

Recommended updates (changes in green)

Strategic Priorities

The critical focus areas to achieve the vision.



Enhance Community Safety & Quality of Life

(Previously Support Quality of Life)

- Community-based response models
- Emergency preparedness
- Cleanliness and blight reduction
- Library and educational programs
- Celebrate heritage & confront inequities



Preserve, Protect & Produce Housing For All

- House and support people experiencing homelessness
- Incentivize housing production for all
- Protect the affordability of existing housing



Confront Climate Crisis

(Previously Combat Climate Change)

- Reduce greenhouse gases and dependency on fossil fuels
- Promote a circular economy
- Mitigate climate crisis impacts through resilient design



Invest in Infrastructure

(Previously Improve Infrastructure)

- Multi-Modal Transportation
- City-Owned Facilities & Property
- Water Supplies, Sanitation & Sewers
- Community-wide Internet Infrastructure & Access



Grow the Economy

- Invest in the future by supporting local businesses
- Enhance marketing
- Workforce development pipelines
- Strategically dispose of City property
- Create thriving commercial corridors



Strengthen Organizational Health

(Previously Improve Organizational Health)

- Fiscal sustainability
- Employee engagement and retention
- Communications, transparency, and community engagement
- Safe & collaborative work environment

Racial Equity Focus Projects

We strive to build a culture of equity to ensure that we are meeting the needs of all residents.

The City is committed to providing equitable services that improve the lives of all residents and take into consideration past inequities and injustices. We know achieving this vision requires tackling tough issues like institutional racism and implicit bias. We also know it takes continuous listening, learning, and improvement.

✦ **Throughout this plan, we have identified projects with this icon that have a racial equity focus or services/projects that we are reviewing through a racial equity lens.**

Questions we ask when we apply a racial equity lens to a service or project:

- What problem is this service/project seeking to address?
- Who benefits from this service/project? Are some community members impacted by the problem more than others? Do we have demographic information about this group(s)?
- Who does this service/project not benefit? Do we have demographic information about this group(s)?
- Who is currently accessing this service?
- Who is not accessing this service? Do we know why? Are there barriers that makes it more difficult for some community members to use or access this service?
- How are we communicating about this service/project? What barriers are there for people to find up-to-date information?



Enhance Community Safety & Quality of Life

Proposed Year 3 (FY 22/23) Work Plan

Support Safety through Community-Centered Response and Enforcement Models

- Q5: Community Safety Policy Innovation Workshop Pilots/Projects ✦
 - Dispatch needs assessment and capacity
 - Mobile Mental Health Response Team & District Command behavioral health clinician
 - Community feedback and complaint liaison
 - CSO response to property crimes
 - HPD training curriculum working group
 - Neighborhood participatory budgeting - Hayward People's Budget
- Q6: Bring work session to Council on gun control options (new proposed project - unfunded)

Support Safety through Emergency Preparedness, Planning, and Response

- Q9: Update comprehensive Emergency Services Plan
- Q10: Update and adopt Fire Department strategic plan, both for staff and community

Invest in Cleanliness and Reduce Blight

- Q14: Engage owners of vacant building properties to encourage activation
- Q15: Revamp community preservation ordinance to combat blight and enhance neighborhood livability
- Q17: Continue illegal dumping prevention pilot program and roll out permanent program if successful and funded ✦

Enhance Library, Educational, and Neighborhood Programs

- Q19e: Conduct stage one of Library strategic planning and implementation ✦
- Q20: Negotiate updated master lease agreement with HARD (added - funded) ✦

Celebrate Hayward's Heritage & Confront Racial Inequities

- Q21: Work across Strategic Roadmap priorities to include racial equity lens ✦
- Q22: Onboard more staff to join the GARE staff team ✦
- Q23: Create an internal racial equity training program and policy ✦
- Q24: Design and Install Heritage Plaza Art Pieces to Honor Indigenous, Japanese American, and Russell City Heritage (added - funded) ✦
- Q25: Work with the survivors and descendants of Russell City to determine appropriate restitution (new proposed project - unfunded) ✦
- Q26: Identify culturally competent ways to recognize the contributions of BIPOC Hayward residents through public art and projects (new proposed project - unfunded) ✦



Preserve, Produce, and Protect Housing for All

Proposed Year 3 (FY 22/23) Work Plan

All Y3 projects in this priority are racial equity focus projects, given the history of systemic racism in federal and local housing policy ✦

Invest in programs to house and support people experiencing homelessness

- H1C: Oversee operations of the Navigation Center Annex (added - funded)
- H2b: Pilot Shallow Subsidy Program (added - funded)
- H2c: Explore Safe Parking Site (added - funded)
- H2d: Leverage partnerships to support the creation of hotel conversion projects by community-based entities (added - funded)

Incentivize housing production for all

- H4b: Amend Density Bonus Ordinance
- H4e: Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types and densities
- H4f: Explore program to convert tax-defaulted properties to affordable housing
- H5b: Continue work on updating the Affordable Housing Ordinance
- H4e: Create marketing materials for incentivizing housing production
- H8: Update the Housing Element

Protect the affordability of existing housing

- H9d: Tenant Relocation Emergency Fund (added - funded)
- H11f: Foreclosure Prevention Program (added - funded)
- H11g: Wealth Building/ Universal Income Program (added - partially funded)

Proposed Projects to Move to Y3+

- H4f: Update Accessory Dwelling Unit (ADU) ordinance (not as urgent due to implementation of State changes)
- H6b: Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities (slowed due to lack of funding and focus on COVID relief programs)



Confront Climate Crisis

Proposed Year 3 (FY 22/23) Work Plan

Reduce greenhouse gases and dependency on fossil fuels

- C5: Adopt & implement 2030 GHG Goal & Roadmap ✦
- C7: Plant 1,000 trees annually
- C8: Transition 15% of total city fleet to EV/hybrid models

Reduce waste by promoting a circular economy

- C12: Conduct outreach regarding AB1276 - single-use disposables
- C13: Explore funding opportunities to increase the circular food economy as part of the Alameda County All in Eats Initiative (added - funded) ✦

Mitigate climate crisis impacts through resilient design and community engagement

- C15: Update Tree Preservation Ordinance

Proposed Projects to Move to Y3+

- C6: Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities (lack of capacity)
- C9: Work with EBCE to transition citywide electricity use to 100% carbon free (Slowed due to feasibility for discounted customers)



Invest in Infrastructure

Proposed Year 3 (FY 22/23) Work Plan

Invest in Multi-Modal Transportation

- N2: Implement major corridor traffic calming initiatives, with a focus on Patrick Ave complete street improvements and Campus Drive safety improvements
- N6: Develop a micro-mobility policy (eBikes, eScooters)
- N7b: Explore funding of Mission Boulevard phase 2 and Linear Park
- N7c: Complete design of Mission Boulevard phase 3 and construction
- N8d: Implement Safe Routes for School
- N8f: Implement Safe Route for Seniors in the downtown area
- N9b: Construct additional EV charging facilities

Invest in City Facilities & Property

- N13: Stack Center fundraising and construction ✦
- N14: La Vista Park design and construction
- N15b: Complete Jackson corridor landscape beautification
- N17: Corporation Yard renovation and safety upgrades - COVID recovery

Invest in Water Supplies, Sanitation Infrastructure & Storm

- N18a: Develop and launch Advanced Metering (AMI) customer portal
- N18b: Replace an average of 3 miles of water pipelines annually
- N19: Design Water Pollution Control Facility Phase II upgrade
- N20: Replace an average of 3 miles of sewer lines annually
- N23b: Develop a Recycled Water Master Plan

Invest in Community-Wide Internet Infrastructure and Access

- N25: Tech lending library devices and hotspots ✦
- N26: Conduct digital divide community survey (added - funded) ✦

Proposed Projects to Move to Y3+

- N1b: Prepare Downtown Specific Plan Implementation Plan (lack of capacity)
- N8g: Feasibility study of Jackson Street Improvements (lack of capacity)
- N11b: Full needs assessment of upgrading the Corp Yard (lack of capacity)
- N12: Construct open sections of Sulphur Creek adjacent to Airport runways and Engineered Materials Arresting System (EMAS) at the departure end of Airport Runway 28L (slowed due to regulatory hurdles)
- N16: Evaluate options for adding bathrooms to Heritage Plaza for Council consideration (lack of funding and capacity)
- N23c: Investigate the use of dark fiber optic infrastructure (lack of capacity)



Grow the Economy

Proposed Year 3 (FY 22/23) Work Plan

Invest in programs that support Hayward business and workers

- E5: Revise alcohol use regulations to support existing and encourage more full-service restaurants
- E3d: Sidewalk Vendor Ordinance
- E7f: "Get Digital" - Direct technical assistance to small businesses to compete with online retailers (added - funded) ✦
- E7g: "Restaurant Relaunch" - Technical assistance for adapting to post-COVID-19 market trends and safety requirements (added - funded) ✦
- E7h: Small Business Assistance Grants - Grants to businesses with 10 or fewer employees (added - funded) ✦
- E7i: "Hayward Restore & Reopen Facade Program" - Grants and loans to improve blighted storefronts, centers and corridors (added - funded) ✦

Strategically dispose of City property

- E9: City Center disposition and development
- E10: Route 238 Corridor lands dispositions and development

Invest in Plans and Programs that Create Thriving Commercial Corridors

- E12: Explore a public art program and prioritize gateway locations ✦

Proposed Projects to Move to Y3+

- E8: Strengthen workforce development pipelines (slowed due to focus on COVID recovery projects)



Strengthen Organizational Health

Proposed Year 3 (FY 22/23) Work Plan

Invest in Employee Engagement, Professional Development and Retention

- R4: Create Human Resources Department Strategic Plan (added - funded)
- R4a: Develop talent acquisition plan for citywide and critical positions

Expand Communications, Transparency, and Community Engagement

- R12: Create a language accessibility policy ✦
- R13i: Issue an RFP for translation services ✦
- R14: Conduct additional outreach during the Boards & Commissions recruitment to build on Measure OO charter amendment (added - funded) ✦

Invest in an Efficient, Safe & Collaborative Work Environment

- R15b: Upgrade water utility technology
- R16b: Implement new online planning and permitting solution
- R17b: Establish new mobile device management solution
- R19a: Assess current ERP solution, investigate new offerings available and implement appropriate solutions

Timing Subject to Findings from HR Strategic Plan

- R8: Formalize, expand and promote the onboarding program to improve new employee experience
- R9: Develop talent development initiatives and training platform
- R10: Develop a managerial course to cultivate leadership skills
- R11d: Create a more rigorous employee wellness program
- R20a: Develop a virtual training/resource communication strategy

Proposed Projects to Move to Y3+

- R1c: Redo the Business License Tax (timing of election feasibility)
- R16a: Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections (lack of capacity)
- R17a: Improve IT asset management program (lack of funding)