Strategic Roadmap

FY2021 to FY2023 Project List

Revised December 10, 2019

DRAFT STRATEGIC PRIORITIES

- Preserve, Protect & Produce Housing
- Grow the Economy
- Combat Climate Change
- Improve Infrastructure
- Improve Organizational Health
- Support Quality of Life

Key

Department		Department		Department	
City Manager (CM)		Community Services (CSD)		Development Services (DSD)	
Economic Development (ED)		Finance (FIN)		Fire (FD)	
Housing (H)		Human Resources (HR)		Information Technology (IT)	
Library (LIB)		Maintenance (MS)		Planning (PL)	
Police (PD)		Public Works & Utilities (PW&U)			

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.

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Preserve, Protect, and Produce Housing for All

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
1	**Sustain the Navigation Center to house and support the homeless**						
	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 accordance to state housing limits**						
	Explore moderate-income financing model	H		■			
	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	H			■		

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#	Task	Lead	Support					
	Create marketing materials for incentivizing housing production	H				H		
	Expand emergency shelter sites in Hayward	H		H	H	H	H	
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	H		H				
	Hold work session for potential revisions	H						H
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	H		H				
	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	H			H			
7	**Recommend updates to the Rent Stabilization Ordinance**							
	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	H		H				
	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	H			H	H		
8	**Pursue state housing funding opportunities**							
	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	H	All	H	H	H		
	Apply for state housing funding to support strategic partnerships and Council priorities	H	All	H	H	H		
9	**Update the Housing Element Plan**	DSD			DSD			
10	**Implement a soft story ordinance**	DSD		DSD	DSD	DSD	DSD	

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City of Hayward Strategic Roadmap
Grow the Economy

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	**Update and implement a marketing plan, including an Opportunity Zone campaign**						
	Update the marketing plan	ED	CMR	■			
	Implement the marketing plan	ED	CMR		■	■	■
2	**Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites**						
	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 discussions regarding future redevelopment of the City Center properties**						
	Complete deconstruction	CM	DSD PW&U	■			
	Commence discussions on property redevelopment	CM	DSD	■			
	Finalize disposition & development agreement	CM	DSD		■		
	Implement disposition & development agreement	CM	DSD			■	■

City Manager (CM) ■ Community Services (CSD) ■ Economic Development (ED) ■

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Police (PD) ■ Public Works & Utilities (PW&U) ■ CMR ■

#	Task	Lead	Support				
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 restaurants**						
	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		▓		

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Police (PD)	▓	Public Works & Utilities (PW&U)	▓	CMR	▓

City of Hayward Strategic Roadmap
Improve Infrastructure

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
**OVERALL: Investigate outside funding opportunities:** Look for outside funding from state, federal, and regional sources for new infrastructure projects like the recycled water facility, the corp yard, and a new police station						
Multi-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		▓			

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#	Task	Dept 1	Dept 2				
	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	▪ (green)			
	Construct additional EV charging facilities	MS	PW&U		▪ (green)	▪ (green)	▪ (green)

	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		▪ (blue)		
11	**Upgrade and maintain Airport infrastructure and facilities**						
	Rehabilitate the pavement in phases	PW&U			▪	▪	▪

Legend:

Department	Color	Department	Color	Department	Color
City Manager (CM)	▪	Community Services (CSD)	▪	Economic Development (ED)	▪
Development Services (DSD)	▪	Finance (FIN)	▪	Fire (FD)	▪
Housing (H)	▪	Human Resources (HR)	▪	Information Technology (IT)	▪
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#	Task	Lead	Support				
	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	■	■	■	

Water Supply, Sanitation & Storm Sewers							

#	Task	Lead	Support				
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 installing trash capture devices**						
	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		■	■		

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Information 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					

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City of Hayward Strategic Roadmap
Improve Organizational Health

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	Y3+
Fiscal 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		▦	▦	▦	▦
Racial Equity							
2	**Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate 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	▣	▣	▣	▣
Employee Engagement, Professional Development & Retention							
5	**Continue to support and build capacity for lean innovation throughout the organization**	CM	All	▣	▣	▣	
6	**Performing staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts***	FIN	HR All	▦	▦	▦	

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Police (PD)	■	Public Works & Utilities (PW&U)	■	CMR	■

#	Initiative	Lead	Support					
	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	▩	▩	▩		

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Efficient, Safe & Collaborative Work Environment

14 — Establish and implement solutions which increase our security footprint and reduce the risk of system outages for business-critical systems (security & business continuity)

	Item	Dept	Dept
	Establish an Information security awareness training and outreach program	IT	
	Upgrade water utility technology	IT	

15 — Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents (data-driven)

	Item	Dept	Dept
	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT	
	Implement new online planning and permitting solution	IT	DSD PW&U

16 — Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)

	Item	Dept	Dept
	Improve IT asset management program	IT	
	Establish new mobile device management solution	IT	

17 — Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)

	Item	Dept	Dept
	Replace aging fiber optic lines between City facilities	IT	
	Upgrade City network connections and speeds	IT	

18 — Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)

	Item	Dept	Dept
	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.	FIN	IT

Communications

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

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Task	Dept					
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				▓	

Support Quality of Life

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Sup-port	Y1	Y2	Y3	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 staff**						
	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		■			

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CMR

#	Task	Lead	Support				
	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.**	CM	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			██	██	