

ATTACHMENT II

**COMPLETE LIST OF GENERAL PLAN IMPLEMENTATION PROGRAMS**

**STATUS OF GENERAL PLAN IMPLEMENTATION PROGRAMS, MARCH 2022**

The last column shows an asterisk (\*) when a program connects with the City of Hayward’s Strategic Roadmap, followed by the specific project(s) with which it aligns.

<i>Program</i>	<i>Timeframe</i>	<i>Status</i>	<i>Notes</i>	<i>Strategic Roadmap</i>
<b>GPA-1 General Plan Annual Report.</b> The City shall prepare and submit an annual report to the City Council that summarizes the implementation of the General Plan, including the status of implementation programs. The report shall also be submitted to the Office of Planning and Research.	Annual	<b>In Progress</b>	Annual report to Council anticipated to be provided in Spring 2022, which will also be submitted to the State Office of Planning and Research.	
<b>GPA-2 General Plan Update.</b> The City shall review and update (as necessary) the General Plan every five years.	2020-2040	<b>In Progress</b>	The City recently updated the General Plan to reflect new Vehicle Miles Traveled (VMT) CEQA thresholds and reflect new Greenhouse Gas (GHG) emission reduction targets and will be updating the City’s Housing Element in 2022.	* (Preserve, Protect, and Produce Housing for All (9))
<b>GPA-3 Master Plans, Strategies, and Programs Updates.</b> As part of its process to develop the Biennial Operating Budget, the City shall review a list of its adopted master plans, strategies, and programs and identify those that will be reviewed and updated, as necessary. The City shall develop and maintain a publicly available list of its adopted master plans, strategies, and programs.	2014-2016, Ongoing	<b>In Progress</b>	City staff has reviewed the list of master plans, strategies and programs and those identified to be reviewed and updated were factored into Department Budgets. A list of adopted master plans, strategies and programs can be found on the City’s website.	* (Combat Climate Change (9), Improve Infrastructure (8, 18B))
<b>LU-1 Comprehensive Zoning Ordinance Update.</b> The City shall prepare a comprehensive update to the Hayward Zoning Ordinance to ensure that the City’s zoning regulations align with the guiding principles, goals, and policies of the General Plan.	2014-2016	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities. Additional discussion anticipated with budget priorities in 2022/23.	* (Preserve, Protect, and Produce Housing for All (4d), Grow the Economy (9))
<b>LU-2 Comprehensive Subdivision Ordinance Update.</b> The City shall prepare a comprehensive update to the Hayward Subdivision Ordinance to ensure that the City’s subdivision regulations align with the guiding principles, goals, and policies of the General Plan.	2014-2016	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities. Minor updates were made to the Subdivision Ordinance in 2017.	
<b>LU-3 Comprehensive Design Guidelines Update.</b> The City shall prepare a comprehensive update of the Hayward Design Guidelines and the Hillside Design and	2017-2019	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities. However, staff is currently working on	

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Urban Wildland Interface Guidelines. The guidelines shall apply to commercial, residential, industrial, and mixed-use developments located outside of the City's Priority Development Areas.			developing Objective Design Guidelines, which will include potential updates to the City's Off-Street Parking regulations; these efforts meet the intent of this program.	
<b>LU-4 Downtown City Center Specific Plan.</b> City shall develop and adopt a Downtown City Center Specific Plan.	2014-2016	<b>Complete</b>	The City adopted the new Downtown Specific Plan and Development Code in 2019.	* (Grow the Economy (4, 4b))
<b>LU-5 Priority Development Area Marketing Strategy.</b> The City shall prepare, implement, and maintain a Priority Development Area Marketing Strategy. Based on the findings of the strategy, the City shall develop an implementation program to promote development opportunities within the City's Priority Development Areas.	2017-2019, Ongoing	<b>Not Started</b>	Although this program has not begun due to limited staff and budget resources, the City did designate a Priority Production Area for many of the existing Industrially zoned areas in Hayward.	* (Grow the Economy (1, 1a, 1b))
<b>LU-6 Complete Neighborhood Strategy.</b> The City shall develop and implement a community outreach program to identify various types of complimentary and supporting uses that are needed and desired in each Hayward neighborhood. Based on the findings of the outreach program, the City shall develop an implementation program to facilitate desired changes within local neighborhoods.	2020-2040	<b>Not Started</b>	The Planning Division recently completed a comprehensive update to the public stakeholder, neighborhood, and HOA contact list citywide and anticipates additional public outreach will be conducted later in 2022/2023 with the development of Residential Objective Standards.	* (Grow the Economy (10)) Support Quality of Life (16h))
<b>LU-7 "A" Street and Redwood Road Corridor Plan Feasibility Report.</b> The City shall coordinate with Alameda County to explore the feasibility of preparing a master plan or specific plan for the "A" Street and Redwood Road corridor. The City shall submit a feasibility report to the City Council, and additional actions shall be determined based on Council direction.	2020-2040	<b>Not Started</b>		* (Improve Infrastructure (1, 4, 4, 8, 8f))
<b>LU-8 Hesperian Boulevard College Corridor Plan.</b> The City shall develop and adopt a master plan or specific plan to enhance the Hesperian Boulevard corridor.	2020-2040	<b>Not Started</b>		
<b>LU-9 Corridor Beautification Plan.</b> The City shall develop and adopt a Corridor Beautification Plan as the key regulatory document for focusing future streetscape improvements along major streets and corridors throughout the city.	2020-2040	<b>Not Started</b>		* (Improve Infrastructure (2), Support Quality of Life (2, 2a, 2b))

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<b>LU-10 Sign Ordinance Update.</b> The City shall update the Sign Ordinance.	2014-2016	<b>Complete</b>	Completed in July of 2015	
<b>LU-11 Industrial Technology and Innovation Corridor Plan.</b> The City shall develop and adopt a specific plan or master plan for the Industrial Technology and Innovation Corridor.	2017-2019	<b>Complete</b>	The City completed an update to the Industrial District zoning regulations and adopted new Industrial District Design Guidelines in 2019.	
<b>LU-12 Grading and Clearing Ordinance Update.</b> The City shall update the Grading and Clearing Ordinance.	2017-2019	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.	
<b>LU-13 Certified Local Government Program.</b> The City shall coordinate with the State Historic Office to initiate and complete the process for becoming a Certified Local Government under the National Parks Service historic preservation program.	2020-2040	<b>Not Started</b>		
<b>LU-14 Historic Districts Strategy.</b> The City shall prepare and submit applications to the State Historic Office to establish National Park Service Historic Districts for the Upper "B" Street neighborhood; "B" Street Historic Streetcar District; Prospect Hill Neighborhood; and the Downtown Historic District.	2020-2040	<b>Not Started</b>		
<b>LU-15 State Historic Building Code.</b> The City shall develop and adopt an ordinance to allow the use of the State Historic Code for the rehabilitation of historic resources.	2014-2016	<b>Complete</b>	Complete 1/14 with new code adoption	
<b>LU-16 Mills Act Program.</b> The City shall develop and adopt a California Mills Act Property Tax Abatement Program.	2017-2019 Ongoing	<b>In Progress</b>	The City Council established the Hayward Mills Act Program on May 3, 2016. Information about the program is available on the City's website.	
<b>LU-17 Historic Preservation Resource Center.</b> The City shall prepare and maintain a web-based resource center to promote Hayward's local historic resources and to provide resources and incentives to encourage historic preservation.	2020-2040, Ongoing	<b>In Progress</b>	The Planning Division has compiled resources to encourage historic preservation and will be preparing several handouts for the public in 2022.	
<b>LU-18 Alameda County Government Center Area Plan Feasibility Report.</b> The City shall coordinate with Alameda County to explore the feasibility of forming a partnership to fund and prepare a master plan or specific plan for the Alameda County Government Center area. The City shall submit a feasibility report to	2020-2040	<b>Not Started</b>		

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the City Council, and additional actions shall be determined based on Council direction.				
<b>M-1 Multimodal LOS and Design Standards.</b> The City shall adopt multi-modal (LOS) and design standards and a methodology that defines the process for determining which non-vehicular transportation and transit improvements will be implemented. The multimodal LOS program, design standards, and methodology should be consistent with those adopted by the Alameda County Transportation Commission.	2017-2019	<b>Complete</b>	This was presented to City Council for a public hearing and first reading on June 16, 2020, adopted, and was effective beginning in July 2020.	* (Improve Infrastructure (1-4e "Multimodal Transportation))
<b>M-2 Multimodal LOS Guidelines.</b> The City shall update its Traffic Study Preparation Guidelines to reflect the multi-modal Level of Service (LOS) policies, standards, and methodologies and to provide additional flexibility in implementing multimodal transportation improvements.	2017-2019	<b>Complete</b>	The City adopted new local Transportation Impact Assessment Guidelines and standards for requiring local level of service analysis, effective July 2020.	* (Improve Infrastructure (1-4e "Multimodal Transportation))
<b>M-3 Survey Transportation and Transit Gaps and Barriers.</b> The City shall prepare a study to identify existing gaps and barriers in the transportation and transit network. Based on the findings from the study, the City shall prepare and submit recommendations to the City Council on a set of priority investments for inclusion in the Capital Improvement Program and/or the Countywide Transportation Plan to address the gaps and barriers.	2020-2040	<b>Not Started</b>		* (Improve Infrastructure (4, 4b, 4c, 4d, 4e))
<b>M-4 Regional Connection Improvements.</b> The City shall work with the Alameda County Transportation Commission, AC Transit, and adjacent communities to identify better connections between city roadways, pedestrian ways, bicycle facilities, and transit corridors and neighboring and regional transportation networks. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority improvements for better regional transportation connections that should be included in the Capital Improvement Program or Countywide Transportation Plan.	2020-2040	<b>Not Started</b>		* (Improve Infrastructure (4, 4b, 4c, 4d, 4e))
<b>M-5 Collision Data Reporting.</b> The City shall prepare and submit bi-annual reports to the City Council that summarize traffic collision data at the top collision	2014-2016 Ongoing	<b>In Progress</b>	This information is currently being presented on a quarterly basis by HPD.	* (Support Quality of Life (16))

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locations for automobiles, bicycles, and pedestrians, and recommend improvements where needed.				
<b>M-6 Complete Streets Assessment.</b> The City shall conduct a study of the existing street network to identify streets that can be more complete. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on a priority list of complete streets improvements.	2020-2040	<b>Complete</b>	In conjunction with ACTC, Hayward developed a Complete Streets Study that set out conceptual design standards for various roadway typologies.	* (Improve Infrastructure (1, 2, 5, 5a, 5b, 8, 8a, 8b, 8c, 8e))
<b>M-7 Underused Rights-of-Way.</b> The City shall conduct a study to identify underused rights-of-way, such as street lanes, open drainage facilities, and railroad corridors, to convert to bikeways, pedestrian ways, trails, and/or landscaping improvements. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priorities to maximize the use of underused right-of-way for non-motorized facilities or landscaping improvements.	2020-2040	<b>Not Started</b>		* (Improve Infrastructure (8))
<b>M-8 Complete Streets Evaluation.</b> The City shall bi-annually evaluate and report to the City Council on how well the streets and transportation network are serving each category of users.	2014-2016 Ongoing	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.	* (Improve Infrastructure (1, 2, 5, 5a, 5b, 8, 8a, 8b, 8c, 8e))
<b>M-9 Improved Traffic Flow Program.</b> The City shall work with Metropolitan Transportation Commission and the Alameda County Transportation Commission to plan and obtain funding for projects that improve traffic flow on arterials and reduce vehicle idling.	2017-2019	<b>In Progress</b>	Multiple projects have been originated and grants obtained that work toward this purpose. The regional Hesperian Line 97 project installed adaptive traffic signals throughout the city within a major north/south corridor. The City has obtained an Innovative Deployments to Enhance Arterials (IDEA) grant from the Metropolitan Transportation Commission (MTC) that will allow for better monitoring and adjustment of signal timing along three major corridors in Hayward, thus reducing vehicle idling. The City obtained Transportation Development Act (TDA) Article III funds and funds from Alameda County Transportation Commission (ACTC) for improvements on Patrick Avenue and Gading Road. The Class IV Separated Bikeway on Mission Blvd from Industrial Parkway and Harder Road is funded by a grant. The City has also received a grant to improve queuing and vehicle idling at the Huntwood/Industrial and Huntwood/Sandoval signalized intersections.	* (Improve Infrastructure (2, 3, 4, 4a, 4b, 4c, 4d, 4e))

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<p><b>M-10 Traffic Calming Measures.</b> The City shall conduct a study to identify neighborhoods where appropriate traffic-calming measures could help reduce speeding and create safer streets. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority streets for traffic calming measures.</p>	<p>2020-2040</p>	<p><b>Complete</b></p>	<p>In July of 2018, the City Council adopted a Neighborhood Traffic Calming Policy which identifies a process by which traffic calming complaints are addressed. It also presents a robust toolbox which staff can utilize to address these complaints.</p>	<p>* (Improve Infrastructure (2))</p>
<p><b>M-11 Pedestrian Master Plan.</b> The City shall develop, adopt, and implement a Pedestrian Master Plan that includes a planned sidewalk system, pedestrian design standards, and implementation program. As part of the preparation of the Pedestrian Master Plan, the City shall review and incorporate (as appropriate) planned improvements and programs identified in the Alameda Countywide Pedestrian Plan that connect Hayward's existing and planned pedestrian facilities to regional walking and bicycle facilities. The Pedestrian Master Plan shall include a Safe Routes to Schools Plan, an ADA Transition Plan, and strategies to improve pedestrian connections to parks, transit, and neighborhood commercial, and service uses.</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>Adopted by Council on September 29, 2020.</p>	<p>* (Improve Infrastructure (8))</p>
<p><b>M-12 Shuttle Service Study.</b> The City shall conduct a study to evaluate the feasibility of establishing shuttle services to address any unmet transit needs, to fill in gaps in service that are not being met by other transit providers, and to improve transit connections between major transit stations and employment centers. Based on findings from the study, the City shall prepare and submit recommendations to the City Council relative to the options for establishing such services in the city.</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>The Shuttle Study evaluated the feasibility of six potential shuttle routes in Hayward. One route extending from the proposed Lincoln Landing site to BART, Southland Mall, Chabot College, and into the southeast industrial area was carried forward and presented to Council in the fall of 2018. A funding shortfall has put the proposed project on hold.</p>	<p>* (Improve Infrastructure (4))</p>
<p><b>M-13 Private Transportation Companies.</b> The City shall conduct a study to identify economic incentives for private transportation companies seeking to enhance mobility in the Downtown, Priority Development Areas (PDAs), corridors, employment centers, and other high-intensity districts in the city. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on potential incentives.</p>	<p>2020-2040</p>	<p><b>Not Started</b></p>		<p>* (Improve Infrastructure (4))</p>

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<p><b>M-14 Transit Rider Information Study.</b> The City shall work with AC Transit to identify options for informing transit riders of the availability and timing (e.g., headways) of public transit. Based on findings from the study, the City shall work with AC Transit to prepare and submit recommendations to the City Council on developing a transit information program.</p>	<p>2020-2040</p>	<p><b>Not Started</b></p>		<p>* (Improve Infrastructure (4, 4a))</p>
<p><b>M-15 Pedestrian Design Standard for Transit Stop.</b> The City shall work with AC Transit to develop and adopt transit stop design standards for lighting, walkways, streetscape furniture, and landscaping to promote a feeling of safety at transit stops.</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>The Alameda County (AC) Transit Multimodal Corridor Guidelines was published in April 2018.</p>	<p>* (Improve Infrastructure (4, 4a, 8))</p>
<p><b>M-16 Citywide TDM Plan.</b> The City shall develop and adopt a citywide Transportation Demand Management (TDM) Plan, which could include strategies to reduce peak-hour traffic, such as staggered work hours, flexible schedule options, and telecommuting from home offices.</p>	<p>2017-2019</p>	<p><b>Not Started</b></p>	<p>The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.</p>	<p>* (Improve Infrastructure (1))</p>
<p><b>M-17 City Employee Car/Bike Share Programs.</b> The City shall conduct a study that explores the development of car-sharing and/or bike sharing programs for City employees. Based on findings from the study, the City shall prepare and submit recommendations to the City Council about establishing such programs.</p>	<p>2020-2040</p>	<p><b>In Progress</b></p>	<p>The City was awarded a grant in 2017 to deploy and promote car sharing at multiple locations throughout the city. In the fall of 2019, the city returned the grant funds and closed the program after it was deemed infeasible. Staff will continue to seek additional opportunities for car and bike sharing as opportunities arise.</p>	<p>* (Improve Infrastructure (4))</p>
<p><b>M-18 City Commuter Benefits.</b> The City shall continue to offer commuter benefits, such as Tran Ben or Commuter Checks to City employees, and when possible, expand or develop other commuter benefits programs, such as parking cash-out or parking pricing programs, or taking advantage of the new tax credit for biking to work.</p>	<p>2014-2016 Ongoing</p>	<p><b>In progress</b></p>	<p>The City currently offers pre-tax payroll deductions for public transportation and/or parking options with P&amp;A Group. Staff evaluates options annually and will continue to improve and expand the program when possible.</p>	<p>* (Improve Infrastructure (4))</p>
<p><b>M-19 TDM Amendments.</b> The City shall amend Administrative Rule 2.26 to reflect current transportation demand management opportunities.</p>	<p>2017-2019</p>	<p><b>Not Started</b></p>	<p>The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.</p>	<p>* (Improve Infrastructure (1))</p>
<p><b>M-20 Off-Street Parking Regulations Comprehensive Update.</b> The City shall amend the Off-Street Parking Regulations of the Municipal Code to incorporate smart growth principles and to incentivize</p>	<p>2017-2019</p>	<p><b>Not Started</b></p>	<p>The City has not begun this program due to limited staff and fiscal resources, along with other City priorities. However, staff is currently working on developing Objective Design Guidelines, which will</p>	<p>* (Improve Infrastructure (1a))</p>

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<p>walking, biking, and public transit. The update shall consider the following changes: Creating a single "blended" parking requirement for commercial uses to facilitate future changes of use (i.e. changing a retail store to a restaurant); Providing requirements or incentives for bicycle parking; Allowing on-street parking along the property's frontage to count towards satisfying a portion of the property's off-street parking requirements; Setting parking maximums to limit the amount of parking that can be built on a site; Creating parking preferences or incentives for residents who rideshare or use low- or zero-emissions vehicles; and Allowing property owners to develop and implement parking demand management plans that consider ways to reduce the need for off-street parking by using shared parking arrangements, valet parking services, paid parking, and other appropriate techniques.</p>			<p>include potential updates to the City's Off-Street Parking regulations; these efforts meet the intent of this program.</p>	
<p><b>M-21 Downtown Parking Management Plan.</b> The City shall prepare and implement a Downtown Parking Management Plan. The preparation of the plan shall consider the following: Adopting parking requirements that are appropriate for a mixed-use, walkable, and transit-oriented district; Creating a single "blended" parking requirement to facilitate future changes of use (i.e. changing a retail store to a restaurant or office space to residential); Establishing flexible parking requirements to allow innovative parking solutions to efficiently meet parking needs, including shared parking, valet parking, and the implementation of parking demand management strategies; Providing dedicated parking spaces for car-sharing programs and low- or zero-emissions vehicles; Establishing incentives to encourage car-sharing programs (e.g., receiving credit for meeting the minimum "parking minimum" if a car share program is included with the project); Establishing paid parking with market pricing strategies for public parking (on- and off-street); Installing state-of-the-art parking meters that allow users to locate, reserve, and pay for parking with smart phone and mobile device applications; Adopting policies to use parking revenues to fund Downtown improvements and enhancements; and Establishing</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>In July 2018, the City Council adopted a Downtown Parking Program. While it does not encompass all the activities described in the program language, it did establish consistent time restrictions, enforcement policies and provides remedies for merchants and residents who live in the downtown. The City is in the process of fully implanting the plan.</p>	<p>* (Improve Infrastructure (1a))</p>



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bicycle parking requirements and incentives. The Parking Management Plan may be prepared in conjunction with the Downtown Specific Plan (see Program 7 of Table LU-1).				
<b>M-22 Truck Routes Study.</b> The City shall conduct a study of the Surface Transportation Assistance Act (STAA) truck routes and local truck routes (i.e. Hayward Traffic Code Section 6.11) to evaluate and confirm the optimal network for truck traffic through and within the city. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on an appropriate system of truck routes.	2020-2040	<b>Not Started</b>		
<b>M-23 Transportation Impact Fees.</b> The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for local transportation improvements, and if deemed appropriate by City Council, regional transportation improvements. Based on the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an Impact Fee Ordinance for transportation improvements.	2017-2019	<b>In Progress</b>	The City has completed a Nexus Report and is in process of preparing an ordinance for City Council approval by June 30, 2022.	* (Improve Infrastructure (3))
<b>ED-1 Economic Development Strategic Plan Annual Report.</b> The City shall submit an annual report to the City Council that evaluates the implementation of the Economic Development Strategic Plan.	2014-2017 Annual	<b>In Progress</b>	The Economic Development Division planned to bring forward an updated strategic plan in incremental segments. In the Fall of 2019, the Economic Development Division presented an updated Marketing and Branding Strategy and planned to continue updating the business attraction, retention, and expansion elements of the strategic plan. However, these efforts were delayed due to the need to pivot toward COVID-19 response and recovery program implementation efforts. ED staff developed and brought forward a COVID-19 Economic Recovery Strategy in 2022, which is funded by ARPA dollars. This plan included a suite of recovery initiatives that will be the focus of the Division’s efforts across the next 3 years.	* (Grow the Economy (1, 1a, 1b))
<b>ED-2 Branding and Marketing Program.</b> The City shall develop and maintain a branding and marketing strategy and materials to promote Hayward and maximize the effectiveness of the City’s communication materials and website.	2014-2016, Ongoing	<b>Complete</b>	The branding and marketing strategy was completed and launched in 2016. Updates to the strategy and content are ongoing. Regular updates are made to materials to be consistent with the latest market and business trends. In 2020, staff updated the Branding and Marketing Plan, which included new work tasks to continue promoting	* (Grow the Economy (1, 1a, 1b, 14, 14a, 14b))

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			Hayward to targeted industries. As part of the COVID-19 Economic Recovery program efforts, a new marketing campaign “Hayward Open for Business” will be launched to encourage customers return to Hayward restaurants and retail stores. Marketing efforts to showcase the growing Biotech industry in Hayward are also scheduled for 2022.	
<b>ED-3 Energy and Sustainability Businesses Program.</b> The City shall coordinate with the Chamber of Commerce and the East Bay Economic Development Alliance to develop a program that supports and attracts businesses in the renewable and energy-efficiency sector to Hayward.	2017-2019	<b>Complete</b>	The City of Hayward's adopted the Concierge Program to actively recruit Clean Energy and Technologies as a targeted industry for the program. Businesses within this industry can take advantage of the program and its services including site selection assistance, development assistance, and business and workforce assistance. The City also partners with the East Bay Economic Development Alliance (EDA) to attend industry sector events to attract more clean energy businesses to Hayward and the region. Recruitment of clean energy businesses is ongoing.	* (Combat Climate Change (1, 1c, 4, 5, 5a, 5b))
<b>ED-4 Business Resource Center and Website.</b> The City shall develop and maintain a business resource center and website.	2014-2016, Ongoing	<b>Complete</b>	Economic Development developed the City's Business Ombudsman and Business Concierge program and division website to serve as a resource center to businesses. Maintenance of these materials and implementation of these services are ongoing. Staff assists with location services, workforce services and other individual assistance as needed by the business community. Additional updates to the Economic Development business webpages and printed brochures will occur as new state, federal and city programs and resources become available. These efforts are currently on hold as staff focus on implementation of COVID-19 recovery program.	* (Grow the Economy (14a))
<b>ED-5 International Business Program.</b> The City shall develop and promote an international business program to expand and diversify the economic base of Hayward and to promote businesses that reflect the cultural diversity of the Hayward community.	2020-2040, Ongoing	<b>Complete</b>	The Hayward Business community represents the cultural diversity of the community. Through the implementation of the Small Business Assistance grants and the COVID-19 Recovery Effort programs, staff uses equity practices to ensure that all efforts are taken to support those businesses that are owned and operated by minority business owners that traditionally do not have access to other capital means or programs. These efforts were recognized by the International Economic Development Council with an Award of Excellence for the efforts of the Economic Development Division. In addition, the City launched the	* (Grow the Economy (14))

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			Together for Tennyson initiative, which established a marketing campaign and website to promote the diverse set of businesses in the Tennyson Corridor. This included a business directory and interactive map featuring businesses.	
<b>ED-6 Industrial Technology and Innovation Corridor Marketing Strategy.</b> The City shall develop and maintain a branding and marketing strategy to promote economic investment and business and development opportunities within the Industrial Technology and Innovation Corridor.	2020-2040, Ongoing	<b>Complete</b>	With the publication of the Industrial Corridor Innovation and Technology Study in 2015, the City of Hayward identified the importance of maintaining and supporting the six major industry clusters that existed in our Industrial area. New regulations that fostered and promoted the growth of these new technology clusters were needed to bring the zoning regulations in line with the needs of the changing market. Following the adoption of new industrial zoning district regulations in Spring 2019, Economic Development staff developed and implemented a plan to promote the new regulations and increase awareness of development opportunities. In 2019 and 2020, this included personal engagement with owners of vacant land and buildings, industrial real estate brokers, industrial trade associations and developers. These efforts, combined with strong industrial real estate market conditions, led to major redevelopment proposals including the former Gillig, Berkeley Farms and Conxtech sites on Clawiter. Work to market the industrial corridor will continue to be an ongoing task.	
<b>ED-7 Local Hire Incentives.</b> The City shall develop a package of business incentives (e.g., reduced business license fees) to encourage Hayward businesses to hire local residents.	2014-2016	<b>Not Started, to begin late 2022</b>	As part of the COVID Economic Recovery programs adopted by the City, a new program is slated to be implemented in year 2 & 3 of the budget. The Hire Hayward program establishes a rebate grant program that provides financial incentive to businesses that hire and maintain employment of a Hayward resident. Businesses would be required to offer a minimum hourly wage of \$15.00 per hour. The rebate incentive would be to be businesses and would be a rebate a percentage of wages up to a maximum threshold for hiring a Hayward resident. The rebate period would run for the first eight weeks of the resident’s employment to account for training and onboarding costs.	* (Grow the Economy (14))
<b>ED-8 Business Incubator Study.</b> The City shall partner with the Hayward Chamber of Commerce, local business organizations, and college business programs to explore	2017-2019	<b>In Progress</b>	Research on business incubators, including best practices and common funding mechanisms was started in 2020. However, these efforts were placed on hold as COVID-19	

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<p>the feasibility of establishing a business incubator. The City shall submit a feasibility report to the City Council and additional actions shall be determined based on direction from the City Council.</p>			<p>response and recovery efforts were prioritized. Economic Development staff have engaged with California State University (CSU or Cal State) East Bay to explore partnership opportunities. CSU East Bay is constructing a CORE building, which will be a Hub for Entrepreneurship. This business incubator will provide a nexus for students and faculty to explore innovations that will propel the creative economy into the next generation. Construction is to be completed in 2022.</p>	
<p><b>ED-9 Business Attraction, Expansion, and Retention Program.</b> The City shall develop a comprehensive business attraction, expansion, and retention program.</p>	<p>2014-2016, Ongoing</p>	<p><b>Complete</b></p>	<p>Business attraction, expansion and retention is an ongoing process in the City of Hayward. Staff monitors reports on industry trends, sales tax leakage reports, vacancy reports, and other resources to determine what the current need is for the business community. Through the City’s award-winning Business Concierge Service, staff also works with other City departments in identifying those businesses that are looking to expand their operations and to ensure the process for those expansions is a positive experience for the business. Staff is currently working with the broker community to identify new tenants for the Kmart site, Lincoln Landing, SoHay, and other new retail spaces currently under construction.</p>	<p>* (Grow the Economy (13))</p>
<p><b>ED-10 Town-Gown Economic Partnership.</b> The City shall coordinate with Chabot College and California State University, East Bay to develop a formalized Town-Gown Economic Partnership.</p>	<p>2014-2016</p>	<p><b>In Progress</b></p>	<p>In late 2019, Economic Development staff began actively identifying and meeting with California State University (CSU) East Bay and Chabot College student associations and groups in order to identify student needs and develop a Town-Gown or "College Connection" program. The goal was to partner to produce "Shop Local" promotions and special events targeting students. Completed tasks included organizing and facilitating a focus group of over 25 college students to discuss their shopping patterns and preferred retailers. However, promotional and special event planning efforts were delayed due to the COVID-19 pandemic, which resulted in business and campus closures and prohibitions on mass gatherings. These efforts are currently on hold due to lack of staff capacity and efforts to focus on the implementation of COVID-19 Recovery programs.</p>	

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<p><b>ED-11 Town-Gown Economic Strategic Plan and Annual Report.</b> The City shall coordinate with Chabot College and California State University, East Bay to develop a Town-Gown Economic Strategic Plan that focuses on enhancing the college-town economy and culture of Hayward. The City shall submit an annual report to the City Council that evaluates the implementation of the Strategic Plan.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>Town-Gown Economic Strategic Plan efforts were delayed as priorities shifted to COVID-19 response and recovery. Formal work on the Town-Gown Strategic Plan is currently on hold due to lack of staff capacity as the focus has shifted towards the implementation of COVID-19 Economic Recovery programs.</p>	
<p><b>ED-12 Customer Service Survey.</b> The City shall develop and maintain a customer service survey to evaluate and identify opportunities to improve permit procedures and the customer service of the Development Services Department and Finance Department (business license permitting). Surveys will be sent to applicants after permits for the project are approved/denied.</p>	<p>2014-2016, Ongoing</p>	<p><b>In Progress</b></p>	<p>Surveys are regularly sent to customers and available at City Hall for an evaluation of the City’s customer service. Development Services and Permit Center released a survey in Spring 2019, and after a pause due to the first COVID-19 closure, the City resumed soliciting customer feedback on ways to improve and expand customer service delivery in response to the ongoing COVID pandemic.</p>	<p>* (Support Quality of Life (16a))</p>
<p><b>ED-13 Permit Processing Software.</b> The City shall upgrade its Development Services permit processing software to streamline review, allow the submission of electronic applications, reduce costs, and monitor processing time.</p>	<p>2014-2016, Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has started the process of updating our licensing and permit review software with EnerGov to help streamline process review. Staff expects this project to be completed in Fiscal Year 2022/23.</p>	<p>* (Improve Organizational Health (15b))</p>
<p><b>ED-14 Ombudsperson Service.</b> The City shall develop an ombudsperson service to assist commercial and industrial business and new development applicants with the City’s permit and entitlement process, and to provide coordination assistance with utility providers and other regulatory and permitting agencies.</p>	<p>2014-2016</p>	<p><b>Complete</b></p>	<p>Completed in September 2015.</p>	<p>* (Grow the Economy (13))</p>
<p><b>ED-15 Cultural Commission.</b> The City shall establish a Cultural Commission to coordinate the efforts of various arts, culture, and historical groups within Hayward and to assist with cultural event planning reflective of Hayward’s diversity. The Commission shall also evaluate funding mechanisms for public art and performance projects.</p>	<p>2020-2040</p>	<p><b>In Progress</b></p>	<p>Staff recognizes the important economic impact of arts and culture on both quality of life for residents and the attraction of new businesses for the local economy. Efforts have begun to identify both short-term and long-term projects for the City to bring an increased presence of art and cultural events to the community. Economic Development has increased support to other organizations that have created cultural events held in the downtown such as the Mariachi Festival, Russell City Blues Festival, Oktoberfest and a Latin Jazz Festival. In 2019, Economic Development established a Special Events Grant Support program, which was reviewed by the Council Economic Development Committee (CEDC) and City Council. This program</p>	

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			created a formal annual application process for special events. It included new funding thresholds to support and encourage new events. The new program also integrated elements of the City's "Commitment for an Inclusive, Equitable, and Compassionate Community" roadmap. Evaluation criteria was added to encourage more events that focus on cultural diversity, equity, and inclusion. Due to COVID-19, on-going prohibitions on large gatherings, and removal of funding for this program from the Economic Development budget, this program is currently on hold.	
<b>CS-1 Grant Funding.</b> The City shall pursue grant funding on an on-going basis to increase Police and Fire Department staffing levels, improve police and fire facilities and equipment, and improve community safety services and programs.	Ongoing	<b>In Progress</b>	The Police Department currently has 34 sworn vacant positions and will pursue additional grant funding programs when staff resources are available. The Fire Department regularly applies for grants to fund equipment purchases and community programs. In the past several years, the Department has received grant money to purchase radios, cardiac monitors, and chest compression devices, as well as fund the residential chipping program and Community Emergency Response Team program.	* (Support Quality of Life (16))
<b>CS-2 Police Department Strategic Plan Annual Report.</b> The City shall submit an annual report to the City Council that evaluates the implementation of the Police Department Strategic Plan.	Annual	<b>In Progress</b>	The Police Department is currently in the process of working with an independent contractor to develop a new Strategic Plan with an anticipated completion date before the end of fiscal year 2022. The development of a new Strategic Plan is a requirement by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The process is ongoing and HPD provides quarterly reports and an annual report to the City Council.	
<b>CS-3 Crime Prevention Through Environmental Design Checklist</b> The City shall develop a Crime Prevention Through Environmental Design (CPTED) Checklist to encourage project applicants to incorporate CPTED principles into the design of their projects and to assist in the Police Department's review of development applications.	2017-2019	<b>Complete</b>	Crime Prevention Specialists meet regularly with Development Services staff for early involvement in development projects. Crime Prevention Through Environmental Design (CPTED) training has been offered to Development Services staff to improve their understanding of the process. Recommended CPTED strategies are provided to applicants, as applicable.	
<b>CS-4 Homeless Services Partnership.</b> The City shall develop formal partnerships with community and faith-based organizations to develop and implement a coordinated strategy for managing food, shelter, and support services to the homeless in Hayward.	2014-2016	<b>In Progress</b>	The City developed and released a major strategy report on the issue of homelessness in late 2015. As a result of that report, a new Winter Warming Center was created in north Hayward, and the Downtown Streets Team program was contracted to begin services in June 2016. A new task force, a standing Interdisciplinary Working Group on Homelessness, Hunger, Housing and Disruptive Street	* (Preserve, Protect, and Produce Housing for All (1, 1b, 2, 3, 3A, 3B, 4g))

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			Behaviors, was formed in early 2015, and continues to meet monthly. Members from various City Departments, Non-Profits, and Faith Based Organizations participate in the working group to coordinate services and strategy to ensure homeless and hunger needs are addressed in Hayward. In January 2019, the City Council approved a Navigation Center for the homeless in the Industrial area, which is currently operational. The Library has started a partnership with Alameda County Health Care for the Homeless to bring the Medical Services van to the City on an ongoing basis.	
<b>CS-5 Park Security Program.</b> The City shall coordinate with the Hayward Area Recreation and Park District and East Bay Regional Park District to prepare a strategy for integrating appropriate security and surveillance technology in City parks.	2017-2019	<b>In Progress</b>	Staff turnover at the Hayward Area Recreation District (HARD) and the COVID-19 pandemic have impacted the implementation of this program but additional coordination with HARD is anticipated in 2022.	* (Support Quality of Life (16))
<b>CS-6 Comprehensive Safe School Plans.</b> The City shall coordinate with local school districts on an ongoing basis to assist in the review and update of a Comprehensive Safe School Plan for each school in Hayward.	2014-2016 Ongoing	<b>In Progress</b>	The School Resources Officers (SRO) Program was discontinued by Hayward Unified School District (HUSD) in 2021 and on-site campus security is provided by HUSD security staff. The HPD responds to HUSD campuses and coordinates with HUSD to address safety issues when requested.	
<b>CS-7 Fire Department Strategic Plan and Annual Report.</b> The City shall develop and adopt a Fire Department Strategic Plan. The City shall submit an annual report to the City Council that evaluates the implementation of the Fire Department Strategic Plan.	2017-2019, Annual	<b>In Progress</b>	The Fire Department has begun the planning process to complete the Strategic Plan, which will be completed by the end of this fiscal year.	* (Support Quality of Life (5))
<b>CS-8 Center for Public Safety Excellence Program.</b> The City shall initiate and complete the accreditation process for the Center of Public Safety Excellence to evaluate and enhance fire and emergency medical services within the city.	2014-2016	<b>In Progress</b>	Staff initiated the accreditation process in 2021 and can take up to three years to complete.	* (Support Quality of Life (16))
<b>CS-9 Police and Fire Impact Fees.</b> The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for police and fire services. Based on the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an impact fee ordinance for police and/or fire services.	2014-2016	<b>Not Started</b>	This program may need to be reevaluated to determine if it is feasible and/or still a desired approach.	

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<p><b>CS-10 Disaster Awareness and Emergency Preparedness Program.</b> The City shall prepare a comprehensive update of its disaster awareness and emergency preparedness program.</p>	<p>2014-2016</p>	<p><b>In Progress</b></p>	<p>The City has funded several emergency preparedness exercises in the past five years. However, funding has not been available to implement a comprehensive emergency preparedness program. Council approved an Emergency Management Services Officer position in October 2019, who began updating the Department's preparedness plans and preparing evacuation drills shortly thereafter. In March of 2020, the Department prioritized standing up the Emergency Operations Center (EOC) and COVID-19 response. The program itself is limited due to staff buy-in for preparedness training and participation. Expected completion is the end of Fiscal Year 2023.</p>	<p>* (Support Quality of Life (16))</p>
<p><b>CS-11 Disaster Drills.</b> The City shall conduct annual disaster drills to train City staff and test the effectiveness of the Comprehensive Emergency Management Plan and operational readiness of the Emergency Operations Center. If necessary, the City shall submit a report to the City Council that provides recommendations for follow-up training, updates to the Comprehensive Emergency Management Plan, and improvements to the Emergency Operations Center.</p>	<p>2014-2016 Annual</p>	<p><b>In Progress</b></p>	<p>In 2019, the Fire Department conducted several fire drills at City Hall to promote fire safety awareness. In 2020, the COVID-19 pandemic resulted in the closure of City Hall, the Library and several public buildings. It is anticipated that public safety drills will resume once the Shelter in Place has been lifted and its safe for employees in Spring 2021. In collaboration with PIO, the Department initiated a two-year planning process to increase community and staff preparedness in preparation for tabletop and large-scale drills with first responders, EOC staff, City staff, and community members/groups.</p>	<p>* (Support Quality of Life (16))</p>
<p><b>CS-12 Community Emergency Response Reserves Program.</b> The City shall establish a volunteer reserves program for Hayward residents certified in Community Emergency Response Training (CERT). The reserves program shall include a regular training program and a leadership structure to communicate and coordinate with volunteers during emergencies.</p>	<p>2020-2040</p>	<p><b>In Progress</b></p>	<p>The Fire Department has successfully established an active Community Emergency Response Team (CERT) program, which trains approximately 400 residents annually. In addition, the Department launched a Neighborhood Emergency Response Team (NERT) program in 2018 with the goal of training an additional 240 people. NERT is an abbreviated 4-hour curriculum for community groups. The Department continues to build the CERT program and is in progress of elevating CERT members to engage in advanced training. This CERT group will assist and report directly to the EOC in the event of a large-scale disaster.</p>	<p>* (Support Quality of Life (16))</p>
<p><b>CS-13 Energy Assurance Plan.</b> The City shall develop and implement an Energy Assurance Plan to ensure that critical facilities have access to power during emergencies and power outages.</p>	<p>2020-2040</p>	<p><b>Not Started</b></p>	<p>The Fire Department proposed a new CIP project for FY 22, which includes a pilot program for 10 solar-powered generators. These generators will be used to support 112 baseline residents during public safety power shutoffs; power tents in the event of any disaster, large or small;</p>	<p>* (Support Quality of Life (16))</p>



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			support the continuing operations of maintenance services through disasters and will be used in emergency response drills. Council approved funding for solar generators, and communications equipment that will assist directors and public safety leadership with communicating off the grid. These efforts support the intent of the program in ensuring that critical facilities have access to power during emergencies and power outages.	
<b>CS-14 Mass Communication System Update.</b> The City shall review and update (as necessary) its mass communication system (the system for sending emergency information and updates to the Hayward community).	2014-2016 Ongoing	<b>In Progress</b>	The Fire Department implemented AC Alert, a Mass Notification System adopted county-wide. It allows Alameda County to rapidly disseminate emergency alerts to people who live, work in, or visit Alameda County or Hayward and is capable of sending alerts by voice, text and email, as well as messaging other mass notification systems, posting to social media pages, and sending FEMA (Federal Emergency Management Agency) Wireless Alerts. Hayward currently has 62,031 participants. In collaboration with the PIO, the Department initiated a campaign to engage more of the community with opting-in to AC Alert.	* (Support Quality of Life (16))
<b>NR-1 Habitat Conservation Plan.</b> The City shall coordinate with Alameda County, the cities of Fremont and Union City, the Hayward Area Recreation and Park District, and the East Bay District to develop and adopt a comprehensive Habitat Conservation Plan for areas within and surrounding Hayward.	2017-2019, Ongoing	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.	
<b>NR-2 Creek Daylighting and Restoration Study.</b> The City shall prepare a Creek Daylighting and Restoration study that will identify specific actions to maintain and restore creeks and streams to a more natural state. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority actions to maintain and restore creeks and streams.	2020-2040	<b>Not Started</b>		
<b>NR-3 Recycled Water Program.</b> The City shall construct facilities to deliver recycled water to customers near the Water Pollution Control Facility.	2020-2040	<b>In Progress</b>	Construction was completed on approximately eight miles of distribution pipelines in 2019, and on the recycled water tank, pump station, treatment facility in 2020. Phase 1 customer site retrofits and connections to the recycled water system were completed in 2020. The project was enrolled under the State Board’s General Water Reclamation	* (Improve Infrastructure (18., 18B))

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			Requirements for Recycled Water Use Order WQ 2016-0068-DDW in 2021. Customer deliveries are scheduled to begin in 2022.	
<b>NR-4 Water Conservation Standards.</b> The City shall develop and adopt Water Conservation Standards within the Municipal Code for households, businesses, industries, and public infrastructure.	2017-2019	<b>Complete</b>	Hayward's Indoor Water Use Efficiency Ordinance was repealed by Council on December 13, 2016 due to the more stringent water efficiency standards included in the 2016 California Building Code, which took effect on January 1, 2017. Hayward's Nonessential Water Use Ordinance was amended by Council on June 6, 2017 to permanently prohibit wasteful water practices consistent with State water conservation regulations.	
<b>NR-5 Residential Energy Performance Assessment and Disclosure Ordinance.</b> Not sooner than 2017, the City shall consider adopting a Residential Energy Performance Assessment and Disclosure (EPAD-R) Ordinance for detached single-family homes and multi-family homes. The EPAD-R Ordinance may include the following: energy performance disclosures at certain points or thresholds; use of a free online tool such as the Environmental Protection Agency's Home Energy Yardstick for self-assessment, which takes into account the size of the home and number of occupants; alternatively, use of a low-cost assessment tool such as the Department of Energy's Home Energy Score; flexible exemption provisions including: the age of the building, foreclosures or short sales, recent energy efficiency upgrades, an owner providing 12 consecutive monthly utility bills from the previous two years.	2017-2019 2020-2040	<b>In Progress</b>	On September 12, 2016, staff presented a report to the Council Sustainability Committee regarding a potential ordinance that would require energy audits of existing buildings and would require disclosure of energy performance. The Committee directed staff to focus efforts on providing customers with information that would encourage them to voluntarily make energy efficiency updates to existing homes and commercial buildings. Staff is currently working with StopWaste to develop a low-cost multifamily property assessment tool, which may be used for public disclosure of energy performance.	* (Combat Climate Change (1))
<b>NR-6 Commercial Energy Performance Assessment and Disclosure Ordinance.</b> The City shall consider adopting a Commercial Energy Performance Assessment and Disclosure (EPAD-C) Ordinance for commercial buildings. The EPAD-C Ordinance may include the following: Energy use disclosure requirements consistent with State law (AB 1103), which requires use of the ENERGY STAR Portfolio Manager benchmarking tool. Exemption provisions consistent with AB 1103, which include: the size of the building the occupancy type of the building	2017-2019 2020-2040	<b>Not Started</b>		* (Combat Climate Change (1))

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<p><b>NR-7 Energy Reduction Initiative and Annual Report.</b> The City shall develop and implement a public information and education campaign to encourage every household and every business to reduce their energy consumption by 10 percent by 2020. The City shall evaluate and report to the City Council annually on the community's progress in achieving the ten percent goal and recommend additional efforts as necessary to ensure the goal is met.</p>	<p>2014-2016, Annual</p>	<p><b>In Progress</b></p>	<p>Hayward participates in the Bay Area Regional Energy Network's (BayREN) programs. Staff is promoting BayREN's single-family program, includes the Home Energy Score and a variety of rebates for energy efficiency and electrification.</p>	<p>* (Combat Climate Change (1))</p>
<p><b>NR-8 Home Energy Monitors and Annual Report.</b> The City shall develop a program to encourage the installation of Home Energy Monitors in existing homes. The City shall evaluate and report to the City Council annually on the community's participation in the program, and any additional reductions in energy use that result from implementation of the program.</p>	<p>2017-2019, Annual</p>	<p><b>Not Started</b></p>	<p>This program will be re-evaluated during the update of the Climate Action Plan in 2022. There are on-line programs such as Ohm Connect and Home Energy Analytics available to monitor home energy use without the need for a hardware solution. These programs and their application support the intent of this program.</p>	<p>* (Combat Climate Change (1))</p>
<p><b>NR-9 Financing Program for Residential Energy Efficiency Retrofits.</b> The City shall work with regional agencies and organizations to develop a residential energy efficiency retrofit financing program for single-family and multi-family homes.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has offered Property Assessed Clean Energy (PACE) financing for single-family and multi-family homes since 2010. The City also offered the Pay-As-You-Save (PAYS) pilot program for multifamily properties. Hayward properties can also participate in the Bay Area Multifamily Building Enhancements (BAMBE) program, which offers cash rebates, no-cost energy consulting, and access to financing. <a href="https://www.bayren.org/multifamily">https://www.bayren.org/multifamily</a>.</p>	<p>* (Combat Climate Change (1))</p>
<p><b>NR-10 Financing Program for Commercial Energy Efficiency Retrofits.</b> The City shall work with regional agencies and organizations to develop a commercial energy efficiency retrofit financing program for commercial and industrial properties.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has offered Property Assessed Clean Energy (PACE) financing for commercial and industrial properties since 2010.</p>	<p>* (Combat Climate Change (1))</p>
<p><b>NR-11 City Building Audits and Reports.</b> The City shall conduct an energy efficiency audit of City-owned buildings every five years to identify opportunities for efficiency improvements from both operations and equipment upgrades. The City shall prepare and submit a report to the City Council that summarizes the results of the audit and makes recommendations for improvements that will improve energy efficiency.</p>	<p>2020-2040</p>	<p><b>Not Started</b></p>		<p>* (Combat Climate Change (1, 1d, 3))</p>

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<p><b>NR-12 Financing Program for the Installation of Residential Renewable Energy Systems.</b> The City shall work with regional agencies and organizations to develop a financing program for the installation of renewable energy systems on single-family and multi-family residential buildings and mobile homes.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has offered Property Assessed Clean Energy (PACE) financing for single-family and multi-family homes since 2010. PACE financing can be used for the installation of renewable energy systems.</p>	<p>* (Combat Climate Change (1, 2))</p>
<p><b>NR-13 Financing Program for the Installation of Commercial Renewable Energy Systems.</b> The City shall work with regional agencies and organizations to develop a financing program for the installation of renewable energy systems on commercial and industrial properties.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has offered Property Assessed Clean Energy (PACE) financing for commercial and industrial properties since 2010. PACE financing can be used for the installation of renewable energy systems.</p>	<p>* (Combat Climate Change (1, 2))</p>
<p><b>NR-14 Renewable Energy Generation Potential.</b> The City shall conduct a city-wide study to estimate the total potential for renewable energy generation on City facilities and the estimated costs and benefits of developing that potential. Based on findings from the study, the City shall develop a plan to develop cost effective renewable energy projects.</p>	<p>2017-2019</p>	<p><b>In Progress</b></p>	<p>Staff is currently working with East Bay Community Energy to investigate the feasibility of installing solar and battery storage at several City facilities.</p>	<p>* (Combat Climate Change (3))</p>
<p><b>NR-15 Carbon Management Activities Program.</b> The City shall develop and implement a program to track carbon sequestration activities on private and public lands, such as planting trees or managing wetlands.</p>	<p>2017-2019, Ongoing</p>	<p><b>In Progress</b></p>	<p>The Strategic Roadmap specifies a goal of planting 1,000 new trees per year and staff is tracking progress, however, no analysis has been done to track carbon sequestration.</p>	<p>* (Combat Climate Change (3))</p>
<p><b>NR-16 Green Portal.</b> The City shall develop and maintain a stand-alone Green Portal, or website, that serves as the City's hub for all things green.</p>	<p>2014-2016, Ongoing</p>	<p><b>In Progress</b></p>	<p>As part of the City's website, the "Environment" section was established to serve as the Green Portal.</p>	
<p><b>NR-17 Business Engagement in Climate Programs.</b> The City shall engage local businesses and business organizations (e.g., Chamber of Commerce, the Keep Hayward Clean and Green Taskforce, the Alameda County Green Business Program) in climate-related programs.</p>	<p>2014-2016 Annual</p>	<p><b>In Progress</b></p>	<p>Staff has and will continue to partner with the Chamber of Commerce, the Keep Hayward Clean and Green Task Force, and the Alameda County Green Business Program to promote climate-related programs.</p>	<p>* (Combat Climate Change (1, 2, 5, 5a, 5b))</p>
<p><b>NR-18 Environmental Education Programs.</b> The City shall coordinate with Alameda County, Pacific Gas &amp; Electric Company, non-profit organizations, and other agencies and businesses to develop and implement an Environmental Education Program.</p>	<p>2017-2019</p>	<p><b>In Progress</b></p>	<p>The City regularly coordinates with PG&amp;E, the Alameda County Waste Management Authority and the Alameda County Energy Council (collectively known as StopWaste), the Bay Area Water Supply &amp; Conservation Agency (BAWSCA), the Bay Area Regional Energy Network (BayREN), California Youth Energy Services (CYES) and the Alameda County Green Business</p>	

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			Program to coordinate the offering of Environmental Education programs to Hayward community members.	
<b>HAZ-1 Seismic and Geologic Safety Standards.</b> The City shall review and update (as necessary) its seismic and geologic safety standards when there is an update to the Uniform Building Code and the California Building Code.	2014-2016Ongoing	<b>In Progress</b>	This program is on-going as new codes are adopted. New California Building Code cycle is to start on January 2023.	* (Support Quality of Life (16))
<b>HAZ-2 Seismic Retrofit Feasibility Study for City Facilities.</b> The City shall prepare a study to identify all existing City facilities that do not meet current building code standards. The City shall use the study to prioritize the funding of capital improvement projects.	2020-2040	<b>Not Started</b>		* (Support Quality of Life (16))
<b>HAZ-3 Seismic Retrofit Program.</b> The City shall establish and promote a seismic retrofit program to encourage property owners to upgrade buildings, especially masonry buildings, soft-story buildings (i.e., buildings designed with minimal bracing on the first floor), and critical facilities (i.e. hospitals, schools, and long-term care facilities).	2017-2019	<b>In Progress</b>	This program is on-going. There has been a total of 479 units/structures identified as “soft story” 53 of which are not exempt, 58 exempt and 366 pending structures. Staff recommends extending deadline until 12/31/2022 due to COVID-19.	* (Support Quality of Life (16))
<b>HAZ-4 Tsunami Warning System.</b> The City shall coordinate with the Hayward Area Recreation and Park District, the East Bay Regional Parks District, and Alameda County Flood Control and Water Conservation District to develop and implement a tsunami warning system and evacuation plan for the Hayward shoreline.	2020-2040	<b>In Progress</b>	The Department implemented ZoneHaven, an evacuation planning platform that assisted with the development of an evacuation plan, map, and egress path that corresponds with the evacuation plans for neighboring cities. The Department is in the process of refining the evacuation plan for distribution.	* (Support Quality of Life (16))
<b>HAZ-5 Flood Plain Management Ordinance Comprehensive Update.</b> The City shall prepare a comprehensive update to the plain Management Ordinance.	2017-2019	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.	* (Support Quality of Life (16))
<b>HAZ-6 Airport Noise Monitoring and Reporting.</b> The City shall submit an annual report to the City Council that evaluates airport noise. If necessary, the City shall consider changes to airport operations to comply with airport noise mitigation requirements.	2014-2016Annual	<b>In Progress</b>	The airport has implemented Noise Desk, a digital noise monitoring system with many beneficial features and capabilities. Noise Desk is also more cost-effective than the system it replaced. Airport staff now provides an annual noise evaluation report to the Council Airport Committee.	* (Improve Infrastructure (11))
<b>EDL-1 Education and Lifelong Learning Resource Center.</b> The City shall develop and maintain a web-based Education and Lifelong Learning Resource Center to promote and provide access to local and web-based	2017-2019, Ongoing	<b>Complete</b>	The Education Services Division of the Library Department leverages funding through Federal, State, and Local grants and partnerships to purchase online resources to support cradle-to-career educational	* (Grow the Economy (3, 3a, 3d, 14))

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<p>educational resources, programs, and services for parents, students, and adults.</p>			<p>needs. This is a successful ongoing program that has recently expanded considerably due to Shelter-in-Place to support K-12 learning, adult literacy, and additional services for the general public: Tutor.com, Learning Upgrade, IXL, Career Online High School, Google Read-and-Write, Overdrive, and additional e-Books were all added. In response to COVID-19, virtual Math Review Circles and Reading Circles were created for students seeking tutoring services in the after-school hours. In addition, all HUSD students now have access to the library's SORA program, enabling students with or without library cards to have access to library e-Books. In addition, all adult literacy and ESL programming pivoted to a virtual model. Federal, state and local funds were also leveraged to develop a robust Tech Lending Library of over 600 devices to support low-income families in need of a computing device or internet connectivity, as well as early childhood development learning I-pads. HPL also offers access to a wide range of informational DIY and self-improvement e-resources that are suitable for use in a non-academic environment and are appropriate for parents, youth, and younger children. Additional resources to be developed after completion of the Library Strategic Plan (See program EDL-6).</p>	
<p><b>EDL-2 Education Partnership.</b> The City shall establish a formal partnership with the Hayward Unified School District, the Hayward Area Recreation and Park District, the Hayward Chamber of Commerce, Chabot College, and California State University, East Bay to coordinate the educational support programs and services offered to Hayward's youth.</p>	<p>2014-2016</p>	<p><b>Complete</b></p>	<p>In partnership with Hayward Unified School District, Chabot College, CSU East Bay, and Life Chiropractic, the City of Hayward held two STEM (Science, Technology, Engineering, and Mathematics) Career events designed in Fiscal Year 2016 to inspire youth and support ongoing educational support programs. The City continues to support the Chamber's Career Pathways Program, which establishes partnerships with school and businesses to facilitate job placement and real-world skills development for high school students.</p>	<p>* (Grow the Economy (3, 3a, 3c, 3d, 12))</p>
<p><b>EDL-3 Cradle-to-Career Strategic Plan and Annual Report.</b> The City shall coordinate with the Hayward Local Agency Committee, local businesses, community organizations, Chabot College, and California State University, East Bay to develop a Cradle-to-Career Strategic Plan. The City shall submit an annual report</p>	<p>2017-2019, Annual</p>	<p><b>In Progress</b></p>	<p>The completion of the new Downtown Library and 21st Century Learning Center was delayed, as was the creation of a departmental Strategic Plan. To continue to move the goal forward, the Ed Services Division leveraged a second round of Hayward Promise Neighborhood funding (5-year grant, with California</p>	<p>* (Grow the Economy (3, 3a, 3b, 3c, 3d))</p>

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<p>to the City Council that evaluates the implementation of the Cradle-to-Career Strategic Plan.</p>			<p>State University East Bay as the lead agency) on the City's behalf. This multi-agency grant collaboration among 15 community partners has developed and maintained 3 community networks: Early Learning Network (ELN), Cradle-to-Career Reform Network (C2CRN), and the Neighborhood Health and Empowerment Network (NHEN). These networks meet monthly and are comprised of representatives from community stakeholders planning/working on the development of high-impact, results-driven programs, collaborations, and partnerships. Additional resources to be undertaken after completion of the Library Strategic Plan (EDL-6). Although there has not been a formal Strategic Plan created by the City, the HPN initiative has taken leadership to align resources among the above-mentioned partners, resulting in the City's ability to build off existing partnerships and leverage additional federal, state, and local funds to support Tech Lending, expansion of e-resources, and funding for Bookmobile staffing, supplies, and additional support services. For example, The Community Child Care Council (4Cs) of Alameda County donated \$45,000 in resources to support the purchase of the Bookmobile and provides staffing at early childhood development stops, and HPN contributed towards City staffing costs, outreach materials, and books for the mobile collection.</p>	
<p><b>EDL-4 Education Awards Program.</b> The City shall establish an annual awards program to recognize and honor the achievements of students, local schools, and businesses and community organizations that support local schools.</p>	<p>2017-2019 Annual</p>	<p><b>Complete</b></p>	<p>In 2017, the Library Director and Ed Services Manager worked in direct coordination with Hayward City Council members to develop the Hayward Youth Achievement Hall of Fame. Young people (age 5 to 19 years old) were eligible to be nominated by any parent or other family member, teacher, coach, mentor, youth leader, family member, neighbor, friend, or other sponsoring adult. Nominations were accepted in seven categories—academics, arts, athletics, community service, heroism, innovation, and leadership. Nominees must have lived in or attended school in Hayward. Award selections were made by a three-member ad hoc Youth Hall of Fame committee of the City Council. Awards were given in November 2017 at a city council meeting. More information about nominations, award categories, and press release about the program can be</p>	

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			found on the city website: <a href="https://www.hayward-ca.gov/content/council-youth-achievement-hall-fame">https://www.hayward-ca.gov/content/council-youth-achievement-hall-fame</a> . Continuation/Revival of this program can be investigated during and after the completion of the Library Strategic Plan (EDL-6).	
<b>EDL-5 Public School Marketing Campaign.</b> The City shall coordinate with local school districts, alumni networks, real estate professionals, and the business community to develop and implement a comprehensive marketing campaign that promotes the positive achievements of local schools and helps change the perception and conversation about the quality of public schools in Hayward.	2014-2016, Ongoing	<b>In Progress</b>	The City is working with Hayward Unified School District to identify and begin marketing the District's achievements and capital improvement program. Combining the City's branding and marketing effort with the District's messaging will help bolster public perception of Hayward. In addition, the Library's Education Services Division works closely with Hayward Unified School District and other local institutions of higher learning to develop programming to support local K-12 student educational needs and develop partnerships to support students of all ages and improve student performance. The Library's Family Education program is a direct example of a unique collaboration between these local community stakeholders to fiscally share responsibility in sustaining program services for the community, while servicing Haywards most needy populations.	
<b>EDL-6 Library Strategic Plan and Annual Report.</b> The City shall develop and adopt a Library Strategic Plan. The City shall submit an annual report to the City Council that evaluates the implementation of the Library Strategic Plan.	2017-2019, Annual	<b>In progress</b>	Delayed due to COVID-19. Due to the high cost of creating a full-fledged strategic plan, the Library started the first phase of the planning in 2021 with the training of staff and conducting some preliminary outreach in preparation for strategic planning. In Fiscal Year 2022, the Library will be doing a needs assessment for the Weekes community and plan to undertake the creation of the full Strategic Plan in the Fiscal Years 2022-2024.	
<b>EDL-7 Library Facility Revenue Measure.</b> The City shall develop and promote a local library facility revenue measure to be considered by Hayward voters.	2014-2016	<b>Complete</b>	In 2014, staff developed, and Council placed Measure C (0.5 percent sales tax) on the June 2014 ballot. The new measure was approved by Hayward voters in 2014 with 68 percent voting in favor. Construction of the new 21st Century Library facility is complete and open to the public.	
<b>EDL-8 Library Fee Ordinance.</b> The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for library services. Based on	2017-2019	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities. However, based on various studies, as of January 2021	



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the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an impact fee ordinance for library services.			the Library has suspended all overdue fines on library materials.	
<b>HQL-1 Healthy Community Program.</b> The City shall partner with local health officials, planners, nonprofit organizations, businesses, schools, hospitals, local health clinics, and community groups to conduct a study to identify strategies, programs, and practices that prioritize the overall health of Hayward residents and employees. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on ways the City can prioritize community health and remove barriers to healthy living.	2020-2040	<b>Not Started</b>		
<b>HQL-2 Healthy Development Checklist</b> The City shall develop a checklist of health strategies that could be incorporated into the design of discretionary development projects and plans. The City shall share this resource with project applicants to help them design their projects to promote community health.	2020-2040	<b>Not Started</b>		
<b>HQL-3 Food Policy Task Force.</b> The City shall work with Healthy Eating Active Living Cities Campaign (HEAL) to develop and maintain a task force to advance healthy food options within the city.	2017-2019, Ongoing	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.	
<b>HQL-4 Senior Assistance Program.</b> The City shall conduct a study to identify service assistance, grants, loans, and/or special concessions in permitting procedures to maintain or modify homes to meet the needs of aging senior residents. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on types of services, financial assistance, or incentives the City can provide to help meet the housing needs of seniors.	2017-2019 Ongoing	<b>In Progress</b>	The City currently funds through agencies, Paratransit, housing rehab, Measure B and Measure BB. The Library launched its bookmobile program in 2021 which also serves senior and retirement communities.	
<b>HQL-5 Urban Forest Management Plan.</b> The City shall develop and adopt an Urban Forest Management Plan.	2017-2019	<b>Not Started</b>	The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.; however, staff continues to look for grant funding opportunities.	

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<p><b>HQL-6 Climate Change Vulnerability Assessment Strategy and Annual Report.</b> The City shall prepare a climate change vulnerability assessment strategy to evaluate the cities susceptibility to climate change impacts and identify tools and strategies to mitigate impacts and create a more resilient city. The City shall submit an annual report to the City Council on implementation of the strategy.</p>	<p>2020-2040, Annual</p>	<p><b>In Progress</b></p>	<p>Hayward's Local Hazard Mitigation Plan (LHMP) was adopted by Council on November 29, 2016 and an update will be completed in 2022. The LHMP includes vulnerability assessments for fire, flood, and drought. Vulnerability to sea level rise has been documented in numerous reports prepared by the Hayward Area Shoreline Planning Agency and the Adapting to Rising Tides project. The Shoreline Master Plan was completed in February 2021 and identified strategies for the mitigation of impacts associated with sea level rise. Staff is currently working on a technical handout related to new development impacted by sea level rise, which will be available in the Spring 2022. This handout will be given to prospective and current applicants to alert them of possible strategies to mitigate impacts of sea level rise.</p>	
<p><b>HQL-7 Parks and Recreation Guidelines.</b> The City shall work with Hayward Area Recreation and Park District to develop and adopt urban park guidelines that provide flexible solutions for developing urban parks in infill areas where traditional neighborhood and community parks are not feasible or appropriate.</p>	<p>2020-2040</p>	<p><b>Not Started</b></p>		
<p><b>HQL-8 Park Dedication Requirements and In-Lieu Fees.</b> The City shall work with the Hayward Area Recreation and Park District to review and amend its ordinances (as necessary) to require sufficient park dedications or in-lieu fees to meet the parkland standards outlined in the General Plan.</p>	<p>2014-2016</p>	<p><b>Complete</b></p>	<p>The City completed the Nexus study and adopted a new Parkland In-Lieu Fee program in 2019.</p>	
<p><b>HQL-9 Park Dedication Incentives Program.</b> The City shall develop an incentives program that encourages private development to dedicate parkland beyond the minimum requirements.</p>	<p>2017-2019</p>	<p><b>Not Started</b></p>	<p>As part of the adoption of the Parkland In Lieu Fee Ordinance in 2019, staff expanded the number and type of credits that could be applied, which provides new development with additional options to satisfy the parkland dedication requirements.</p>	
<p><b>HQL-10 Park Surveillance Program.</b> The City shall develop and implement a park surveillance program to train citizens and neighborhood groups in the proper methods of park surveillance and how to coordinate with the Police Department to report safety issues and address neighborhood concerns.</p>	<p>2020-2040, Ongoing</p>	<p><b>Not Started</b></p>		<p>* (Support Quality of Life (16))</p>

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<p><b>PFS-1 Capital Improvement Program.</b> The City shall annually review and update the Capital Improvement Program to ensure adequate and timely provision of public facility and municipal utility provisions.</p>	<p>2014-2016 Annual</p>	<p><b>In Progress</b></p>	<p>Updates are provided with annual CIP budget review and approvals.</p>	<p>* (Improve Infrastructure (11d))</p>
<p><b>PFS-2 Water Conservation Programs.</b> The City shall regularly develop cost effective conservation programs that decrease water use.</p>	<p>2014-2016 Ongoing</p>	<p><b>In Progress</b></p>	<p>Hayward offers conservation programs including free water-conserving devices and rebates for rain barrels, and turf replacement. Staff also offers free water wise landscape classes throughout the year and water education programs for schools.</p>	<p>* (Improve Infrastructure (18, 18b))</p>
<p><b>PFS-3 Public Use Telecommunications Systems and Services Plan.</b> The City shall prepare a plan for the incorporation and accessibility of state-of-the-art, attractive telecommunication systems and services for public use in public buildings and support the development of internet-connected informational kiosks in public places and streetscapes.</p>	<p>2017-2019</p>	<p><b>Not Started</b></p>	<p>The City has not begun this program due to limited staff and fiscal resources, along with other City priorities.</p>	
<p><b>PFS-4 Requirements for Telecommunication Technologies in New Planned Development.</b> The City shall prepare an ordinance to establish requirements for the installation of state-of-the-art internal telecommunications technologies in new planned developments and office and commercial developments.</p>	<p>2017-2019</p>	<p><b>In Progress</b></p>	<p>In 2019, the City passed a Dig-Once Ordinance and Policy that requires public right-of-way excavation projects that have a trench length of at least 300 feet to install conduit for utilities, including communications.</p>	
<p><b>PFS-5 Construction and Demolition Debris Recycling Ordinance.</b> The City shall revise the Construction and Demolition Debris Recycling Ordinance to be consistent with the processing capabilities Alameda County transfer stations and waste facilities.</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>The updated Construction and Demolition Debris Recycling Ordinance was adopted by Council on May 2, 2017.</p>	
<p><b>PFS-6 Rainwater Harvesting and Greywater Systems.</b> The City shall study the feasibility of amending the City's building and development codes to encourage rainwater harvesting and greywater systems. Based on findings from the study, the City shall prepare and submit recommendations to the City Council to amend the building and development codes as necessary.</p>	<p>2017-2019</p>	<p><b>Complete</b></p>	<p>In response to changes in State law, the City Council adopted a revised Bay-Friendly Water Efficient Landscape Ordinance in 2015. The revised Ordinance includes a requirement for typical single-family residential developments to install basic "laundry to landscape" plumbing and rain catchment devices with at least fifty-gallon capacity.</p>	
<p><b>PFS-7 Underground Utility Ordinance.</b> The City shall prepare an ordinance that establishes thresholds and</p>	<p>2020-2040</p>	<p><b>Not started</b></p>	<p>Public Works has an undergrounding policy that has not been formally adopted by Council.</p>	

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<p>requirements for private developers to underground utilities along the street frontage of their project site.</p>				
<p><b>H-1 Housing Rehabilitation Loan Program (HRLP).</b> The City shall continue to provide below market-rate rehabilitation loans to qualified lower-income homeowners to make repairs (costing more than \$5,000) to correct major health and safety deficiencies and make needed accessibility modifications. The City shall disseminate information to homeowners who participate in the Housing Rehabilitation Loan Program regarding rehabilitation standards, preventative maintenance, and energy conservation measures.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>This is an on-going program. The City previously provided loans to low income households and partnered with Habitat for Humanity to provide rehabilitations for major systems repairs. The City no longer issues new loans under this program, but many existing loans are still in effect.</p>	
<p><b>H-2 Minor Home Repair Grant (MHRP).</b> The City shall continue to provide rehabilitation grants up to \$5,000 to qualified lower-income elderly and/or disabled homeowners to make minor home repairs in order to address health and safety problems, correct code deficiencies, and improve the outward appearance of homes. Priority will be given to work that corrects health and safety issues, and to accessibility modifications for people who have disabilities. The City shall disseminate information to homeowners who participate in the Housing Rehabilitation Loan Program regarding rehabilitation standards, preventative maintenance, and energy conservation measures.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>This is an on-going program. The City partners with Habitat for Humanity to provide rehabilitations for major systems repairs and partners with Rebuilding Together to provide minor home repairs, including improvements for accessibility.</p>	
<p><b>H-3 Residential Rental Inspection Program.</b> The City shall continue to systematically inspect rental units throughout the city through the Residential Rental Inspection Program to safeguard the stock of safe, sanitary rental units within the city and protect persons entering or residing in rental units. The City shall focus attention on rental housing in higher density areas with the goal of inspecting these units every three to four years. The City shall inspect properties outside the focus area less frequently, unless they are the subject of a complaint. All rental units shall be subject to inspection. To fund the program, the City shall continue to charge an annual, per-unit fee in addition to fees charged for every unit in which a violation is found. The City shall assess penalties for lack of timely correction of violations. The City shall disseminate information to</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>The City’s Code Enforcement Division of Development Services Department continues to inspect rental property on an ongoing basis to be sure that Hayward’s housing stock remains safe and sanitary.</p>	<p>* (Support Quality of Life (16))</p>

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<p>residents about the mandatory rental inspections, as well as up-to-date information on the City's building, mechanical, plumbing, electrical, and housing codes.</p>				
<p><b>H-4 Preservation of At-Risk Housing.</b> The City shall continue to monitor all units considered at risk of conversion to market rate and assist property owners in maintaining the affordability of these units. The City shall support and assist property owners in applying for State and Federal funding to preserve at-risk housing, and as funding permits, shall provide financial assistance to nonprofit housing developers in the acquisition and rehabilitation of at-risk housing projects. The City shall ensure that property owners comply with State noticing requirements to notify tenants one year ahead of their intent to terminate subsidy contract or affordability covenants. As necessary, the City shall also provide technical assistance to tenants to access other affordable housing resources.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>The City continues to monitor all units considered at risk of conversion to market rate and assist property owners in maintaining affordability of these units. The City supports and assists property owners in applying for State and Federal funding to preserve at-risk housing, and as funding permits, shall provide financial assistance to nonprofit housing developers in the acquisition and rehabilitation of at-risk housing projects. The City will continue to proactively engage with owners of affordable housing to identify resources to maintain the units as affordable. The continues to ensure that property owners meet noticing requirements if affordability restrictions are terminated.</p>	
<p><b>H-5 Foreclosure Prevention and Counseling.</b> The City shall continue to support foreclosure prevention by partnering with non-profit organizations that provide foreclosure prevention services. The City shall continue to provide information about foreclosure prevention resources in the housing programs section of the City's website, including information about the programs available for refinancing at-risk loans, and contact information for legal services agencies and HUD-approved counseling organizations in the area. The City shall mail foreclosure prevention materials to local residents who receive notices of default and notices of trustee sale and shall organize foreclosure-prevention seminars for Hayward residents at risk of losing their homes.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>The City has partnered with non-profit Housing and Economic Rights Advocates (HERA) to provide mortgage delinquency and default resolution negotiation and legal advocacy services through the City's Foreclosure Prevention Program (the "Program"). The Program provides services to low-income City of Hayward homeowners who are struggling to make their mortgage payments and at risk of losing their home due to financial impacts related to COVID-19. Marketing has started for the Program and the first two, free educational workshops on Foreclosure Prevention have been scheduled for end of February and early March 2022. Additionally, homeowners who meet certain Program criteria may also be eligible for financial assistance through the Program in the form of loans up to \$15,000. The Program is funded by CARES Act Community Development Grant (CDBG-CV) funds and American Rescue Plan Act of 2021 (ARPA) funds which were approved by City Council in 2020 and 2021 respectively. Additionally, the City has partnered with A1 Community Housing to provide free foreclosure prevention workshops as well as free one-on-one counseling for</p>	<p>* (Preserve, Protect, and Produce Housing for All (11))</p>

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			households at risk of foreclosure. The program is funded through the City's annual CDBG entitlement grant.	
<b>H-6 Mortgage Credit Certificate Program.</b> The City shall continue to participate in the Mortgage Credit Certificate (MCC) program, administered by Alameda County, to assist eligible buyers qualify for a mortgage loan. The City shall assist the County in promoting the program to eligible buyers through the City website and written materials.	Ongoing	<b>In Progress</b>	The City contributes towards the administration costs of the Mortgage Credit Certificate (MCC) program, which is administered by the Alameda County Housing and Community Development Department (HCD). The MCC program allows low- and moderate-income homebuyers to deduct 20% of their annual mortgage interest payments on their federal income tax returns, effectively lowering the dollar amount of their monthly mortgage payments. CDLAC did not provide MCC funds to counties statewide in 2020 or 2021. As a result, no MCCs were issued.	
<b>H-7 Tenant-Based Rental Assistance for Emancipated Youth.</b> The City shall continue to provide financial support to Project Independence, a program implemented by ABODE Services to provide a continuum of supportive services, including tenant-based rental assistance, to emancipated youth in Alameda County (youth from 18 to 24 who have aged out of the foster care system).	Ongoing	<b>In Progress</b>	The City continues to utilize HOME funding for tenant-based rental assistance to emancipated youth through Abode Services' Project Independence. Last year, 18 transition age youth were provided a housing subsidy. As some program participants have minor children, a total of 24 individuals were housed.	
<b>H-8 Affordable Housing Development.</b> The City shall work with developers to facilitate affordable housing development. Specifically, the City shall review available funding programs annually and shall provide technical support in the application for State, Federal, and other public affordable funding sources, and, as funding permits, shall provide gap financing for affordable housing. Gap financing shall focus on rental housing units affordable to lower-income households and households with special needs (e.g., seniors, extremely low-income households, and persons with disabilities, including developmental disabilities), especially projects that promote the City's goals relating to transit-oriented development and jobs/housing balance.	2015-2017, Annual	<b>In Progress</b>	The City continues to partner with affordable housing developers to facilitate new construction, acquisition, rehabilitation, and preservation of affordable rental and homeownership developments, and to identify affordable housing opportunities with emphasis on promoting housing choices that serve the needs of special needs populations, including seniors, homeless, female-headed households, large families, low-income, and/or persons with disabilities. In addition, the City continues to support affordable housing developers with their applications for state and other local development incentives and funding programs that provide financial assistance to develop affordable housing for underserved populations. The City promotes the Density Bonus State Law, Super Density Bonus, SB 330, and SB35 as development incentives to developers and anticipates continuing processing eligible affordable housing developments to ensure that Hayward has a diverse housing stock serving all socioeconomic segments of the community.	

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			<p>Furthermore, in 2020, the City approved a workplan to incentivize housing production in Hayward and address the state’s housing shortage and high housing costs. The objective of the workplan is to incentivize the production of both market rate and affordable housing, implement measures to meet the Regional Housing Need Assessment (RHNA) goals, establish pro-housing" policies to ensure Hayward remains competitive for state housing funds and improve housing affordability for Hayward residents. Topics to incentivize housing production include policies related to zoning and housing approvals, accessory dwelling units, impact fees and fee transparency, funding sources, public land disposition, and streamlining the approval process. In 2021, the City allocated \$4.9 million to affordable housing projects to help close the financing gaps on three affordable housing projects which will provide approximately 190 units of affordable housing. Lastly, the City plans issuing a Notice of Funding Availability (NOFA) to establish an affordable housing development pipeline. Eligible projects would be awarded as funding becomes available. Through the NOFA, the City is able to prioritize the City's housing goals and target at-risk and underserved populations.</p>	
<p><b>H-9 Density Bonus.</b> The City shall develop a brochure describing the Density Bonus Ordinance and distribute to potential developers in order to promote affordable housing development.</p>	<p>2015-2017, Ongoing</p>	<p><b>In Progress</b></p>	<p>In 2019, Hayward received Senate Bill 2 grant funding to complete an update to the Density Bonus Ordinance to bring it in alignment with state law. The Planning Division is in the process of updating the Density Bonus Ordinance and expects to complete this project in the Summer 2022.</p>	<p>* (Preserve, Protect, and Produce Housing for All (4, 4b, 4f))</p>
<p><b>H-10 Provision of Adequate Sites.</b> The City shall maintain a residential sites inventory that can accommodate the City’s Regional Housing Needs Allocation. The City shall update the inventory annually to monitor the consumption of residential and mixed-use properties and continued ability to fulfill the RHNA. The City shall make the updated inventory of sites available on the City website.</p>	<p>Annual</p>	<p><b>In Progress</b></p>	<p>The adopted Housing Element contains our designated RHNA sites. The City maintains a residential pipeline list that monitors all residential development that is under review, recently entitled, and under construction and reports that information annually to the State Department of Housing and Community Development and the Office of Planning and Research.</p>	
<p><b>H-11 Affordable Housing on Large Sites.</b> The City shall facilitate the development of housing for lower-income households on large sites identified in the Sites Inventory by encouraging land divisions and specific</p>	<p>2015-2017 Ongoing</p>	<p><b>In Progress</b></p>	<p>Affordable housing on large sites is encouraged through early discussions with residential developers who are referred to the City's inventory of vacant and underutilized residential and mixed-use sites that can</p>	

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<p>plans resulting in parcels sizes that facilitate multifamily developments that include units affordable to lower income households in light of State, Federal and local financing programs. The City shall provide incentives for the development of affordable housing, including but not limited to: Priority to processing subdivision maps that include affordable housing units; Expedited review for the subdivision of larger sites into buildable lots where the development application can be found consistent with the General Plan, applicable and master environmental impact report; Financial assistance (based on availability of Federal, State, local foundations, and private housing funds); and Modification of development requirements, such as reduced parking standards for seniors, assisted care, and special needs housing on a case-by-case basis.</p>			<p>accommodate the City's Regional Housing Needs Allocation (RHNA). In 2016, the City of Hayward entered into a Purchase and Sale Agreement with the California Department of Transportation (Caltrans) to manage the disposition and development of former right of way for the now defunct Route 238 Bypass. This land is divided into 10 parcel groups and must be disposed of by 2022. In 2019, the City developed Master Plans for two of the remnant parcels, one of which (Parcel Group 6, approximately 30 acres) would include a diversity of housing types, sizes, and prices in that it would include a mix of townhomes and multi-family residential uses as well as student and faculty housing to serve the nearby Cal State East Bay campus. In 2020, the City received an application for Caltrans Parcel Group 3, which consists of a 28.61-acre site aggregated from combining seven separate parcels. The proposed project consists of development of 180 multi-family units affordable to low and very low-income households and an elementary charter school.</p>	
<p><b>H-12 Inclusionary Housing Ordinance.</b> The City shall continue to implement the Inclusionary Housing Ordinance, but shall modify the ordinance, if necessary, based on the findings of the Inclusionary Housing Ordinance Review and Affordable Unit In-lieu Fee/Nexus Study.</p>	<p>2015-2017, Ongoing</p>	<p><b>In Progress</b></p>	<p>Informed by the results of a Residential Nexus and Feasibility Study, in January 2015, the City Council adopted an Affordable Housing Ordinance (AHO). The Affordable Housing Ordinance was updated in 2017 and now applies to all residential development proposals of two units or more and provides more flexibility to the developers with respect to the means of compliance with those requirements. As indicated in the Incentivizing Housing Production Workplan and the City's Strategic Roadmap, the City expects to begin the process of updating its existing AHO with the intent to expand the program to comply with the most recent State laws related to affordable housing development and update provisions to further support the City's housing goals.</p>	<p>* (Preserve, Protect, and Produce Housing for All (5, 5b,))</p>
<p><b>H-13 Funding for Emergency Shelters and Transitional Housing.</b> The City shall use CDBG funds and other funds, as available, to support emergency shelters, and transitional and supportive housing programs for persons who are homeless and those who are at risk of becoming homeless.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>Community Services funds agencies that provide such services. In January 2019, the City Council approved a Navigation Center to increase shelter beds for literally homeless Hayward adults (18+ years old). The Navigation Center opened in November 2019, and in the first year of operations placed 45 people into</p>	<p>* (Preserve, Protect, and Produce Housing for All (1, 1a, 2, 2b, 3, 3A, 3B, 8, 11, 11e))</p>



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			<p>permanent housing. The second year of operations yielded another 44 placements into permanent housing. The Navigation Center is funded through CDBG, HEAP, Proposition 47, PLHA, and general fund monies. In December 2020 the City Council approved opening a second temporary (6 month) Navigation Center, housed out of a Hayward hotel, to provide isolation shelter and housing navigation services to homeless individuals vulnerable to COVID-19. The Navigation Center Hotel Annex Project is funded out of PLHA and general fund monies. In July 2021, the City Council authorized \$7.5M in American Rescue Plan (ARPA) funds for the following programs:\$3M to extend the Navigation Center Hotel Annex Program\$2M to expand Hayward Winter Shelter to a nightly and year-round shelter (for 12 months)\$1M to the Hayward Navigation Center</p>	
<p><b>H-14 Child Care Services and Facilities.</b> The City shall consider amending the to address childcare needs associated with new residential development. Specifically, the City shall consider the following: For residential projects over 100 units, estimate the expected number of children and consult with childcare intermediaries, such as the Child Care Coordinating Council of Alameda County on corresponding area supply and need for childcare. Encourage the inclusion of childcare space, particularly in affordable housing developments. City staff shall consult with childcare intermediaries such as the Child Care Coordinating Council of Alameda County when initiating new proposals for publicly funded projects to develop added incentives for projects that review need for childcare. Support the provision of childcare centers in residential neighborhoods and in new residential projects through policies, planning, and coordinated staff support. To the extent feasible, encourage applicants for publicly financed projects to consider need for childcare and pursue supportive corresponding strategies if warranted, by working with childcare intermediaries such as the Resource and Referral agencies. Consider offering incentives for childcare inclusion in other projects such as: parking reductions and density bonuses and consider creative</p>	<p>2015-2017</p>	<p><b>Not Started</b></p>	<p>Staff continues to explore this program through early discussions with developers; however, the update of the Zoning Ordinance has been delayed due to other City Council priorities and lack of funding at this time.</p>	

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<p>mechanisms for supporting the financing of new housing linked child care such as development agreements for child care, public funding of the child care component, and/or other strategies.</p>				
<p><b>H-15 Fair Housing Services.</b> The City shall continue to contract with ECHO and other organizations (as appropriate) to provide fair housing and tenant/landlord services, including fair housing counseling and education and tenant/landlord counseling and mediation. The City shall also work with Bay East Association of Realtors and other organizations (as appropriate) to ensure that residential real estate agents and brokers adhere to fair housing laws and regulations, and work with tenants, tenant advocates, and rental housing owners and managers to eradicate housing discrimination and to ensure that Hayward's supply of rental housing is decent, safe and sanitary. The City shall promote training for property owners and managers to ensure that they are knowledgeable of the requirements of Federal, State and local real estate, housing discrimination, tenant protection, housing inspection and community preservation laws; and promote training of tenants in the requirements of Federal, State, and local laws so that they are aware of their rights and obligations. Finally, the City shall disseminate information to homeowners about predatory lending practices.</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>	<p>In line with the goals established in the Alameda County Analysis of Impediments for Fair Housing and the City's Department of Housing and Urban Development (HUD) Consolidated Plan, the Community Services Division manages an annual contract of \$25,000 with ECHO Community Housing for fair housing services.</p>	<p>* (Preserve, Protect, and Produce Housing for All (7a, 11a, 11d))</p>
<p><b>H-16 Universal Design Principles.</b> The City shall develop an ordinance that promotes the use of Universal Design Principles in new construction and/or rehabilitation of housing.</p>	<p>2015-2017</p>	<p><b>Not Started</b></p>	<p>The City has not yet developed an ordinance that promotes the use of Universal Design Principles in new construction and rehabilitation of housing. However, the City's Building Division follows the 2016 California Building Code Part 2, Volume 1, Chapters 11A, Housing Accessibility, and 11B, Accessibility to Public Buildings, Commercial Buildings and Public Housing when evaluating all proposed developments. These chapters apply to all new multi-family residential development and require that a certain percentage of units within a multi-family residential development be adaptable and accessible. This policy will continue to be implemented on a case-by-case basis. The application of these chapters is a good step in addressing the intent of this</p>	

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			program as Chapter 11A and B address disabled access design criteria in the California Building Codes and the requirements for residential and commercial occupancies/uses. These codes model the ADA guidelines.	
<b>H-17 Small Lot Consolidation.</b> The City shall assist in land consolidation by providing sites information to interested developers and provide gap financing assistance, as available, to nonprofit housing developers. The City will provide information about the lot consolidation procedure on the City website by 2015. The City shall process lot consolidation requests ministerially when the lots are within the same zoning district.	Ongoing	<b>In Progress</b>	Development Services Department staff continues to explore small lot consolidation on a case-by-case basis with potential housing developers.	
<b>H-18 Boomerang Funds.</b> The City shall consider options for allocating a portion of unrestricted City General Funds received as part of a one-time distribution of liquidated Low-Moderate Income Housing Trust Funds of the former Redevelopment Agency (aka "Boomerang funds") for the development of affordable housing and shall adopt a resolution regarding the use of these funds.	2015-2017	<b>In Progress</b>	The City continues to explore different funding mechanisms to finance affordable housing, including the use of Boomerang funds. However, the adoption of those mechanisms has been limited by the full recovery of the local economy. However, the City awarded \$33.5 million in local housing funds to incentivize the development of affordable housing. The City proactively seek opportunities to utilize Hayward Housing Authority Funds, Inclusionary Housing Funds, HOME funds, and Hayward's allocation of Alameda County's Measure A1 bond funds to support the development of affordable housing. The City plans issuing a Notice of Funding Availability (NOFA) to establish an affordable housing development pipeline. Eligible projects would be awarded as funding becomes available. Through the NOFA, the City is able to prioritize the City's housing goals and target at-risk and underserved populations.	* (Preserve, Protect, and Produce Housing for All (6b))
<b>H-19 Exemptions of Transit Priority Projects from Environmental Review.</b> The City shall implement the provisions of SB 375 streamlining the CEQA process for Transit Priority Projects and projects that conform to the Sustainable Communities Strategy and meet specific criteria set forth in SB 375.	Ongoing	<b>In Progress</b>	Consistent with streamlining provisions of Senate Bill 375 (SB 375), the City recently adopted the Downtown Specific Plan, completed an update to the Mission Boulevard Code, and amended the General Plan to adopt new VMT thresholds to help streamline development review projects that are transit proximate and within 1/2 mile of the City's two BART Stations. In addition, State streamlining legislation (SB 35 and SB 330) have also helped to accelerate developments review through	

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			the creation of CEQA exemptions for transit-oriented developments.	
<b>H-20 Housing Choice Vouchers.</b> The City shall continue to participate in the Housing Choice Voucher Program, administered by Alameda County, with a goal of providing rental assistance to lower-income residents. The City shall work with Alameda County to maintain, or if possible, increase the current number of vouchers for Hayward residents.	Ongoing	<b>In Progress</b>	The City has continued to participate in the Housing Choice Voucher Program, administered by the Housing Authority of the Alameda County. Nearly 2,000 hayward households benefit for vouchers annually.	
<b>H-21 Outreach to Developmentally Disabled.</b> The City shall work with the East Bay Regional Center and other organizations (as appropriate) to implement an outreach program informing residents of the housing and services available for persons with developmental disabilities. The City shall make information available on the City website.	2015-2017, Ongoing	<b>In Progress</b>	Community Services funds agencies to provide the outreach and services. Access information to these services is available on the City's website.	