



City of Hayward Three-Year Strategic Roadmap Community and Staff Engagement Summary

December 10, 2019

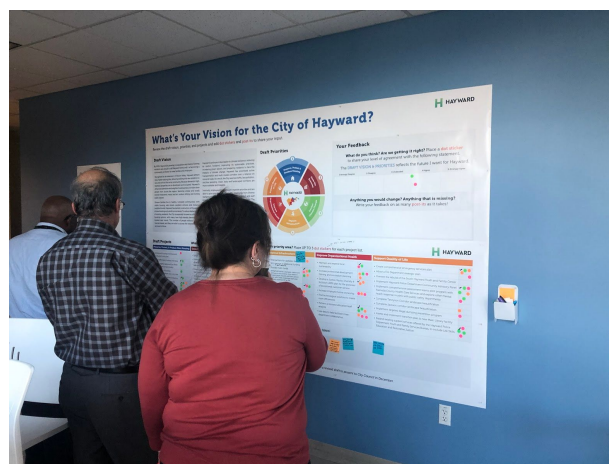
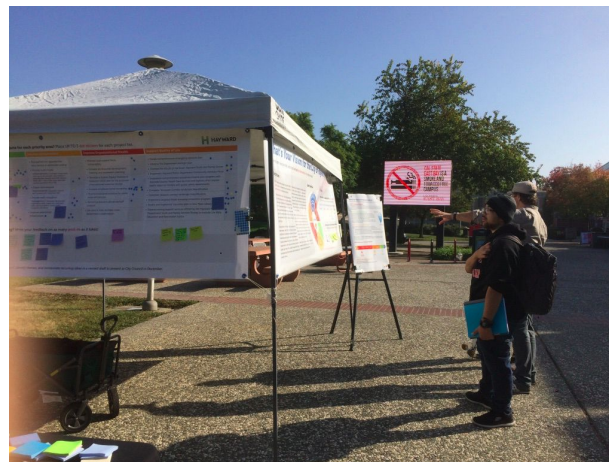


Table of Contents

1. Executive Summary

- Overview
- Summary of Findings

2. Engagement Efforts

- Engagement Events
- Outreach & Engagement Methods

3. Engagement Findings

- Overall Vision & Priorities
- Priority 1: Preserve, Protect, and Produce More Housing
- Priority 2: Grow the Economy
- Priority 3: Combat Climate Change
- Priority 4: Improve Infrastructure
- Priority 5: Improve Organizational Health
- Priority 6: Support Quality of Life

1. Executive Summary

Overview

To gather input on the City's Three-Year Strategic Roadmap from staff and community members, City staff and CivicMakers hosted a series of pop-up events in City buildings and public places from October 30 to November 18, 2019. Each event included a set of engagement posters to share project information and solicit input on the draft vision, priorities, and projects for the Strategic Roadmap.

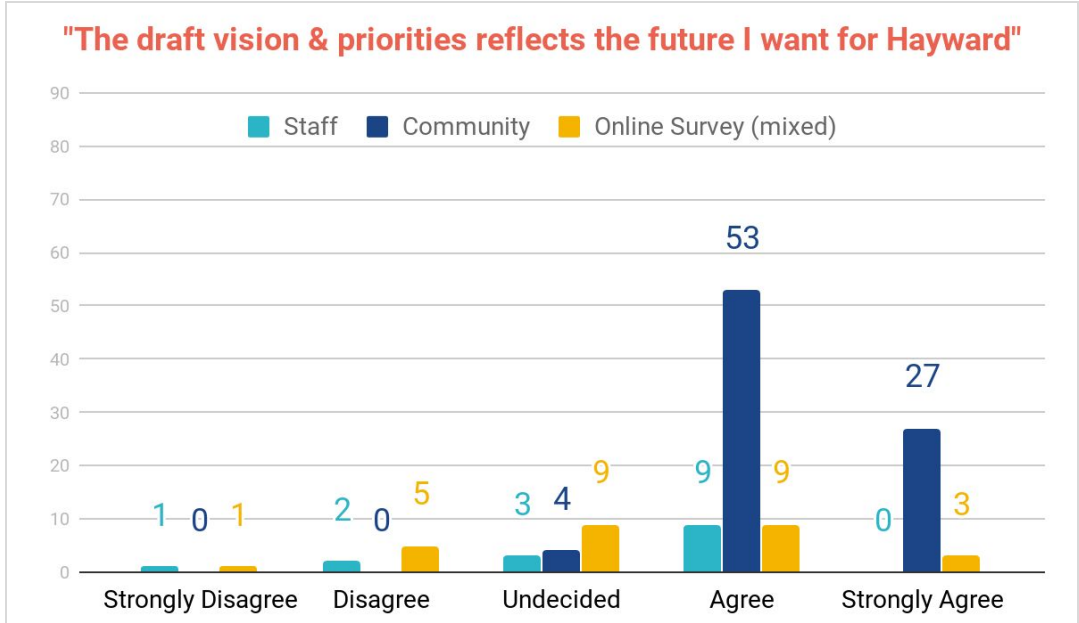
An estimated 130+ community members and 50+ staff people participated, while many more learned about the effort.

Summary of Findings

The summary below is a synthesis of findings from the community pop-ups, staff input, and an online survey. The input collected during this process adds to and reconfirms what City staff heard from the 2019 Residential Satisfaction Survey, which was a widespread, diverse, representative survey of the community.

Input on Vision & Priorities

A majority of the staff and community members who participated in the pop-up activities agree with the draft vision and priorities for Hayward. The survey results show mostly agreement and neutral responses, with some disagreement.



Comments:

- Multiple community members emphasized transportation and mobility as a priority, whether that be alleviating traffic congestion or improving public transit.
- Multiple community members reiterated that housing is a top priority, specifically underlining the importance of affordability.

Input on Projects by Priority Area

Top Votes & Comments

Community	Staff
<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <ul style="list-style-type: none"> • Provide mental health training to Police Officers to help with homelessness crisis (+3) <p>Revise Affordable Housing Ordinance (26)</p> <ul style="list-style-type: none"> • Streamline building permits (+4) • Concerns about displacement by trying to make Hayward Silicon Valley (+3) • High cost of living not addressed (+2) <p>Grow the Economy Get rid of bad commercial landlords (20) (+) Thriving local business environment</p> <ul style="list-style-type: none"> • Organic/natural food stores (+8) • More bars, restaurants & entertainment downtown (+7) • More farmers markets, public art, theater, bowling alley <p>Combat Climate Change Plant 1000 trees a year (36)</p> <ul style="list-style-type: none"> • Conserve/create more green open space <p>Ban single use plastics (26) Transition to 100% renewable energy (26)</p>	<p>Preserve, Protect, and Produce More Housing Reduce Homelessness (37)</p> <p>Grow the Economy “Cradle to Career” workforce pipelines (19)</p> <ul style="list-style-type: none"> • Increase City’s participation in youth mentorship programs, internships, etc. <p>Mobile shower/laundry service (18)</p> <p>Combat Climate Change Ban single use plastics (20)</p> <p>Improve Infrastructure Provide multi-modal enhancements (17)</p> <p>Improve Organizational Health Increase professional development, training, and succession planning (21) Increase employee home ownership (18)</p> <ul style="list-style-type: none"> • Also active transit/public transit employee commuter incentives <p>Perform a resource allocation/staff analysis.</p> <ul style="list-style-type: none"> • Hire more people; staff is stretched too thin. <p>Support Quality of Life Life Skills Education and Restorative Justice in Youth Family Services (21)</p>

Improve Infrastructure

Provide traffic mitigation management (26)

- Address roadway safety at specific locations (mostly intersections), especially the loops
- Increase public transit options and improve sidewalks

Support Quality of Life

Plant 1000 trees a year (36)

Life Skills Education and Restorative Justice in Youth Family Services (21)

- High cost of living and food insecurity is not addressed

Targeted illegal dumping prevention program (19)

Rebuilt South Hayward Youth & Family Center (19)

(+) Improve Public Education in Hayward

- "Make education the #1 priority / improve schools" (+10)

(+) Increase transparency and community engagement

- Take council meetings to the neighborhoods (+2)
- Improve gov't transparency and public information, esp budget and infrastructure spending (+3)"

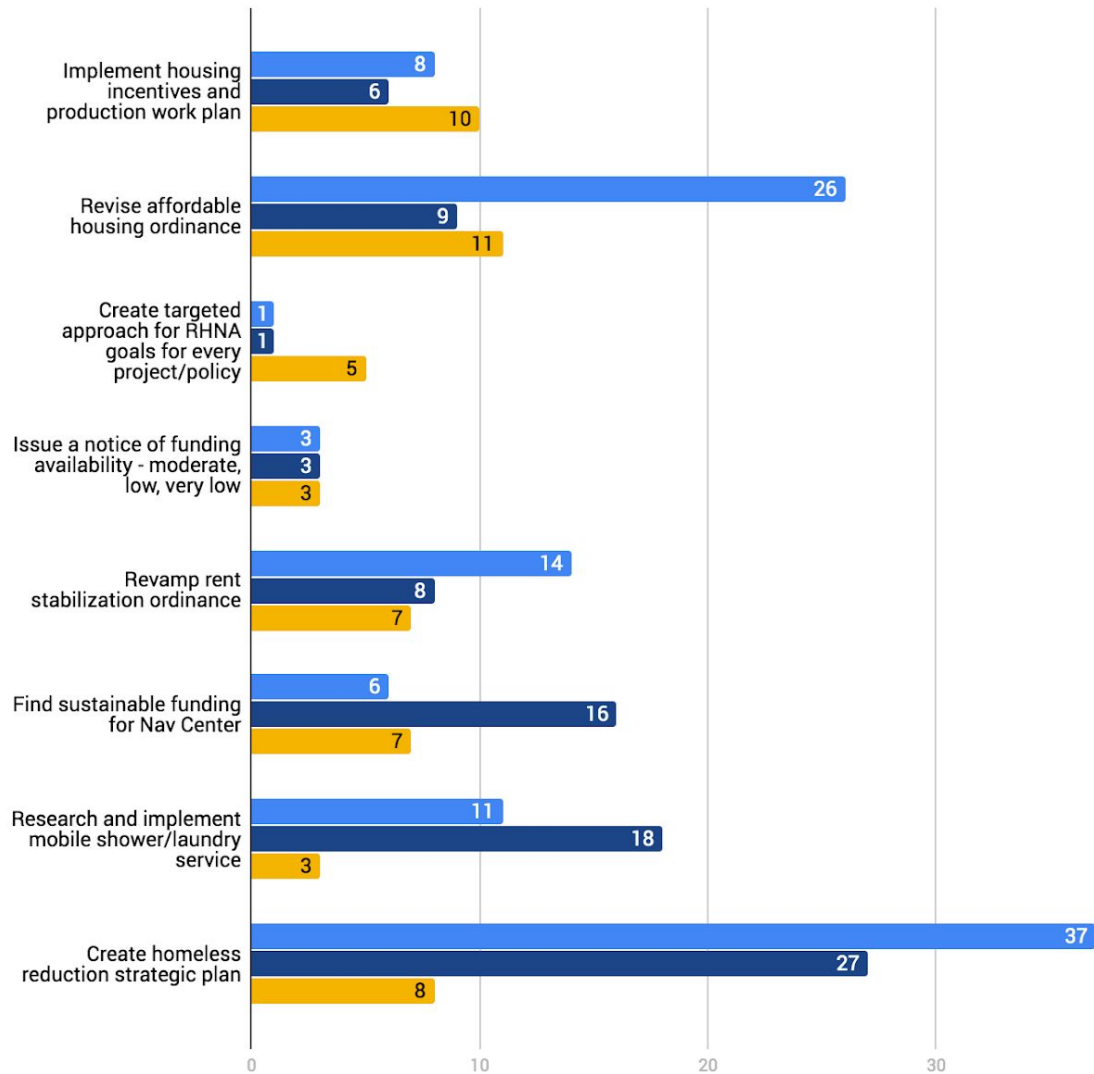
(+) Address crime to make Hayward safer

Priority 1: Preserve, Protect, and Produce More Housing

Dot Votes



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Psychological/mental health training and support programs for Police in order to help reduce homelessness.
- Streamlined building permits to speed up the development process.
- Concerns about gentrification.
- Concern about the impacts of housing and growth on existing infrastructure and service capacity.

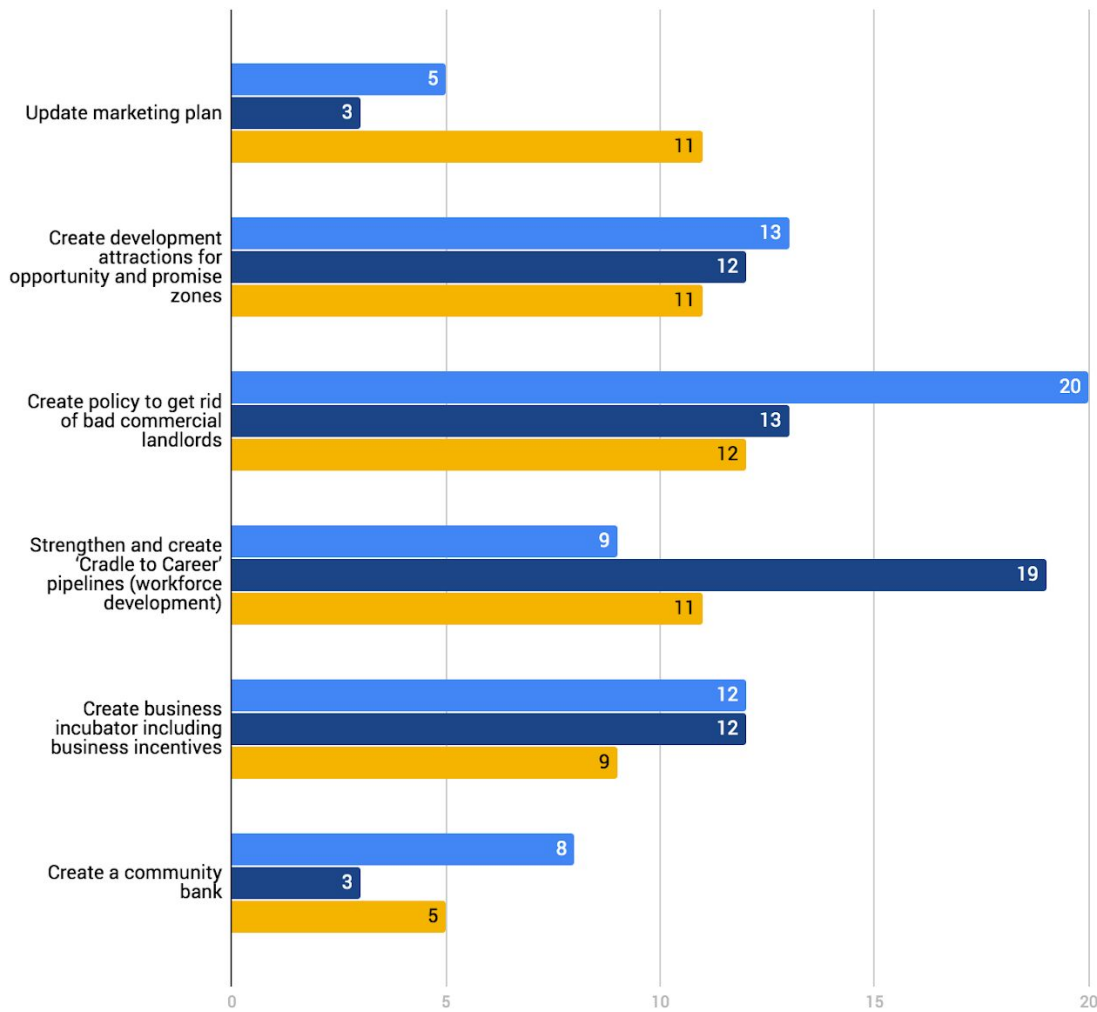
- Staff provided revisions to the language of many of the listed projects in order to clarify that these projects will benefit existing Hayward residents, homeless, and city workers.

Priority 2: *Grow the Economy*

Dot Votes:



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Numerous participants expressed a desire for the City to “bring in a Trader Joes / Sprouts / Whole Foods” type grocery store.
- A number of public comments suggested a desire for more bars.
- Similar to housing, at least one public commenter expressed concern over tech companies increasing commercial rents.

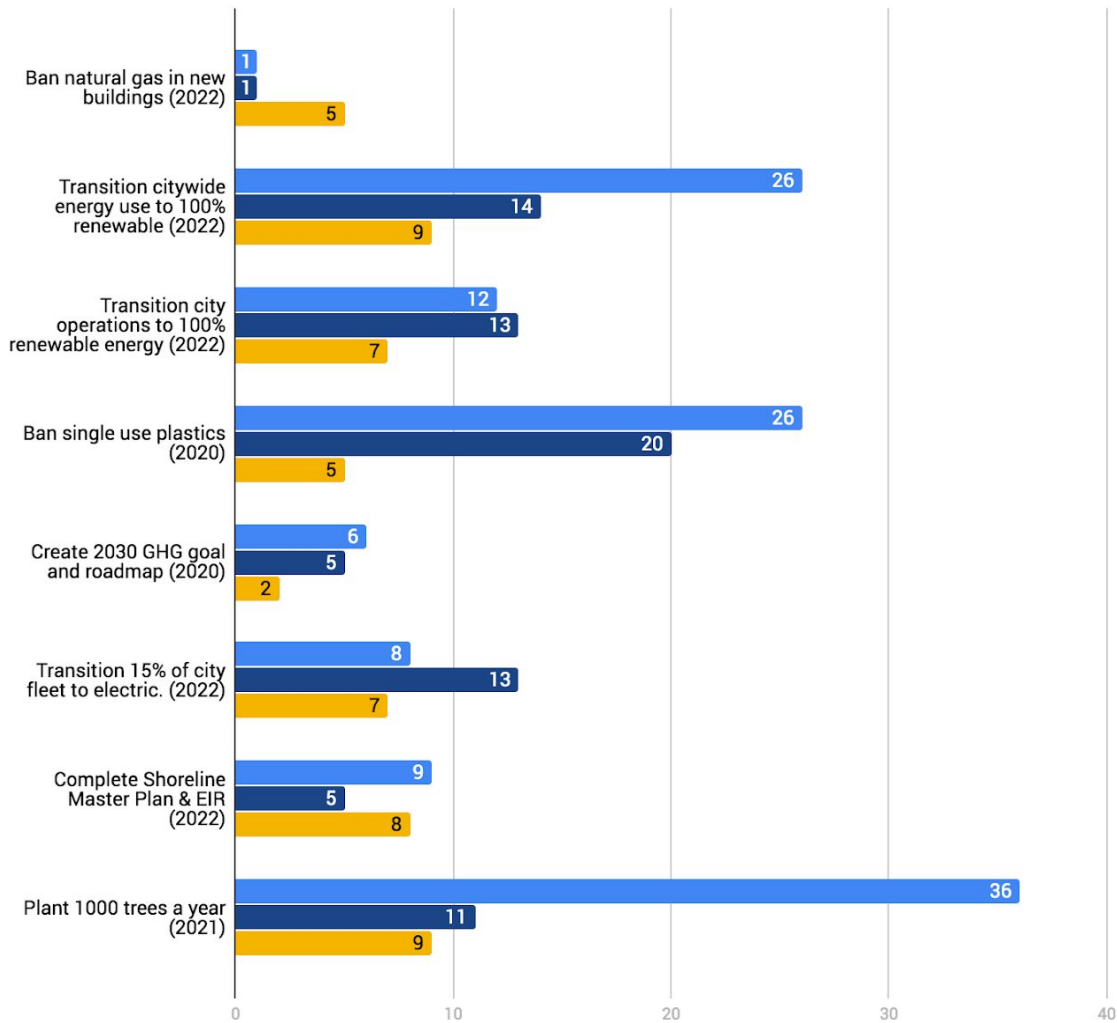
- One staff comment (also echoed in the Quality of Life category) suggested the City participate in more youth mentorship programs.

Priority 3: *Combat Climate Change*



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Some participating community members felt that “Combat Climate Change” may be too narrow in focus as it doesn’t address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.
- Several projects were suggested by staff, including organic food diversion and recovery, green infrastructure projects, and banning weed killers in city landscaping.

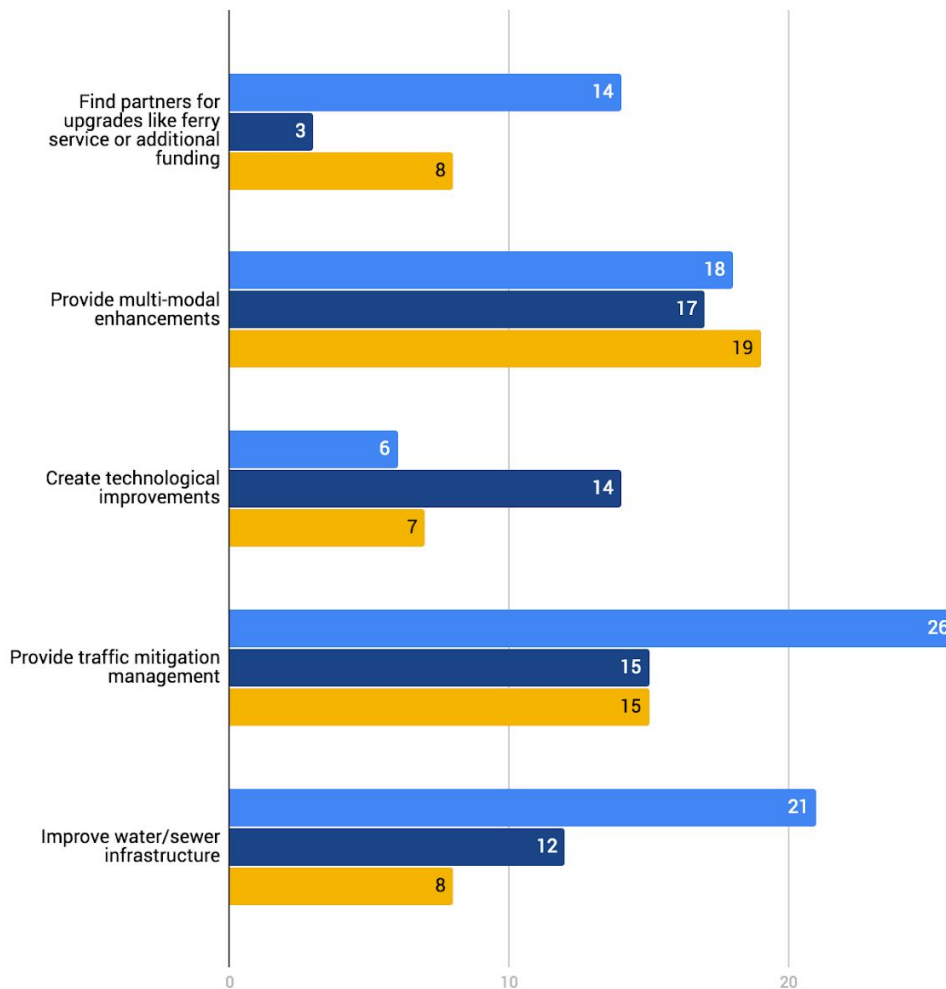
- Some staff members wondered if the targets of 100% renewable energy and the goal of electrifying 15% of the city fleet are the right targets and want to see baseline metrics.

Priority 4: Improve Infrastructure



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many participating community members and staff suggested specific roadway safety and traffic improvement projects, such as doing away with the loops, intersection video surveillance, and improvements to Highland Blvd, Jackson and B/D., D & Foothill, Freeway exists, Mission & Fourth, and other key intersections.

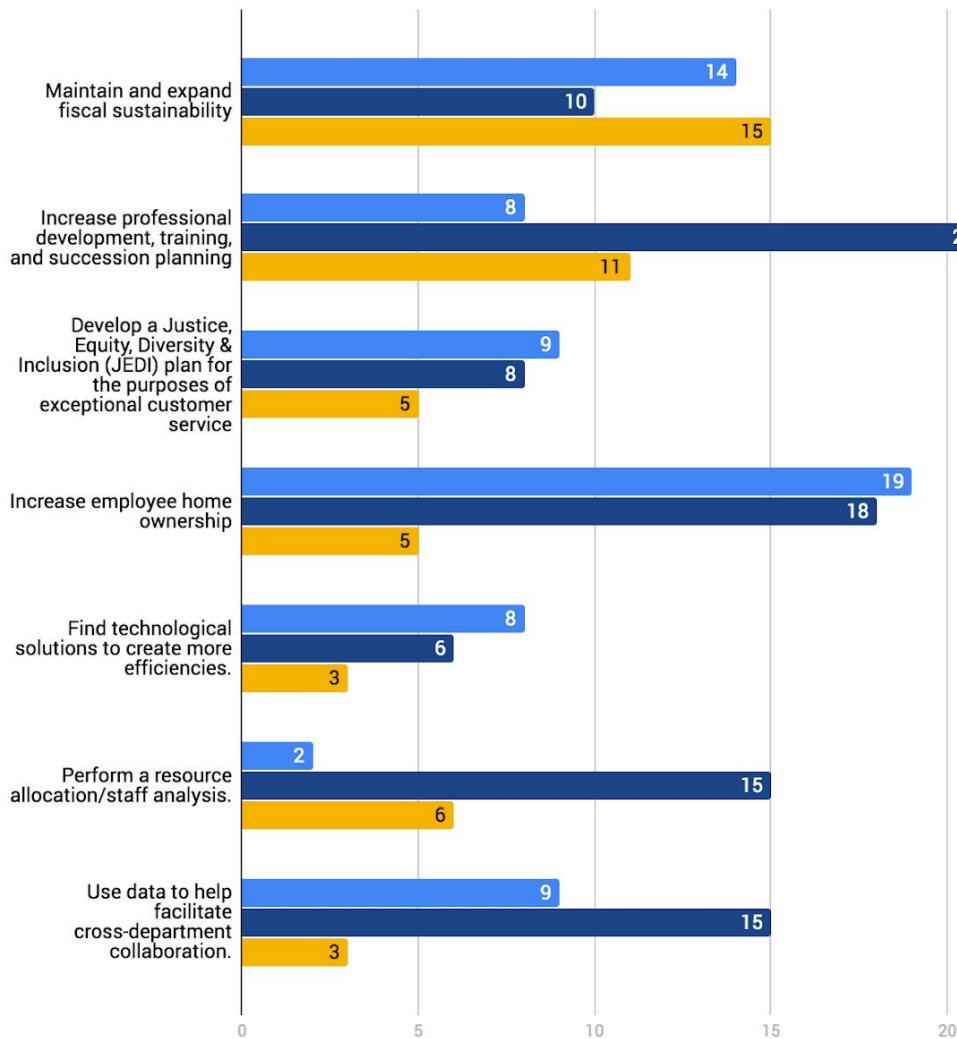
- There are some community members who worry that multimodal improvements may mean less parking and more congestion.

Priority 5: Improve Organizational Health

Dot Votes



"What do you think are the 3 most important projects?"



Key Themes from Comments:

- A few community members suggested additional mental health training programs for police.
- A number of staff comments expressed a need to hire more in-house staff to support these goals.

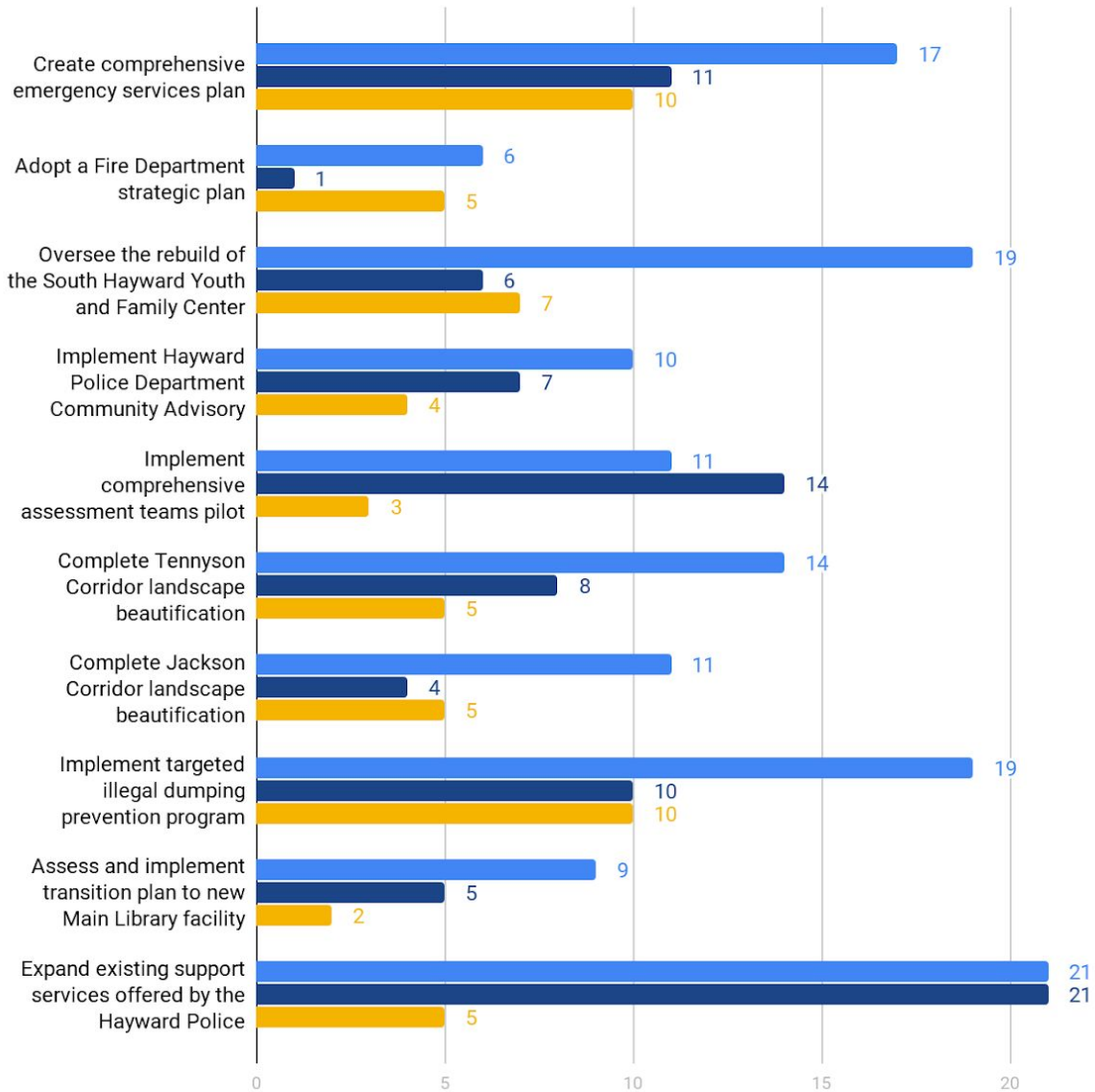
- A number of staff comments expressed the need for employee-issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff).

Priority 6: Support Quality of Life



Dot Votes

"What do you think are the 3 most important projects?"



Key Themes from Comments:

- Many community participants felt that improving the quality of public schools, supporting education, and supporting childcare were all important priorities missing from this list.
- Numerous comments from community members reiterated a general concern over crime and safety in Hayward and did not feel the project listed adequately address this.
- A few comments from the public indicated a desire for greater government transparency and proactive governance that encourages civic participation.
- Participating staff suggested more regional collaboration on emergency plans, more public information about the risks of illegal dumping, and collaborating with low income communities on the Police Department's Life Skills Education and Restorative Justice programs.

2. Engagement Efforts

Between October 30th and November 18, the City Manager's Office of the City of Hayward hosted a series of pop-up engagement events to gather input from the community (public) and city employees (staff) on the draft vision, priorities, and projects for the City's Three-Year Strategic Roadmap. An online survey was also posted on the City's website.

In addition, many department heads held meetings with key staff to discuss the projects that are relevant to their department. After these initial meetings, staff and CivicMakers organized six cross-departmental meetings to further refine the project lists.

Engagement Events

1. Public Engagement Events: October 30 - November 7, 2019

- a. Weekes Branch Library - Oct 30, 2019
- b. Farmer's Market Pop-Up Event - Nov 2, 2019
- c. Cal State University East Bay - Nov 7, 2019

2. Staff Engagement Events: October 31 - November 18, 2019

- a. City Hall
- b. Library
- c. Utility Center ("Corporation Yard")
- d. Water Pollution Control Facility
- e. Airport

3. Online Survey: October 30 - November 26, 2019

- a. Available at www.hayward-ca.gov/content/hayward-strategic-roadmap

Outreach & Engagement Methods

The community engagement events and online survey were promoted on the city's social media accounts and via the city's newsletter.

Staff engagement events were promoted via an internal email sent to all staff throughout the organization and departmental announcements. Project staff held five informational meetings at City offices across the City to solicit feedback and answer questions.

Each event included three engagement posters to share project information and solicit input on the draft Three-Year Strategic Roadmap.

The posters are shown on the following pages.

About the Hayward Strategic Roadmap

The City is working to create its first Strategic Roadmap! Here's what you need to know.

WHAT is a Strategic Roadmap?

A Strategic Roadmap is a shared vision for where the City wants to go in the near future (3 - 5 years), along with achievable next steps for how to get there. Through this process we will define a shared vision for the City and identify the top priorities and projects that need to happen in the coming years to address current gaps in achieving that vision.

WHY do we need a Strategic Roadmap?

The City is obligated to deliver essential day-to-day services, like public safety, permits and recycling. However, our community also faces critical emerging issues like homelessness and climate change. In order to continue our daily work to deliver key services (bottom of the iceberg) and also work toward solving pressing problems (tip of the iceberg), we need to decide together what to prioritize.

The Strategic Roadmap will help us minimize time-consuming reactive tasks (or "fire drills") so we can prioritize more meaningful work that will enable us to make progress toward longer-term, big-picture goals.



HOW will we create a Strategic Roadmap?

This is a collaborative effort between the community, City Council, and City staff.

The draft vision, priorities, and projects shown here today were created with input from:

- **Community input:** 2018 Community Needs Assessment; 2019 Residential Satisfaction Survey.
- **Council input:** City Council retreats (May and October 2019).
- **Staff input:** 2018 Employee Engagement Survey; executive team workshops (September and October 2019); staff interviews and focus groups across departments and levels (September 2019); Employee Engagement Survey.

Now we are asking for your feedback on the Draft Roadmap! Before we finalize the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December, 2019.

WHEN will we create a Strategic Roadmap?



HOW can I share ideas and give input?

- Add your ideas to the poster nearby!
- Visit our website at www.hayward-ca.gov/hayward-strategic-roadmap



What's Your Vision for the City of Hayward?

Review the draft vision, priorities, and projects and add dot stickers and post-its to share your input.

Draft Vision

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 tech more effectively to provide better customer service. Hayward is also developing important partnerships between CSUEB, ferry/bus/train 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.

Draft Priorities



Your Feedback

What do you think? Are we getting it right? Place a dot sticker to share your level of agreement with the following statement.

The DRAFT VISION & PRIORITIES reflects the future I want for Hayward.

1-Strongly Disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

--	--	--	--	--

Anything you would change? Anything that is missing?
Write your feedback on as many post-its as it takes!

Draft Projects

What do you think are the top 3 most important projects for each priority area? Place UP TO 3 dot stickers for each project list.

Preserve, Protect, & Produce More Housing	Grow the Economy	Combat Climate Change
<ul style="list-style-type: none"> Implement housing incentives and production work plan Revise affordable housing ordinance Create targeted approach for RHNA goals for every project/policy Issue a notice of funding availability—moderate, low, very low Revamp rent stabilization ordinance Find sustainable funding for Nav Center Research and implement mobile shower/laundry service Create homeless reduction strategic plan 	<ul style="list-style-type: none"> Update marketing plan Create development attractions for opportunity and promise zones Create policy to get rid of bad commercial landlords Strengthen and create 'Cradle to Career' pipelines (workforce development) Create business incubator including business incentives Create a community bank 	<ul style="list-style-type: none"> Ban natural gas in new buildings (2022) Transition citywide energy use to 100% renewable (2022) Transition city operations to 100% renewable energy (2022) Ban single use plastics (2020) Create 2030 GHG goal and roadmap (2020) Transition 15% of city fleet to electric (2022) Complete Shoreline Master Plan & EIR (2022) Plant 1000 trees a year (2021)

Improve Infrastructure	Improve Organizational Health	Support Quality of Life
<ul style="list-style-type: none"> Find partners for upgrades like ferry service or additional funding Provide multi-modal enhancements Examples: create more pathways to the shoreline, close streets in shopping areas, beautify and finish Jackson Street, add 7 miles of bike lanes each year, maintain pavement PCT at 70% Create technological improvements Examples: improve city's cybersecurity, implement AMI Provide traffic mitigation management Examples: develop and implement a traffic impact fee, implement traffic calming initiatives, reduce traffic congestion downtown Improve water/sewer infrastructure 	<ul style="list-style-type: none"> Maintain and expand fiscal sustainability Increase professional development, training, and succession planning Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service Increase employee home ownership Find technological solutions to create more efficiencies Perform a resource allocation/staff analysis Use data to help facilitate cross-department collaboration 	<ul style="list-style-type: none"> Create comprehensive emergency services plan Adopt a Fire Department strategic plan Oversee the rebuild of the South Hayward Youth and Family Center Implement Hayward Police Department Community Advisory Panel Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments Complete Tennyson Corridor landscape beautification Complete Jackson corridor landscape beautification Implement targeted illegal dumping prevention program Assess and implement transition plan to new Main Library facility Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice

Your Feedback **Anything you would change? Anything that is missing?** Write your feedback on as many post-its as it takes!

*Before we finalize in the Strategic Roadmap, we will summarize all input, identify themes, and incorporate recurring ideas in a revised draft to present to City Council in December.

3. Engagement Findings

Overall, we estimate that 100+ community members and 30+ staff people participated in the pop-up events, and even more staff participated in department-level meetings on this topic. There were 27 participants in the survey, and many more learned about the effort.

Community input gathered through this process is aligned with findings from the 2019 Residential Satisfaction Survey, which identified the following key priorities:

- Rising cost of living, especially the importance of affordable housing
- Homelessness
- Traffic congestion
- Neighborhood improvements
- Condition of roads and infrastructure
- Safe neighborhoods

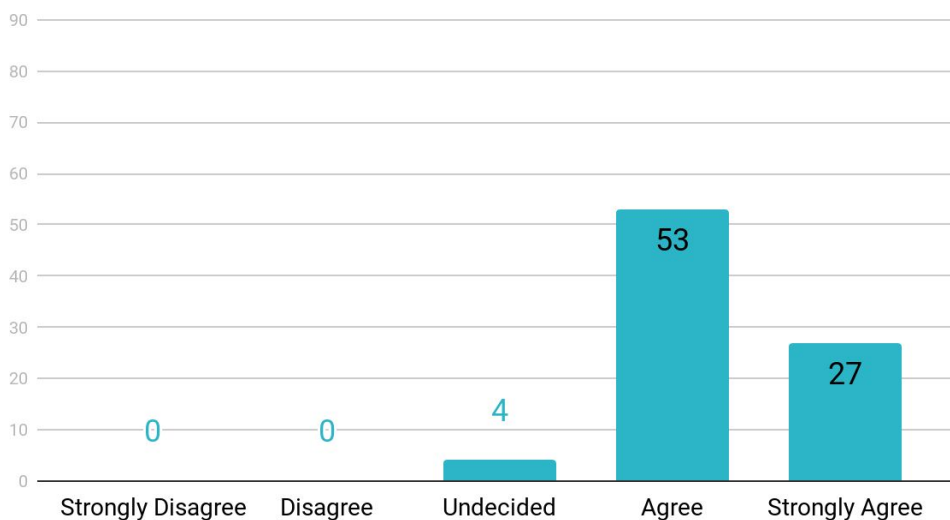
The Residential Satisfaction Survey represents a widespread, diverse, and representative survey of the Hayward community.

Overall Vision & Priorities

Public Input

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

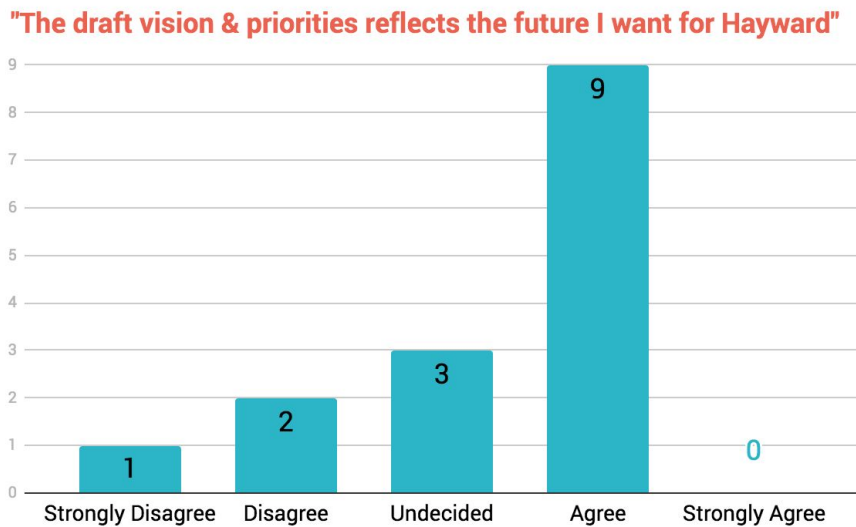
A majority of the public who participated in the pop-up activities agree with the draft vision and priorities for Hayward.

Comments

- Multiple comments (with 4 total supporting votes) reiterated housing as a priority—multiple underlining “affordability”
- Multiple comments (with 5 total supporting votes) emphasized transportation and mobility, whether that be improving traffic congestion or adding more public transit.
- Some comments suggested priorities related to food systems: food insecurity and access to healthier food options.
- Some comments suggested the priority “Combat Climate Change” could use language that is more inclusive of broader environmental goals, like protecting the environment and wildlife, green buildings or design, and water filtration.

Staff Input

Dot Votes



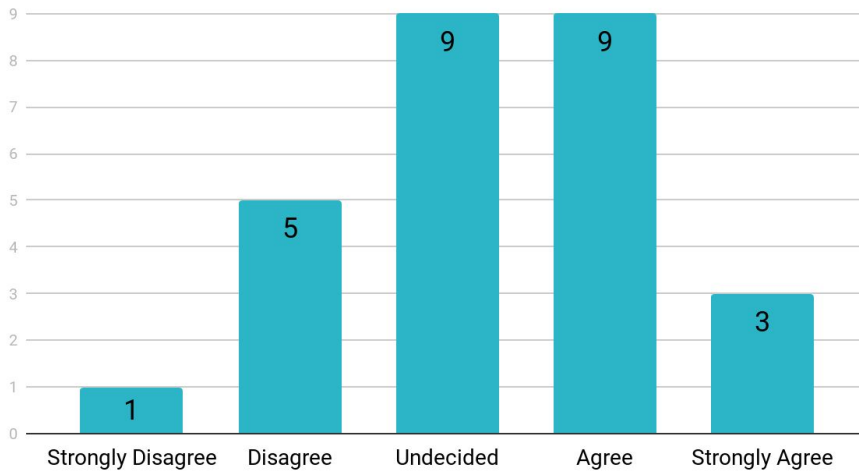
Takeaway:

A majority of staff who participated in the engagement activity agree with the draft vision and priorities for Hayward.

Online Survey (Mixed)

Dot Votes

"The draft vision & priorities reflects the future I want for Hayward"



Takeaway:

Participants of the online survey seemed to have mixed to positive feelings about the vision statement. Those who were undecided or disagreed commented that the vision was too vague or don't want growth and higher density due to frustrations with growing traffic congestion.

Comments

- Multiple comments promoted anti-growth sentiment and wanted to see traffic congestion more explicitly addressed in the vision.
- Two comments wanted to see language that promotes Hayward for its unique character, rather than just "an extension of Silicon Valley."
- Three comments emphasized housing as a goal, specifically in regards to prevent displacement. One wanted to see "diversity" explicitly stated in the language of the vision.
- Three comments emphasized attracting innovative businesses and higher paying jobs to Hayward.

Priority 1: Preserve, Protect, and Produce More Housing

Public Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	37
2	Revise affordable housing ordinance	26
3	Revamp rent stabilization ordinance	14
4	Research and implement mobile shower/laundry service	11
5	Implement housing incentives and production work plan	8
6	Find sustainable funding for Nav Center	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway:

The top priority of community participants is addressing homelessness in the community, especially as residents feel it affects their quality of life. Secondly, the creation and protection of affordable housing, especially for renters is also important.

Comments

Project List Suggestions:

Revisions:

- Re: Research and implement mobile shower/laundry service
 - "Mobile bathrooms (in addition to shower and laundry service) for homeless"
- Re: Create homeless reduction strategic plan
 - "Implement additional psychological/mental health training and support programs for Police (+1)"

New:

- "Streamline building permits (+3)"
- "Better public info for housing protection laws"

Concerns & Questions:

- Impacts of housing and growth on existing infrastructure and service capacity.
- Displacement not addressed. A couple of comments were wary about the “Silicon Valley -type” / tech companies leading to displacement of existing residents.
- Development on fault lines: “It is irresponsible to build on the Hayward fault”
- Unclear about terminology: “What is a Nav Center?”

Staff Input

Dot Votes

Rank	Project	Votes
1	Create homeless reduction strategic plan	27
2	Research and implement mobile shower/laundry service	18
3	Find sustainable funding for Nav Center	16
4	Revise affordable housing ordinance	9
5	Revamp rent stabilization ordinance	8
6	Implement housing incentives and production work plan	6
7	Issue a notice of funding availability - moderate, low, very low	3
8	Create targeted approach for RHNA goals for every project/policy	1

Takeaway: A majority of staff voted to prioritize projects that tackle homelessness (see the top three projects).

Comments

Project List Suggestions:

Revisions:

- Re: Implement housing incentives and production work plan
 - “(Add language) For city workers”
 - “Build public housing. (No more private)”
 - “Less focus on ADUs to solve housing crisis”
- Re: Revise affordable housing ordinance
 - “ To help old and young Hayward residents”
- Re: Issue a notice of funding availability - moderate, low, very low

- "(Add language) Loans for new small business shops"
- Re: Find sustainable funding for Nav Center
 - "Sustainable funding for nav centers ≠ private funding"
- Re: Revamp rent stabilization ordinance
 - "(Add language)To help city workers + senior citizens"
- Re: Research and implement mobile shower/laundry service
 - "(Add language) For homeless people"
- Re: Create homeless reduction strategic plan
 - "(Add language) Help homeless to reunite with families or friends"

New:

- "Consider more public restrooms downtown"
- One commenter suggested providing "ALL field working employees" with literature or resource materials to distribute to the public about City services and resources like the Nav Centers.

Concerns & Questions:

- None

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Revise affordable housing ordinance	11
2	Implement housing incentives and production work plan	10
3	Create homeless reduction strategic plan	8
4	Find sustainable funding for Nav Center	7
5	Revamp rent stabilization ordinance	7
6	Create targeted approach for RHNA goals for every project/policy	5
7	Research and implement mobile shower/laundry service	3
8	Issue a notice of funding availability - moderate, low, very low	3

Takeaway: A majority of respondents want to see the affordable housing ordinance revised, housing incentives and production work plan implemented, and a homeless reduction strategic plan created.

Comments

Project List Suggestions:

Revisions:

- Re: Create homeless reduction strategic plan
 - Skills/workforce development for homeless

New:

- One commenter want to see the creation of affordable “workforce housing”

Concerns & Questions:

None

Priority 2: Grow the Economy

Public Input

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	20
2	Create development attractions for opportunity and promise zones	13
3	Create business incubator including business incentives	12
4	Strengthen and create 'Cradle to Career' pipelines (workforce development)	9
5	Create a community bank	8
6	Update marketing plan	5

Takeaway:

Overall, the public participants were most interested in the creation of a thriving local business environment that caters to their tastes: more restaurants, alcohol beverage serving establishments, "natural, organic" grocery stores, bowling alley, public art, theater, etc.

Comments

Project List Suggestions:

Revisions:

- Re: Create development attractions for opportunity and promise zones
 - "Memphis opportunity zone as a good example"
- Re: Create business incubator including business incentives
 - "Tie incubators to existing business + industry you want to target"
- Re: Update marketing plan
 - Support more public art

New:

- One comment with 7 votes expressed desire for the City to "bring in a Trader Joes / Sprouts / Whole Foods" type grocery store.
- A number of comments suggested a desire for more bars.
 - Some voters agreed with a comment that the city should permit beverage-only businesses.
 - Additionally, another commenter suggested the city should assist new food and drink businesses get permits.

- A couple commenters expressed disappointment with some recent bars that had to shut down or displeasure in the variety of bar options in the city.
- "Support worker co-ops"
- "Increase minimum wage!"

Concerns & Questions:

- Re: Create community bank - What about interest rate? Who is this meant to benefit?
- Similar to housing, at least one commenter expressed concern over tech companies increasing commercial rents.

Staff Input

Dot Votes

Rank	Project	Votes
1	Strengthen and create 'Cradle to Career' pipelines (workforce development)	19
2	Create policy to get rid of bad commercial landlords	13
3	Create development attractions for opportunity and promise zones	12
4	Create business incubator including business incentives	12
5	Update marketing plan	3
6	Create a community bank	3

Takeaway: Staff want to prioritize workforce development programs.

Comments

Project List Suggestions:

Revisions:

- Re: Strengthen and create 'Cradle to Career' pipelines (workforce development)
 - "Would love to see mentorship programs across the organization with HS students"

Concerns & Questions:

- "Not sure how effective a marketing plan is!"
- "Bad landlords litter the low income families or tenants when they litter the sidewalk with old furniture from vacancy"

Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Create policy to get rid of bad commercial landlords	12
2	Strengthen and create 'Cradle to Career' pipelines (workforce development)	11
3	Create development attractions for opportunity and promise zones	11
4	Update marketing plan	11
5	Create business incubator including business incentives	9
6	Create a community bank	5

Takeaway: A majority of respondents want to see bad commercial landlords removed.

Comments

Project List Suggestions:

Revisions:

- Re: Update marketing plan
 - "Find partners to build a small theater/music hall downtown to attract visitors from around the Bay Area. The easy BART access supports this. (The Lescher Center in Walnut Creek, or the smaller venues in downtown Napa and downtown Pleasanton are models to check. (Two or three hundred seats are plenty"
 - In regards to lot and barn owned by U-Haul next to eastbound highway 92 near the SMH bridge toll plaza. "Partner with donors and the property owner or East Bay Parks to put a nice gateway monument there. It could also include a tasteful electronic billboard to advertise Hayward events and Hayward businesses."

New:

- "Consider an Economic Development Corporation along with the Community Bank to dramatically improve nimbleness and flexibility in responding to opportunities"
- More cooperation with Cal State East Bay and to integrate students into the city to benefit local economy—example: housing downtown.

Concerns & Questions:

None

Priority 3: Combat Climate Change

Public Input

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	36
2	Ban single use plastics (2020)	26
3	Transition citywide energy use to 100% renewable (2022)	26
4	Transition city operations to 100% renewable energy (2022)	12
5	Complete Shoreline Master Plan & EIR (2022)	9
6	Transition 15% of city fleet to electric. (2022)	8
7	Create 2030 GHG goal and roadmap (2020)	6
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Participants are most interested in seeing 1000 trees planted by 2022 followed by a ban on single use plastics and the Hayward's transition to 100% renewable energy. However, some thought "Combat Climate Change" may be too narrow in focus as it doesn't address broader environmental and sustainability goals: water conservation, sea level rise, and environment and wildlife protection.

Comments

Project List Suggestions:

Revisions:

- Re: Transition citywide energy use to 100% renewable (2022)
 - "Electricity should come from solar panels (15% city fleet)"
- Re: Plant 1000 trees a year (2021)
 - "Arbor Foundation can help with [planting trees]"

New:

- Some comments (with 2 total supporting votes) expressed an interest in seeing the city's list also tackle water conservation, sea level rise, and environment and wildlife protection projects.

- There were two comments that advocated the City push for a green economy, incentivizing “Hayward businesses to become greener and use sustainable and environmentally friendly business models.”

Concerns & Questions:

- Re: Banning single use plastics
 - “Not a large enough help”
 - “What is the impact of banning plastic?”
- Re: Transition citywide energy use to 100% renewable (2022)
 - “What is City's renewable energy use now?”
- Re: Ban natural gas in new buildings (2022)
 - “Don't ban natural gas”

Staff Input

Dot Votes

Rank	Project	Votes
1	Ban single use plastics (2020)	20
2	Transition citywide energy use to 100% renewable (2022)	14
3	Transition city operations to 100% renewable energy (2022)	13
4	Transition 15% of city fleet to electric. (2022)	13
5	Plant 1000 trees a year (2021)	11
6	Complete Shoreline Master Plan & EIR (2022)	5
7	Create 2030 GHG goal and roadmap (2020)	5
8	Ban natural gas in new buildings (2022)	1

Takeaway:

Staff want to see a ban on single use plastics, a transition to 100% renewable energy, and 1000 trees planted. Staff want to see baseline metrics and data.

Comments

Project List Suggestions:

Revisions:

- Re: Ban natural gas in new buildings (2022)
 - “Natural gas ban for residential only. Commercial needs gas.”

- Re: Plant 1000 trees a year (2021)
 - "(Add language) To help clean the air and beautify the city"

New:

- "Meet all SB1383 organic diversion and food recovery regulations"
- "Complete 20% of city area converted with green infrastructure projects"
- "Ban use of weed killer roundup / glyphosate at all city landscapes and HOA common areas"

Concerns & Questions:

- General: "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition citywide energy use to 100% renewable (2022) / Transition city operations to 100% renewable energy (2022)
 - "Is 100% realistic? At what cost?"
 - "Do we have baseline metrics/data for projects (e.g. energy use)?"
- Re: Transition 15% of city fleet to electric. (2022)
 - Is 15% a bit low for electric vehicle goal?

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Plant 1000 trees a year (2021)	9
2	Transition citywide energy use to 100% renewable (2022)	9
3	Complete Shoreline Master Plan & EIR (2022)	8
4	Transition city operations to 100% renewable energy (2022)	7
5	Transition 15% of city fleet to electric. (2022)	7
6	Ban natural gas in new buildings (2022)	5
7	Ban single use plastics (2020)	5
8	Create 2030 GHG goal and roadmap (2020)	2

Takeaway: A majority of respondents want 1000 trees planted by 2021 and the City to transition to 100% renewable energy.

Comments

Project List Suggestions:

New:

- "Conserve green park space in some areas such as Ruby Meadows"
- "Build a city operated recycling center to encourage residents to stop illegal dumping. Main replacement program to upgrade the current water distribution system. Start replacing the current 70% asbestos concrete pipe still in the ground. This work can be done in house within the water department."

Concerns & Questions:

- One commenter sees climate goals and projects as competing with economic development goals.

Priority 4: Improve Infrastructure

Public Input

Dot Votes

Rank	Project	Votes
1	Provide traffic mitigation management	26
2	Improve water/sewer infrastructure	21
3	Provide multi-modal enhancements	18
4	Find partners for upgrades like ferry service or additional funding	14
5	Create technological improvements	6

Takeaway:

Participating community members want to see traffic safety improvement projects explicitly listed. Many also support multi-modal enhancements, especially increasing public transit options and services. However, there are some skeptics who worry this may mean less parking and more congestion. Improvements to water/sewer infrastructure is also supported.

Comments

Project List Suggestions:

Revisions:

- Re: Provide traffic mitigation management
 - "Intersection Mission, D & Jackson is too crowded in AM"

New:

- Numerous comments expressed safety concerns over road infrastructure and design.
 - "Explicitly mention safe (in regards to traffic and roads)"
 - "Jackson and B St. traffic and accidents are bad"
 - "The Loop is a huge problem and will only get worse with more development" (+6)
 - "D. Street to Foothill - lines on the road are very confusing and unsafe" (+1)
 - "Improve Freeway exits (e.g., Southland Mall)"
 - "Synchronize signal light at Mission and Fourth"
- "Sidewalk improvements"
- "Improve public transport and parking"
 - "Free bus services to college campuses"

- "Lease extra city fiber optics so businesses and residents can get away from Comcast & AT&T" (+1)

Concerns & Questions:

- Re: Provide traffic mitigation management
 - "No! Waste of taxpayers' money."
- Re: Provide multi-modal enhancements
 - "Don't close streets to appraise bikes"
- Re: Create technological improvements
 - "Cybersecurity is a waste of money. Skeptical over use of AI."

Staff Input

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	17
2	Provide traffic mitigation management	15
3	Create technological improvements	14
4	Improve water/sewer infrastructure	12
5	Find partners for upgrades like ferry service or additional funding	3

Takeaway:

Priority projects of staff are mainly related to transportation and mobility.

Comments

Project List Suggestions:

Revisions:

- "Include ways for Dept. that have ongoing duties to see themselves in plan."
- Re: Create technological improvements
 - "How about safer exchange zone area in the PD parking lot for modern online transaction exchanges. Citrus heights has it. 24 hour video surveillance "
- Re: Provide traffic mitigation management
 - "Open Highland Blvd completely upper/lower to improve traffic."
 - "Get rid of the loops"
- Re: Improve water/sewer infrastructure

- "Include "Install- capture devices under " Improve infrastructure" to comply with storm water mandate."
- "Main replacement program to help reduce 70% of the asbestos pipe in Hayward water system."
- "Invite Union City & San Leandro to join lift stations and sewer lines for the water high flows on rainy..."
- "Get Water a new tractor with high pressure hydro excavation capabilities and let us keep the old sewer hand-me-down that we currently have too."

New:

- None

Concerns & Questions:

- Re: Find partners for upgrades like ferry service or additional funding
 - "Provide more specificity (ferry project description)"
 - "Ferry? Where that won't impact sea level rise and traffic?"

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Provide multi-modal enhancements	19
2	Provide traffic mitigation management	15
3	Improve water/sewer infrastructure	8
4	Find partners for upgrades like ferry service or additional funding	8
5	Create technological improvements	7

Takeaway: A majority of respondents want to see multi-modal enhancements and traffic mitigation projects.

Comments

None

Priority 5: Improve Organizational Health

Public Input

Dot Votes

Rank	Project	Votes
1	Increase employee home ownership	19
2	Maintain and expand fiscal sustainability	14
3	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	9
4	Use data to help facilitate cross-department collaboration.	9
5	Increase professional development, training, and succession planning	8
6	Find technological solutions to create more efficiencies.	8
7	Perform a resource allocation/staff analysis.	2

Takeaway:

Participating community members didn't have much specific feedback, though there is a general interest in supporting projects that improve organizational health.

Comments

Project List Suggestions:

Revisions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service / Increase professional development, training, and succession planning
 - "Implement additional psychological/mental health training and support programs for Police (+1)"

Concerns & Questions:

- Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service
 - "JEDI term is confusing"

Staff Input

Dot Votes

Rank	Project	Votes
1	Increase professional development, training, and succession planning	21
2	Increase employee home ownership	18
3	Perform a resource allocation/staff analysis	15
4	Use data to help facilitate cross-department collaboration	15
5	Maintain and expand fiscal sustainability	10
6	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	8
7	Find technological solutions to create more efficiencies.	6

Takeaway:

Many staff want to prioritize professional development and training, assistance programs that help retain City employee (reduce turnover over cost of living), as well as technological upgrades that create more efficiencies and improve communication.

Comments

Project List Suggestions:

Revisions:

- Re: Find technological solutions to create more efficiencies.
 - A number of staff comments expressed the need for employee issued mobile devices (e.g. phones, tablets, and/or laptops) with reliable service and wifi/hotspots for field staff)
- Re: Increase professional development, training, and succession planning
 - One comment proposed offering employees memberships to online learning platforms
- Re: Use data to help facilitate cross-department collaboration.
 - "Share information between water utilities + sewer lift stations specifically for wet weather"

- “Work with Fire to look for opportunities to clear easements and possibly create fire breaks – get rid of invasive, non-native, highly flammable eucalyptus trees “
- Re: Maintain and expand fiscal sustainability
 - “Purchase trench plates rather than rent them all the time.”

New:

- There were at least two comments that expressed interest in engaging and mentoring youth interested in public sector careers
 - “Would love to see mentorship programs across the organization with HS students”
 - “Recruit more interns for different Dept's + Divisions”
- “Active transit and or public transit employee commute incentive program”

Concerns & Questions:

- Re: Increase professional development, training, and succession planning
 - One commenter promoted internal skill sharing between City staff and organizations: “Can current staffing support these goals? Create incentives + take on move or cross train/assist”
- A number of comments expressed a need to hire more in-house staff, pointing to employee stress, capacity-stretched departments, and frustrations managing projects outside contractors.
- One commenter expressed concern over inefficiencies and project failures caused miscommunication
 - “So there's a big communication gap between contractors and our project planners you will see a street just overlaid with asphalt and restripped two weeks later. A contractor is digging up a street for more.”

Online Survey (Mixed)

Dot Votes

Rank	Project	Votes
1	Maintain and expand fiscal sustainability	15
2	Increase professional development, training, and succession planning	11
3	Perform a resource allocation/staff analysis.	6
4	Develop a Justice, Equity, Diversity & Inclusion (JEDI) plan for the purposes of exceptional customer service	5

5	Increase employee home ownership	5
6	Find technological solutions to create more efficiencies.	3
7	Use data to help facilitate cross-department collaboration.	3

Takeaway: Many respondents want fiscal sustainability maintained and expanded.

Comments

None

Priority 6: Support Quality of Life

Public Input

Dot Votes

Rank	Project	Votes
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement targeted illegal dumping prevention program	19
3	Oversee the rebuild of the South Hayward Youth and Family Center	19
4	Create comprehensive emergency services plan	17
5	Complete Tennyson Corridor landscape beautification	14
6	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	11
7	Complete Jackson Corridor landscape beautification	11
8	Implement Hayward Police Department Community Advisory Panel	10
9	Assess and implement a transition plan to new Main Library facility	9
10	Adopt a Fire Department strategic plan	6

Takeaway:

Projects that support education and crime prevention are general priorities for members of the public who participated.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “YFS should be managed under different dept than PD”

- Re: Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments
 - “Implement additional psychological/mental health training and support programs for Police (+1)”

New:

- Education is a top priority for the public. One comment that said “ Make education the #1 priority / improve schools” received an additional 10 votes.
 - “Work with school district to provide affordable childcare (+2)”
 - “Positive youth programs and activities (+3)”
 - “More support for immigrants (+1)”
- A few comments indicated a desire for greater government transparency and proactive governance that encourage civic participation.
 - “Improve voter turnout”
 - “Take council meetings to the neighborhoods (+2)”
 - “Improve govt transparency and public information / budget transparency, esp around city infrastructure (+3)”
- A few comments asked for increased crime prevention initiatives at:
 - BART (to/from)
 - Parks
- There was a general desire for public spaces and programming
 - One comment suggested temporary activation of empty lots via the creation of community gardens
 - “More Farmer’s Markets”
 - “Diverse community events”
 - More parks and community spaces according to a couple of comments
- “Offer more access to vaccines”

Concerns & Questions:

- Numerous comments and votes reiterated a general concern over crime and safety in Hayward.
- Food insecurity is not addressed
- High cost of living is not addressed

Staff Input

Dot Votes

Rank	Project	Votes
1	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	21
2	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	14
3	Create comprehensive emergency services plan	11
4	Implement targeted illegal dumping prevention program	10
5	Complete Tennyson Corridor landscape beautification	8
6	Implement Hayward Police Department Community Advisory Panel	7
7	Oversee the rebuild of the South Hayward Youth and Family Center	6
8	Assess and implement a transition plan to new Main Library facility	5
9	Complete Jackson Corridor landscape beautification	4
10	Adopt a Fire Department strategic plan	1

Takeaway:

Priority project: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice.

Comments

Project List Suggestions:

Revisions:

- Re: Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice
 - “ Invite the low income neighborhoods + communities to inform educate”
- Re: Implement targeted illegal dumping prevention program
 - “Add on utilities bills information [about] how illegal dumping can be slow down make people aware of Big Fire”

- Re: Create comprehensive emergency services plan
 - "Ask neighbor cities for emergency plans floods earthquakes fires"
 - "[Hire] safety coordinator"

New:

- Identify opportunities for the creation of more open space
 - "Moratorium on building on the Hayward Hills"

Concerns & Questions:

- Re: Oversee the rebuild of the South Hayward Youth and Family Center
 - "Is Matt Jimenez Community Center a part of South Hayward Youth & Family Rebuild?"
 - "Matt Jimenez Community Center is fairly new and in good shape"
- Re: Assess and implement a transition plan to new Main Library facility
 - "Isn't it too late to "assess & implement transition plan to new library? We already transitioned."

Online Survey (Mixed)

Dot Votes

Rank	Project	Vote s
1	Implement targeted illegal dumping prevention program	10
2	Create comprehensive emergency services plan	10
3	Oversee the rebuild of the South Hayward Youth and Family Center	7
4	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include Life Skills Education and Restorative Justice	5
5	Adopt a Fire Department strategic plan	5
6	Complete Jackson Corridor landscape beautification	5
7	Complete Tennyson Corridor landscape beautification	5
8	Implement Hayward Police Department Community Advisory Panel	4
9	Implement comprehensive assessment teams pilot program with Alameda County Health Care Services and explore other mental health response models with public safety departments	3
10	Assess and implement a transition plan to new Main Library facility	2

Takeaway:

The priority project for respondents was to implement a targeted illegal dumping prevention program and create a comprehensive emergency services plan.

Comments**Project List Suggestions:**

New:

- Two commenters want to see more public art (“not just murals) and cultural events

Concerns & Questions:

None