



Strategic Roadmap

City of Hayward
Fiscal Years 2021/22 to 2023/24



Welcome

In May 2019, City Council and the City Manager's Office set out to create a Strategic Roadmap to guide Hayward over the next three years. We wanted a Roadmap that was bold in its vision for the future but also grounded in a realistic assessment of existing staff capacity and resource constraints. We also wanted to reflect the needs of the community and integrate input from diverse city employees who understand the City's daily operations, competing priorities, and current strategies. This Strategic Roadmap outlines where we see our highest priorities in the next three years and a roadmap of specific actions to get us there.

About the Roadmap

The Roadmap starts with a shared Hayward **vision** for 2024. From that shared vision, we identified six core **priorities** required to achieve the vision. To accomplish each priority, we developed key **projects**, named responsible departments, and created a timeline. Together, this effort puts us on a path toward achieving our ideal Hayward 2024 vision.



The Process

Council Retreat
May 2019

City Council outlined their three-year vision, strategic priorities, and top projects per priority.

**Council/Staff
Workshop**
Sept 2019

The Executive Team joined City Council to revise the strategic priorities and identify a preliminary list of projects for each priority.

Project Creation
Sept/Oct 2019

Each department amended the project lists, taking into consideration their own capacity, priorities, and mandates. Next, relevant department heads, managers, and analysts met in cross-department meetings, divided by strategic priority, to consolidate, debate, and finalize an organizational-wide project list. In addition, sub-tasks were identified for many projects, broken out by year and department.

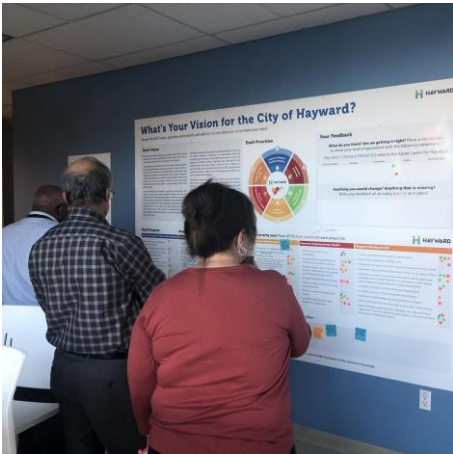
**Community/Staff
Engagement**
Oct/Nov 2019

The City hosted a series of pop-up engagement events and an online survey to gather input from the community and city employees on the draft vision, priorities, and projects. Each event included three engagement posters to share project information and solicit input on the draft Strategic Roadmap. An estimated 130+ community members and 50+ staff people participated while many more learned about the effort.

Draft & Approval
Dec 2019 to Jan 2020

As a result of the community/staff engagement and staff meetings, Council reviewed changes and made additional suggestions. These suggestions were incorporated into this final Strategic Roadmap.

Community & Staff Engagement



Vision

Creating the Vision

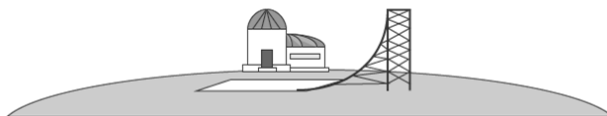
If you could teleport to the City of Hayward in 2024, what would you see, hear, and feel? The vision attempts to answer this question by painting a clear, specific, compelling picture of what the city & organization will ideally look like in three years. We use this as our guidepost to identify priorities and projects. If the General Plan vision represents our long-term north star, this one acts as our near-star, our interim step toward an even more ambitious vision.

 **Guiding Star**
Long-term Vision / General Plan

 **Near Star**
3 - 5 Year Vision / Strategic Roadmap

 **Strategic Priorities**
Activities to achieve the Vision

Resources
The resources and funding currently available



Inspired by: Stanford Social Innovation Review

Vision 2024

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.

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 city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed 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 education institutions, 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.

Strategic Priorities

Creating the Strategic Priorities

In order to achieve the vision in three years, what must the City prioritize? With limited resources and capacity, the City can't do everything. What will make the largest improvements in the most important areas over the next three years? In answer to this question, we arrived at the six overarching focus areas, or **strategic priorities**, that structure this Roadmap.



What is Strategic?

The City performs a number of essential day-to-day services such as public safety, permits and maintenance. Like an iceberg where the bulk of the mass lies below the water's surface, these core services take the majority of Hayward's staff time and resources, many out of the public's view. In addition, the community faces a number of critical and emerging issues such as homelessness and climate change. While these are often more visible issues (the tip of the iceberg), the City has limited remaining resources and capacity to tackle them. The Strategic Roadmap is the City's best effort to prioritize and address these pressing issues in order to fulfill the 2024 vision.

Strategic Priorities



Essential Services

Strategic Priorities

The critical focus areas to achieve the vision.



Preserve, Protect & Produce Housing

Construct new housing at all income levels, stabilize rents to reduce displacement, and provide shelter and services to those who are unhoused.



Grow the Economy

Attract and retain businesses, stimulate a vibrant economy, provide high paying jobs, and ensure a strong business community.



Combat Climate Change

Continue to reduce our carbon footprint, improve sustainable practices, increase green spaces, and better prepare residents for climate change.



Improve Infrastructure

Reduce traffic and improve our roads, transit and active transport options. Upgrade city buildings, water, sewer, and the broadband network.



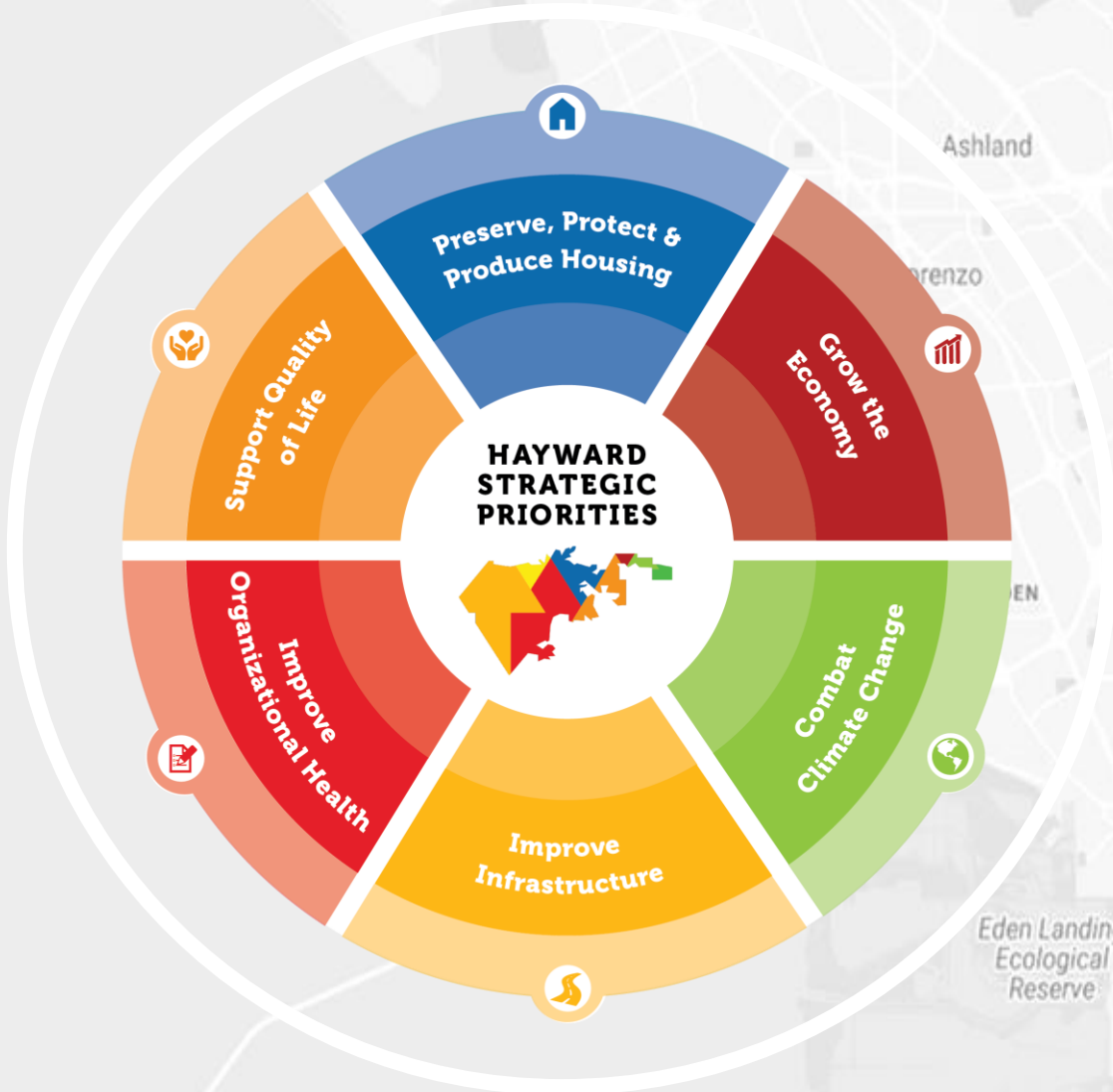
Improve Organizational Health

Attract and maintain a diverse, capable workforce. Collaborate to be more fiscally sustainable, data-driven, and engaged with our community.



Support Quality of Life

Optimize city services and public safety, clean and beautify the City, and better prepare for natural disasters.



**HAYWARD
STRATEGIC
PRIORITIES**

**Preserve, Protect &
Produce Housing**

**Grow the
Economy**

**Combat
Climate Change**

**Improve
Infrastructure**

**Improve
Organizational Health**

**Support Quality
of Life**

P Projects

At a joint workshop, City Council and the Executive Team generated an initial list of projects. Afterward, each department amended the draft project lists, taking into consideration their subject matter expertise, staff capacity and legal mandates. Community members and staff were invited to select their top projects and suggest changes. Next, staff met in cross-department meetings organized by strategic priority to consolidate, debate, and finalize each project list. Finally, the Executive Team reviewed all the project lists together and discussed workload, priority, and sequencing.

The following pages detail the projects by priority area. Below is a key to the organization of information.



🏠 Preserve, Protect & Produce Housing

City Manager

Housing

Development Services

#	* = needs funding ** = statutory requirement	Projects	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Sustain the Navigation Center to house and support the homeless							
1a.	Identify sustainable funding source for the Navigation Center*		CSD	FIN	■			
1b.	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							
2a.	Create a Homelessness Reduction Strategic Plan modeled on an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan		CSD	H, PL, PD, M	■			
2b.	Implement the Homelessness Reduction Strategic Plan		CSD			■	■	■
3	Provide winter temporary shelters							
3a.	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)		CSD	DSD, HSD, PL	■			
3b.	Continue partnership with Alameda County to implement winter shelters*		CSD			■	■	
4	Implement housing incentives and production work plan in accordance to state housing limits							
4a.	Explore moderate-income financing model		H		■			
4b.	Amend Density Bonus Ordinance**		DSD		■	■	■	
4c.	Update Accessory Dwelling Unit (ADU) Ordinance**		DSD		■	■	■	
4d.	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation		DSD		■			
4e.	Explore program to convert tax-defaulted properties to affordable housing		H			■		
4f.	Create marketing materials for incentivizing housing production		H			■		
4g.	Expand emergency shelter sites in Hayward		H		■	■	■	■

Preserve, Protect & Produce Housing con't



City Manager



Housing



Development Services

5	Evaluate the Affordable Housing Ordinance						
5a.	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals	H					
5b.	Hold work session for potential revisions	H					
6	Expend the Affordable Housing Trust funds						
6a.	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities	H					
6b.	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities	H					
7	Recommend updates to the Rent Stabilization Ordinance						
7a.	Provide 6-month update on the implementation of the Rent Stabilization Ordinance and recommend amendments	H					
7b.	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report	H					
8	Pursue state housing funding opportunities						
8a.	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding	H	All				
8b.	Apply for state housing funding to support strategic partnerships and Council priorities	H	All				
9	Update the Housing Element Plan	DSD					
10	Implement a soft story ordinance	DSD					






























Grow the Economy

 Economic Development

 Development Services

 City Manager

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
1a.	Update the marketing plan	ED	CMR				
1b.	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						
2a.	Enforce ordinance*	DSD					
2b.	Engage owners and encourage activation of vacant sites	ED					
3	Strengthen workforce development pipelines						
3a.	Devise plan to maximize workforce development pipelines	ED					
3b.	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs	ED					
3c.	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses	ED					
3d.	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						
4a.	Complete deconstruction	CM	DSD PW&U				
4b.	Commence discussions on property redevelopment	CM	DSD				
4c.	Finalize disposition & development agreement	CM	DSD				
4d.	Implement disposition & development agreement	CM	DSD				

Grow the Economy con't

Economic Development
 Development Services
 City Manager

5	Facilitate disposition and development of Route 238 Corridor lands**						
5a.	Finalize planning on redevelopment of 6 remaining parcel groups	CM	DSD				
5b.	Finalize disposition & development agreements for all parcels	CM	DSD				
5c.	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 support existing and 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 and prioritize gateway locations	DSD					
12	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber	ED					
13	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants	ED					



Combat Climate Change

Public Works & Utilities

Maintenance Services

Development Services

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Reduce dependency on fossil fuels						
1a.	Ban natural gas in new residential buildings	PW&U	DSD				
1b.	Require EV charging infrastructure in new construction	PW&U	DSD				
1c.	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)	PW&U	DSD ED				
1d.	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities	MS	PW&U				
2	Work with EBCE to transition citywide electricity use to 100% carbon free^{1,2} ¹ . Requires working with income-qualified and medical baseline residential customers and direct-access commercial/industrial customers. ² . Income-qualified residential customers are those who qualify for PG&E's California Alternate Rates for Energy (CARE) or Family Electric Rate Assistance Program (FERA) programs. Direct access customers are those who purchase their electricity directly from third party electric service providers.	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	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products						
5a.	Conduct outreach regarding single-use disposables	PW&U	DSD				
5b.	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts	PW&U	DSD				
6	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers))	MS	DSD				
7	Reduce Carbon Emissions - transition 15% of total city fleet to EV/hybrid models*	MS	PW&U				
8	Adopt and implement the 2019 Building Code & Fire Code	DSD	FD				
9	Complete Shoreline Master Plan	DSD	PW&U				
9a.	Complete EIR for Shoreline Master Plan	DSD	PW&U				
10	Update Tree Preservation Ordinance	DSD	MS				



Improve Infrastructure

Public Works & Utilities

#	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						
1a.	Implement downtown parking plan	PW&U	MS				
1b.	Prepare Downtown Specific Plan - Implementation Plan	PW&U	DSD				
2	Implement major corridor traffic calming initiatives						
2a.	Complete Hayward Boulevard feasibility study	PW&U					
2b.	Implement Hayward Boulevard traffic calming plan	PW&U					
2c.	Complete Tennyson Road feasibility study	PW&U					
2d.	Implement Tennyson Boulevard traffic calming plan	PW&U					
2e.	D Street Traffic Calming Plan Feasibility Study	PW&U					
2f.	Implement D Street Traffic Calming Plan	PW&U					
3	Develop and submit a Traffic Impact Fee	PW&U					
4	Increase transit options and ridership						
4a.	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable	PW&U	CSD				
4b.	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.	PW&U	DSD				
4c.	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.	PW&U	DSD				
4d.	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel						
4e.	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						

Improve Infrastructure con't

Public Works & Utilities

Maintenance Services

5	Maintain and improve pavement						
5a.	Maintain Pavement Condition Index (PCI) at 70*	PW&U					
5b.	Prepare OHHA pavement improvement program design and financing structure	PW&U					
5c.	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'						
7a.	Complete construction of Mission Boulevard Phase 2	PW&U					
7b.	Explore funding of Mission Boulevard Phase 2 and Linear Park	PW&U					
7c.	Complete design of Mission Boulevard Phase 3 and construction*	PW&U					
8	Implement the Bike & Ped Master Plan						
8a.	Add 2 miles of sidewalks per year*	PW&U					
8b.	Add 10 lane miles of bike lanes per year	PW&U					
8c.	Assess Safe Routes to School	PW&U					
8d.	Implement Safe Routes School*	PW&U					
8e.	Assess Safe Route for Seniors in the downtown area	PW&U					
8f.	Implement Safe Route for Seniors in the downtown area*	PW&U					
8g.	Conduct a feasibility study of Jackson Street Improvements*	PW&U					
9	Expand EV charging infrastructure for city fleet and employees*						
9a.	Conduct analysis of future demand	MS	PW&U				
9b.	Construct additional EV charging facilities	MS	PW&U				

Improve Infrastructure con't

Public Works & Utilities


City Manager

City Buildings & Facilities						
10	Investigate major municipal building upgrade needs					
10a.	Conduct a site and cost analysis of a new Police building	PW&U	PD			
10b.	Conduct a needs assessment of upgrading the Corp Yard	PW&U	MSD			
10c.	Investigate funding options for new Police building and Corp Yard	CM	PW&U FIN			
11	Upgrade and maintain Airport infrastructure and facilities					
11a.	Rehabilitate the pavement in phases	PW&U				
11b.	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways	PW&U				
11c.	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L	PW&U				
11d.	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						
13	Upgrade water system infrastructure					
13a.	Develop and launch Advanced Metering Infrastructure (AMI) customer portal	PW&U	FIN			
13b.	Replace 4-6 miles of water pipelines annually	PW&U				
14	Update Water Pollution Control Facility Phase II Plan					
14a.	Design the upgrade	PW&U				
14b.	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				

Improve Infrastructure con't

 Public Works & Utilities

 City Manager


 IT Department



































17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices							
17a.	Install trash capture devices	PW&U						
17b.	Perform related trash reduction activities	PW&U						
18	Expand recycled water facilities							
18a.	Complete RW project construction (initial phase)	PW&U						
18b.	Develop a Recycled Water Master Plan	PW&U						
Information Technology								
19	Improve broadband network							
19a.	Investigate the use of dark fiber	IT						
19b.	Finalize implementation of fiber grant	CM						
19c.	Complete installation of dark fiber	PW&U	IT					

Improve Organizational Health

 Finance

 City Manager

 Human Relations

#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
1a.	Evaluate an increase in the Transient Occupancy Tax	FIN					
1b.	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs	FIN					
1c.	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)						
2a.	Create a language accessibility policy	CM GARE	All				
2b.	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				
6a.	Develop talent acquisition plan for citywide and critical positions	HR					
7	Increase employee homeownership by rolling out a down payment assistance program for City Staff	FIN	HR CM				
8	Re-engineer performance management process to align with organizational values	HR	All				

Improve Organizational Health con't

 Human Relations

 IT

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				
10a.	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				
10b.	Develop a template/checklist departments can use to standardize and ease on-boarding	HR	All				
10c.	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities	HR	All				
10d.	Use technology to create efficiencies	HR	All				
11	Develop talent development initiatives and training platform that involves interdepartmental representation	HR	All				
11a.	Develop training academy to cultivate leadership skills	HR	All				
11b.	Develop training calendar to expand and share resources citywide	HR	All				
11c.	Explore a path to higher education for employees (i.e: working scholar's)	HR	All				
12	Develop a managerial course to cultivate leadership skills						
12a.	Identify training areas	HR	All				
12b.	Roll out pilot course	HR	All				
12c.	Integrate with performance evaluations	HR	All				
13	Centralize training platforms to reap greater use and efficiencies	HR	All				
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)						
14a.	Establish an Information security awareness training and outreach program	IT					
14b.	Upgrade water utility technology	IT	PW&U				

Improve Organizational Health con't



IT



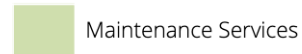
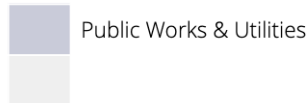
Finance



Community & Media Relations






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 and stakeholders (data-driven).							
15a.	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections	IT						
15b.	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)							
16a.	Improve IT asset management program	IT						
16b.	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)							
17a.	Replace aging fiber optic lines between City facilities	IT						
17b.	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)							
18a.	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							
19a.	Conduct a website audit and update	CMR						
19b.	Conduct a public opinion survey on the Transient Occupancy Tax	CMR						
19c.	Inform the public about the 2020 Census	CMR						
19d.	Reconstitute the Citywide Communications Committee	CMR						
19e.	Relaunch In the Loop	CMR						
19f.	Issue an RFP for translation services	CMR						
19g.	Explore using additional social media channels to broadcast City Council Meetings	CMR						
19h.	Create a CRM operations desk manual	CMR						
19i.	Conduct the Biennial Resident Satisfaction Survey	CMR						
19j.	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate	CMR						






















Support Quality of Life



#	Projects * = needs funding ** = statutory requirement	Lead Dept	Support	Y1	Y2	Y3	Y3+
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
1a.	Finalize financing	CM	Lib, CS				
1b.	Design and construct center	PW&U					
1c.	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.	CM					
2	Complete gateway and corridor landscape beautification*						
2a.	Complete Tennyson corridor landscape beautification	MS	PW&U				
2b.	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						
3a.	Assess findings from pilot	PD, FD	Lib, CS				
3b.	Roll out permanent CAT program (outside of County)	PD, FD	Lib, CS				
4	Update comprehensive emergency services plan for community and staff						
4a.	Update and approve community emergency plan	FD	MS PW&U PD				
4b.	Implement updated plan	FD	All				
4c.	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**	PW&U	FD				
5	Update Fire Department strategic plan						
5a.	Update and adopt strategic plan	FD					
5b.	Implement strategic plan	FD					

Support Quality of Life con't

	City Manager		Public Works & Utilities		Maintenance Services
	Police		Library		

6	Plan library operations and hours to leverage the new facility						
6a.	Conduct survey of library hours need and analysis of use	Lib					
6b.	Conduct strategic planning and implementation	Lib					
7	Implement targeted illegal dumping prevention program*						
7a.	Pilot programs and analysis	MS	PD				
7b.	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						
12a.	Design La Vista Park	PW&U					
12b.	Construct La Vista Park	PW&U					
13	Evaluate options for adding bathrooms to Heritage Plaza for Council consideration	PW&U					

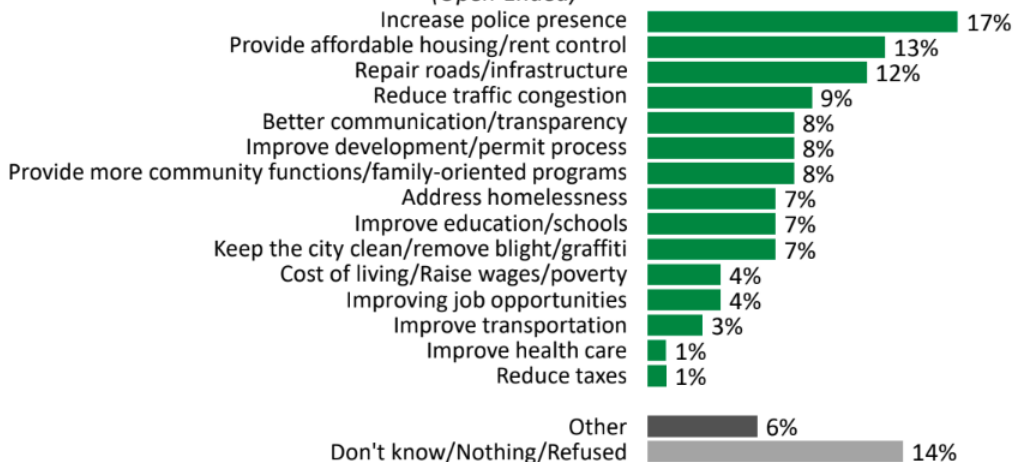
Resident Satisfaction Survey

In April 2019, the City conducted a resident satisfaction survey via online and phone in both English and Spanish. The effort captured data from 663 interviews with registered voters in Hayward and was weighted to reflect the adult population of the city (per the US Census). City Council and the Executive Team used this input to help develop the priorities and projects in the Strategic Roadmap.

Top Resident Priorities for Improvement

In your opinion, what is the most important thing the City of Hayward can do to improve City services for the people who live and/or work here?

(Open-Ended)



Resident Priorities Alignment

The top resident priorities from the 2019 residential survey are mapped to Roadmap projects below:

Top Resident Priorities (2019 Survey)	Corresponding Strategic Roadmap Projects
Increase police presence	<ul style="list-style-type: none"> ● Quality of Life Project 3. Provide targeted mental health services to avoid inefficient use of public safety resources.
Provide affordable housing/rent control	<ul style="list-style-type: none"> ● Housing Project 4. Implement housing incentives and production work plan. ● Housing Project 8. Recommend updates to the Rent Stabilization Ordinance.
Repair roads/infrastructure	<ul style="list-style-type: none"> ● Infrastructure Project 5. Maintain and improve pavement. ● Infrastructure Project 7. Improve Mission Boulevard as a key 'Gateway to the City.'
Reduce traffic congestion	<ul style="list-style-type: none"> ● Infrastructure Projects 1 - 9. Implement major corridor traffic calming initiatives, improve access and mobility downtown, and increase transit and bicycle options.
Better communication/transparency	<ul style="list-style-type: none"> ● Organizational Health Project 19. Maintain and expand communications efforts to better inform and gather input from the community. ● Organizational Health Project 15. Publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents.
Improve development/permit process	<ul style="list-style-type: none"> ● Organizational Health Project 15b. Implement new online planning and permitting solution.
Provide more community functions/family-oriented programs	<ul style="list-style-type: none"> ● Quality of Life Project 1. Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack). ● Quality of Life Project 6. Plan library operations and hours for the new facility.
Address homelessness	<ul style="list-style-type: none"> ● Housing Project 1. Sustain the Navigation Center to house and support the homeless. ● Housing Project 2. Create a Homelessness Reduction Strategic Plan. ● Housing Project 3. Provide winter temporary shelters.
Improve education/schools	<ul style="list-style-type: none"> ● Economy Project 3. Strengthen workforce development pipelines.
Keep the city clean/remove blight/graffiti	<ul style="list-style-type: none"> ● Quality of Life Project 7. Implement targeted illegal dumping prevention. ● Economy Project 10. Revamp community preservation ordinance to combat blight and enhance neighborhood livability. ● Quality of Life Project 10. Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties.

N Next Steps

The creation of the Strategic Roadmap is just the beginning. To implement it, we will integrate the strategic priorities into the budget, define metrics to measure successful project completion, and determine the cadence by which the Roadmap will be updated to account for shifting priorities and new opportunities.



Budget Integration

Use the Roadmap to inform the municipal budget process and align funding with the strategic priorities.



Success Metrics

Determine metrics to measure progress and ultimate outcomes of the Roadmap.



Regular Assessments

Develop a timeline to periodically update the Strategic Roadmap and update the way Council makes referrals to staff.

T Thank You

This Strategic Roadmap is the culmination of multiple stakeholders collaborating and negotiating over an eight-month period. Below are some of the champions of the project, although we realize there are countless others who contributed to this document. Thank you!

**Hayward
City Council**

Kelly McAdoo
City Manager

**Hayward Executive &
Management Teams**

Jessica Lobedan
Management Analyst

**Staff
Participants**

**Community
Participants**

CivicMakers

The background image shows a large, multi-story building with a dark roof and light-colored facade, illuminated from within. The sky is a vibrant mix of orange, red, and purple, suggesting a sunset or sunrise. In the foreground, there are silhouettes of trees and some streetlights. The overall mood is serene and professional.

Hayward Strategic Roadmap

Report prepared by  CivicMakers