		1	1		
2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan	x				4	1		1	1			1
4e	Explore program to convert tax-defaulted properties to affordable housing			x		4			1		1	1	1
8b	Apply for state housing funding to support strategic partnerships and Council priorities	x	x	x		4	1	1		1		1	
11a	Covid-19 Response: Implement and monitor eviction moratorium	x				4	1	1		1	1		
3b	Continue partnership with Alameda County to implement Winter Shelters*	x	x	x	x	3		1			1		1
6a	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	x				3			1		1	1	
11b	Implement CV-19 rent relief program	x				3	1	1				1	
4a	Explore moderate-income financing model	x				2			1			1	
4g	Expand emergency shelter sites in Hayward		x	x	x	2		1		1			
9	Update the Housing Element Plan		x	x	x	2	1						1
1b	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)	x	x	x	x	1							1
2b	Implement the Homelessness Reduction Strategic Plan		x	x	x	1							1
4b	Amend Density Bonus Ordinance**	*	x	x		1			1				
4c	Update Accessory Dwelling Unit (ADU) ordinance**	*	x	x		1			1				
4d	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation	x	x			1				1			
6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities		x			1							1
8a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	x	x	x		1					1		
11d	Covid-19 Response: Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID	x				1	1						
11e	Covid-19 Response: Allocate and administer CDBG-CV funding for homelessness and housing services	x	x			1					1		
3a	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)*	x	x	x	x	0							
4f	Create marketing materials for incentivizing housing production		x	x		0							
5a	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	x				0							
7a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments	x				0							
7b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report		*	x		0							
10	Implement a Soft Story Ordinance		x	x	x	0							
11c	Covid-19 Response: Analyze alternative rent increase thresholds	x				0							

Support Quality of Life

7a	Targeted illegal dumping prevention program: Pilot programs and analysis		x			5	1		1	1	1	1	1
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12b	Construct La Vista Park				x	5	1	1		1	1		1
1b	South Hayward Youth and Family Center (Stack Center): Design and construct center*	x	x	x		4	1	1	1				1
3b	Roll out permanent CAT program (outside of County)*					4	1	1		1			1
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	x	x			4		1		1	1	1	
4a	Update and approve comprehensive community emergency plan	x	x			3		1	1				1
6a	Conduct survey of library hours need and analysis of use		x	x		3	1			1	1		
7b	Targeted illegal dumping prevention program: Roll out permanent program*			x	x	3	1		1			1	
13	Evaluate options for adding bathrooms to Heritage Plaza for Council consideration		x			3				1	1		1
15	Create and implement Homeless Encampment Task Force	x	x	x	x	3	1	1				1	
16b	Implement Policy Innovation Workshop to design potential policy solutions*	x				3				1		1	1
21	Launch Bookmobile Program*		x	x	x	3					1	1	1
2a	Complete Tennyson corridor landscape beautification	x	x			2.5	1	1			1		
1c	South Hayward Youth and Family Center (Stack Center): Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor	x	x	x		2			1		1		
5b	Implement fire strategic plan			x	x	2		1	1				
8	Implement Hayward Police Department Community Advisory Panel	x	x	x	x	2					1	1	
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice	x	x	x	x	2						1	1
20	Covid-19 Response: Tech Lending Library	x	x	x	x	2						1	1
1a	South Hayward Youth and Family Center (Stack Center): Finalize financing	x	x			1			1				
4c	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	x				1				1			
5a	Update and adopt fire strategic plan		x			1			1				
6b	Conduct library strategic planning and implementation to leverage new facility			x	x	1	1						
14a	Covid-19 Response: Establish Graffiti Relief Program	x				1		1					
14c	Launch and run Covid-19 Testing Site Operation	x				1				1			
18	Covid-19 Response: Online Library Programming	x	x	x	x	1			1				
2b	Complete Jackson corridor landscape beautification			x	x	0.5	1						
3a	Assess findings from County CAT pilot	x				0							
4b	Implement updated comprehensive emergency services plan		x	x	x	0							
7c	Covid-19 Response: Implement Operation Clean Sweep	x				0							
11	Implement a vaping ban	x				0							
12a	Design La Vista Park			x		0							
14b	Covid-19 Response: Launch and run Food Distribution Operation	x				0							
14d	Covid-19 Response: Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci	x				0							
16a	Community Engagement around Public Safety: Conduct community engagement and public polling to understand community concerns					0							
17	Implement Census 2020 Community Engagement	x				0							
19	Covid-19 Response: Library Curbside Service	x	x	x	x	0							