

#	Action Step	Staff contact	Strategic Roadmap Project	Notes/Other Ways the City is Implementing this Action Step	Next Steps
1	Utilizing a racial equity lens in developing and applying policies and procedures, such as those articulated in City of Hayward’s 2021-23 Strategic Roadmap.	Mary Thomas Laurel James	Improve Organization Health, Project 3: <i>Work across Strategic Roadmap priorities to include racial equity lens.</i>	This is formally being done through Strategic Roadmap Organizational Health Project 3. Each Department in the City has selected a project from the Strategic Roadmap for racial equity analysis. Additionally, other projects, policies, and procedures are being development and implemented using a racial equity lens. See https://www.hayward-ca.gov/residents/equity-inclusion for additional projects with an equity and inclusion focus.	N/A
2	Continuing and expanding the GARE team and Racial Equity Action Plan.	Laurel James	Improve Organization Health, Project 2: <i>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) and Project 4: Continue city participation in the Government Alliance for Racial Equity.</i>	The City has been a member of the Government Alliance for Race and Equity (GARE) since 2019. Since joining, 28 employees from across the City's departments have participated in GARE's ten-month training on communicating about race, tracking data, and using a racial equity toolkit to evaluate and design City programs. These team members are now training other City staff and conducting workshops for the City's Boards and Commissions. See Hayward Equity & Inclusion website: https://www.hayward-ca.gov/residents/equity-inclusion	N/A
3	Working with BIPOC community members to create new systems of public safety that places the highest priority upon protecting human life.	Laurel James Bryan Mathews Emily Young	Support Quality of Life, Project 16: <i>Implement Solutions to Increase Community Safety</i>	In Summer of 2020, City Council directed staff to implement a public safety community engagement project to gather information and experiences throughout the Hayward community to inform future policy discussions. The first phase of this project focused on hearing community concerns. The second phase focused on researching and testing possible policy alternatives. On May 18, 2021, the City Council adopted a resolution authorizing funding for the workshop project recommendations. See Hayward Public Safety website: https://www.hayward-ca.gov/your-government/departments/city-managers-office/public-safety-community-outreach	Policy innovation projects will be reported on bi-annually. Staff will share these reports back with the CSC.
4	Working with local, state, and regional partners to support and implement anti-racist policies and actions.	Laurel James	N/A	The Hayward Legislative Program outlines the legislative priorities and stances of the City of Hayward with the intent to inform residents, representatives, and policymakers of the City’s stances on the myriad of public policies that intersect with City priorities, programs, and services. Staff are currently updating the City’s Legislative Program with recommended legislative priorities. In Fall 2021, staff will recommend that that the City support legislation, policies and	Staff will present the updated City Legislative Program to Council in Fall 2021.

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				programs that are explicitly designed to address racial disparities by advancing racial equity and anti-racism.	
5	For homeownership and loss mitigation assistance, target populations with limited access to homeownership opportunities (where people who are BIPOC are overrepresented) and who have experienced disparate impacts related to homeownership retention during times of crisis and implement outreach efforts that furthers affirmative fair housing by identifying and targeting populations that have been typically underserved.	Christina Morales	Preserve, Protect, and Produce Housing for All, Project 8: <i>Pursue State Housing Funding Opportunities (this included application for homeownership assistance funds)</i>	<p>ARPA Programs</p> <ul style="list-style-type: none"> - Foreclosure prevention program targeting low-income households - Down payment assistance/wealth building program - Tax-default and Foreclosure property acquisition program <ul style="list-style-type: none"> o For foreclosed properties, helps tenants acquire the property the currently reside in if the property is being sold through foreclosure o For tax-defaulted property, helps Community Land Trust or Non-profit housing providers acquire tax defaulted properties to convert to long-term affordable housing (both ownership and rental) <p>Affordable Housing Ordinance</p> <ul style="list-style-type: none"> - Through approval of the marketing plan, require developers to target marketing efforts to populations traditionally underserved. 	Staff will share updates back with the CSC as they become available.
6	Prioritizing business ownership assistance for people who are BIPOC whenever such funding is available.	Paul Nguyen	N/A	All Economic Development Division programs utilize an equity lens that emphasizes focusing on serving minority-owned businesses. The City’s Small Business Assistance Grant program provides grants to support the purchase of equipment, inventory, marketing material, e-commerce platforms, and interior/exterior improvements of commercial space. Staff will continue to direct funding to traditionally BIPOC-owned business sectors such as personal services, childcare, restaurants and retail. Funding for this program will be increased using ARPA funds for FY 22. The expanded program will feature enhanced engagement of Black-owned businesses to drive participation in the program.	Staff will share updates back with the CSC as they become available.
7	Prioritizing funding and contracts for organizations, artists, musicians, businesses and contractors who are BIPOC.	Jessica Lobedan	N/A	The Community Services Division and Community Services Commission use a racial equity lens in determining funding distributed through the Community Agency Funding process, including requesting demographic information of population served, agency staff, and agency leadership.	Staff are concurrently working on assessing the Community Agency Funding process, including development of a rubric for ranking applicants, and can incorporate this into the rubric.
8	Ensuring that literacy and other educational services as well as the Youth Commission and other leadership development opportunities facilitate positive identity for BIPOC youth.	Lindsey Vien	N/A	The City’s Family Education Program serves Hayward’s at-risk population and partners with community partners to close the education and literacy gap in Hayward. The Family Education Program focuses community building to wholistically address and strategically align the collective impact in the community. Critical services include:	Education Services will be working on how to partner with community agencies to strategically align resources for betterment of the Hayward community (part of joint collaboration with HUSD School Board and Hayward City Council).

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				<ul style="list-style-type: none"> - Hiring staff that is representative of the Hayward community; - Working strategically with HUSD to utilize race and ethnicity when allocating resources; - Working to meet the needs of historically marginalized students through reducing barriers to literacy, such as creating a Tech Lending Library, removing late fees, providing e-resources for every HUSD student, and launching the Hayward Bookmobile - Launching Book to Action program 	
9	Working with the survivors and descendants of Russell City to determine appropriate restitution.	Mary Thomas Daniel Mao	N/A	While staff are not explicitly working with survivors and descendants of Russell City to determine appropriate restitution, staff are working with survivors and descendants of Russel City in other ways, as well as exploring a wealth-building program. Staff are currently working with survivors and descendants of Russell City to design and create culturally competent ways to honor the history and legacy of Russell City. This group has also been consulted on the development of this resolution and workplan, as discussed in the Public Contact section below. Additionally, staff are exploring development of a First-Time Homebuyer Down Payment Assistant/Wealth-Building program through use of ARPA funds.	Should any substantive items be recommended for addition to the workplan they could be considered for inclusion during the Strategic Roadmap annual review.
10	Supporting the work of community partners to design and create culturally competent ways to recognize the contributions of BIPOC Hayward residents and incorporate those recognitions into mural, signage, roadway improvements, and grants as such projects/opportunities are developed. Such recognitions may include a Welcome to Russell City Gateway, a Russell City Walk of Fame, Juneteenth events, Teach Ins, and/or other public art installations honoring the history and legacy of Russell City.	Mary Thomas Kristoffer Bondoc	N/A	<p>Staff are currently working on the following public art pieces at Heritage Plaza, in recognition of the following:</p> <ul style="list-style-type: none"> - Honoring the indigenous heritage and the living members of the Muwekma Ohlone Tribe that the City of Hayward is now incorporated on - The internment and imprisonment of Japanese Americans during World War II - The eviction of survivors and descendants of the area known as Russell City <p>As part of the heritage art there will be accompanying programming and public education. The City is working with Hayward Area Historical Society to create this programming.</p> <p>Additional information can be found here: https://www.hayward-ca.gov/your-government/departments/engineering-division/21st-century-library-heritage-plaza</p> <p>The City has historically supported the Russell City Blues Festival and this year awarded \$20,000 to this event as part the Juneteenth Freedom Celebration.</p>	The Heritage Plaza art pieces will be installed in FY21-22.

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11	Promoting accountability for these commitments through systematic updates and reporting.	Strategic Roadmap: Mary Thomas Policy Innovation: Laurel James ARPA: Jessica Lobedan	N/A	Projects identified in the strategic roadmap will be reported on during the mid-year budget process. Policy innovation projects will be reported on bi-annually. Staff will share these reports back with the CSC. ARPA projects will be reported on bi-annually.	Staff will share these reports back with the CSC as they become available.

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Strategic Roadmap

<https://hayward.legistar.com/LegislationDetail.aspx?ID=4968961&GUID=22D0F57F-B982-4566-8DA6-CE2854247AB0&Options=&Search=>