



**Purpose: To develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses and community partnerships.**

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
1. Work with the community to create a community vision plan for the Tennyson Corridor and catalyst sites to serve as a foundation for long-term planning and policies	1.a. Work to understand community needs and desires for the Corridor	1.a.1. Conduct empathy interviews with key stakeholders and a diverse set of community members to prepare for visioning sessions <ul style="list-style-type: none"> <li>Create initial list of stakeholders and set up one-on-one meetings</li> <li>Launch empathy interviews to identify long range goals and objectives for the corridor</li> <li>Create on-line survey to solicit feedback</li> </ul>	Planning Division, CMO, Lean Innovation Team	CS-1.1 CS-1.7 CS-5.2 LU-1.4 LU-4 LU-4.1 LU-4.2 CS-5.2 HQL-5.1	Jun 2018		
		1.a.2. Host community visioning sessions <ul style="list-style-type: none"> <li>Design visioning process based on insight from empathy interviews</li> <li>Host multiple visioning exercises/charrette-type activities with stakeholders at central meeting locations along the Corridor</li> </ul>	Planning Division, CMO, Lean Innovation Team		Dec 2018		
		1.a.3. Ensure active stakeholder involvement in the creation of the Tennyson Road Complete Streets Feasibility Study <ul style="list-style-type: none"> <li>Set a goal for community involvement</li> <li>Connect any relevant staff or consultants with stakeholders and coordinate appropriate outreach methods</li> </ul>	Sr. Transportation Engineer	<a href="#">M-3.2</a> <a href="#">M-3.3</a> <a href="#">M-3.10</a>	Jun 2018		
	1.b. Identify funding options for future Tennyson Corridor planning, improvements, and infrastructure	1.b.1. City will collaborate with HARD on the utilization of F1 funding in the Tennyson Corridor	Planning Division	HQL-10.17 HQL-11.6 HQL-12.4	Dec 2017		
		1.b.2. Research and make recommendations regarding the implementation of an Enhanced Infrastructure Financing District	CMO Analyst, E&T Analyst	M-12 M-12.3 M-12.4	Jun 2018		
		1.b.3. Research and make recommendations regarding assessment of Traffic Impact Fees for new development projects	Associate Transportation Engineer/Senior Planner	M-12 M-12.3 M-12.4	Jun 2018		
		1.b.4. Research planning grants to conduct a "Specific Plan Light" planning process for the Tennyson Corridor <ul style="list-style-type: none"> <li>Work with regional partners to identify future planning grants</li> <li>Identify local funding match for new Plan</li> </ul>	Deputy Director of Development Services/Planning Division	M-8.7 M-12 M-12.1 M-12.2 M-12.3 M-12.4	Jun 2019		

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	1.c. Lead the development and construction of a new South Hayward Family Center (SHFC) in coordination with community stakeholders	1.c.1 Coordinate and participate in taskforce meetings comprised of community partners	Director of Library & Community Services	HQL 12.1-12.6, 12.8	Dec 2017		
		1.c.2 Coordinate and participate in governance group meetings comprised of community partners	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.3 Support the governance group to select facility operator(s) from among RFP respondents	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.4 Support the governance group the architectural design selection and procurement methods	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.5 Support the governance group in their capital funding development of the SHFC	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.6 Construction phase	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	June 2018		
		1.c.7 Project Close-Out	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2020		
2. Increase Pedestrian and Bicyclist Safety	2.a. Enhance protected bike and pedestrian ways	2.a.1. Support and expand collaboration with Caltrans and AMTRAK to update crossings to increase safety <ul style="list-style-type: none"> <li>Create a list of desired safety features</li> <li>Schedule regular check-ins with City Staff, Caltrans and Amtrak regarding high conflict crossings</li> <li>Collaborate with partners to ensure that cyclist and pedestrian safety is represented in ways such as including bike lanes</li> </ul>	Transportation Manager	M-1.1 M-1.6 M-2.3 M-2.4 M-3.1 M-3.10 M-5.6 M-5.7 M-7.2 M-7.6	Dec 2017		
		2.a.2. Identify and pilot possible pedestrian and bike path improvements in coordination with development of the Complete Streets Feasibility Plan <ul style="list-style-type: none"> <li>Pop-up bike lanes</li> <li>Adopt-A-Crosswalk Program</li> <li>Bike rack installations</li> </ul>	Transportation Division, Streets Manager, Environmental Services Manager, UES Management Analyst	M-1 M-1.1 M-1.2 M-1.6 M-3 M-3.1 M-3.2 M-3.3 M-3.10 M-3.12 M-5 M5.1 M-5.2 M-5.6	Jun 2018		

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				M-6.2 M-6.3 M-9 M-9.1			
		2.a.3. Add green paint on bike paths in conflict areas <ul style="list-style-type: none"> <li>Utilize existing data to determine the sections of bike path with the greatest need</li> <li>Schedule upgrades to identified bike paths</li> </ul>	Streets Manager	M-6.2 M-6.3 M-3	Jun 2018		
	2.b. Increase bicycle safety education	2.b.1 Partner with Bike East Bay to provide classes and safety equipment <ul style="list-style-type: none"> <li>Collaborate with Bike East Bay's "Eden Area" representative to expand their presence to currently scheduled City events such as the Summer Reading Fair, Words for Lunch</li> <li>Collaborate with local wholesalers and BEB to develop a bike light giveaway and installation program</li> </ul>	Environmental Services Manager	M-1.8 M-6.6	Dec 2017		
	2.c. Collaborate with community members to improve public safety	2.c.1. Grow participation in the Hayward EYES program <ul style="list-style-type: none"> <li>Community outreach to private property owners to increase education and participation in the program</li> </ul>	Crime Prevention Specialist	CS-2.1 CS 11.1	Jun 2018		
		2.c.2. Expand the Coffee with a Cop and other engagement models to support community based public safety programs <ul style="list-style-type: none"> <li>Identify new locations for Coffee with Cops with higher community turn out</li> <li>Hold additional Coffee with a Cop if warranted</li> <li>Research holding a National Night Out Event</li> <li>Support and improve resident use of Next Door</li> <li>Explore and pilot new opportunities for positive interactions between public safety and the community</li> </ul>	Crime Prevention Specialist, L&CS Management Analyst	CS 1.1 CS 1.2	Jun 2018		
		2.c.3. Work with BART police to expand on-site patrols at the South Hayward BART station and adjacent streets <ul style="list-style-type: none"> <li>Schedule regular check-ins with BART PD</li> <li>Support and improve existing relationships with BART PD and HPD/COH Maintenance Dept</li> <li>Identify and funding/MOU/or other resources necessary to increase patrolling by BART PD</li> </ul>	HPD Staff Sergeant	CS 2.10	Jun 2018		
		2.c.4. Explore the need for increased HPD bike patrol along Tennyson <ul style="list-style-type: none"> <li>Analysis of outcomes of currently existing bike patrol officers (crime stats pre-post officer posting)</li> </ul>	Crime Analysis Unit	CS-2.2 CS-2.1 CS-2.3	Jun 2019		

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		<ul style="list-style-type: none"> <li>Analysis of gaps in service to the Tennyson Corridor that could be solved using additional patrol officers</li> <li>Explore funding mechanisms for additional bike patrol or community policing officers in Tennyson Corridor</li> </ul>					
	2.d. Improve safety through increased lighting	2.d.1. Create Lighting Incentive Program <ul style="list-style-type: none"> <li>Research incentive programs in other jurisdictions for private property owners to upgrade lighting</li> <li>Identify rebates and funding opportunities for the lighting program (PG&amp;E, East Bay Community Energy, etc)</li> <li>Identify 3 pilot locations for test lighting incentive program</li> </ul>	Economic Development Specialist, UES Management Analyst	CS-1.10 LU-4.4	Dec 2018		
		2.d.2. Install additional light poles in South Hayward BART JPA area to improve visibility on pedestrian walkways near public transit	South Hayward BART JPA				
3. Improve Community Appearance	3.a. Enhance landscaping	3.a.1. Update existing landscaping along the Corridor <ul style="list-style-type: none"> <li>Shift focus of FY 18 landscaping to Tennyson Corridor</li> <li>Install two weather based irrigation controllers on Corridor for irrigation needs in Fall of 2017</li> </ul>	Landscape Maintenance Manager	LU-4.11	Jun 2018		
		3.a.2. Partner with Stopwaste and KHCG to apply for grant money to host at least one Pavement-to-Garden event <ul style="list-style-type: none"> <li>Identify stakeholder partners for pilot site</li> <li>Design and implement pilot site</li> <li>Based on lessons learned, design pavement-to-garden program to prepare for grant applications</li> <li>Map possible future sites along Tennyson</li> </ul>	UES Management Analyst	PFS-5.4 LU-4.11	Dec 2017	Survey area for site opportunities FY 18	
	3.b. Decrease dumping and litter	3.b.1. Use data and evidence driven approaches to address illegal dumping <ul style="list-style-type: none"> <li>Complete analysis of illegal dumping and bulky pickup maps using GIS</li> <li>Conduct empathy interviews with multi-family housing stakeholders</li> <li>Test program design changes, including possible rewards, in collaboration with landlords, tenants, and Waste Management</li> <li>Bring recommended changes to Council</li> </ul>	Maintenance Services, Code Enforcement, CMO Management Analyst, Solid Waste Manager	PFS-7.2 ED-5.4	Jun 2018		

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		3.b.2 Expand the Downtown Streets Team program to the Tennyson Corridor <ul style="list-style-type: none"> <li>Negotiate a pilot expansion of the Downtown Streets to the Tennyson Corridor</li> <li>Annual reporting on accomplishments related to: assistance provided to participants, litter picked up, housing assistance to participants</li> </ul>	L&CS Management Analyst	ED-5.4	Dec 2017		Can utilize additional CDBG Program Income that was not originally part of the FY 18 budget
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		
		3.b.4. Run Litterati competition in partnership with Tennyson schools <ul style="list-style-type: none"> <li>Continue to build on the partnership with Tennyson High School to grow this annual competition to pick-up trash and increase anti-littering education</li> <li>Expand to neighborhood middle schools</li> </ul>	UES Management Analyst	ED-5.4 NR-18 NR-6.8	Jun 2018		
		3.b.5. Audit of pedestrian trash cans <ul style="list-style-type: none"> <li>Update the public trash can map along Tennyson</li> <li>Coordinate with WMAC and AC Transit to ensure adequate trash service</li> <li>Identify "hot spots" using data and update trash can locations as needed</li> </ul>	Solid Waste Manager, UES Management Analyst	PFS-7.8 M-5.5 NR-6.8	Jun 2018		
	3.c. Decrease blight	3.c.1. Audit corridor to identify gaps in compliance with code standards and work with property owners to abate violations <ul style="list-style-type: none"> <li>Hold a "Blight Buster" event targeting the Tennyson Corridor</li> <li>Develop educational outreach (letters, mailers, media) before beginning enforcement efforts.</li> <li>Research existing landscape &amp; sign requirements for businesses that may be out of compliance.</li> </ul>	Code Enforcement Division	HQL-5.6	Dec 2017		
		3.c.2. Target the Housing Rehabilitation Program to homes along the Corridor <ul style="list-style-type: none"> <li>Identify current housing conditions via housing stock study</li> <li>Hold educational meetings for members of the community and COH Codes Enforcement Staff regarding the program</li> <li>Targeted marketing and HEART team work in the Tennyson Corridor</li> </ul>	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018		Measure A1 funds can be utilized for rehabilitation




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		<ul style="list-style-type: none"> <li>Development of multi-lingual informational materials and applications regarding the Housing Rehab Program</li> </ul>					
		3.c.3. Develop a façade improvement program for businesses <ul style="list-style-type: none"> <li>Design incentives to existing and new service/retail businesses to approve building appearances</li> <li>Develop outreach campaign to Corridor business and property owners for improvements rebates</li> <li>Develop application process for Corridor property owners and business tenants</li> </ul>	Economic Development Specialist	SR1.D SR1.C ED-5.4	Jun 2018		
4. Foster a Cohesive Sense of Place	4.a. Identify possible locations and a cohesive theme for public art along the corridor	4.a.1. Public Art & Innovation Master Plan <ul style="list-style-type: none"> <li>Interviews with residents and businesses regarding the mural program</li> <li>Identify potential locations for murals</li> <li>Develop a mural plan which creates a cohesive aesthetic along the Corridor</li> <li>Work with local artists on the implementation of the Corridor mural plan</li> <li>Assist HUSD in curating and identifying appropriate students to participate in mural arts program</li> </ul>	Deputy Director of Development Services	ED-5.3 ED-5.4 HQL 5.1	Jun 2019		
	4.b. Increase City sponsored events and projects in the Tennyson Community	4.b.1. Facilitate a Cesar Chavez Day event <ul style="list-style-type: none"> <li>Identify appropriate timeline for event</li> <li>Identify stakeholder and local business partners</li> <li>Collaborate with Hayward Chamber to develop an event timeline</li> <li>Identify sponsor organization</li> </ul>	Economic Development Specialist	EDSP – BM3	Jun 2018		
		4.b.2. Support and develop sustainable neighborhood based funding for small projects <ul style="list-style-type: none"> <li>Assist residents in applying for Neighborhood Improvement Program microgrants</li> <li>Support community-based fundraising events</li> </ul>	Assistant to the City Manager, Community Services Division	GP HQL -5.5 HQL 5.1	Jun 2018		Aligns with Complete Communities Strategic Initiative (1.b.1)
		4.b.3. Explore possibility of a second Hayward farmer’s market location along the Tennyson Corridor <ul style="list-style-type: none"> <li>Utilize HEART teams to determine need and potential locations for a Farmer’s Market</li> <li>Collaborate with partner organizations to host Farmers Market</li> <li>Assist in the acquiring any necessary permitting for partner groups</li> </ul>	Economic Development Specialist	GP HQL – 5.2 HQL -5.1 HQP 3.4	Jun 2018		Aligns with Complete Communities Strategic Initiative (1.b.2.b)

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	4c. Explore using branding and signage to identify the corridor	4.c.1 Conduct empathy work and pilot experiments to determine community interest in and feasibility of neighborhood branding, gateway markers, and/or wayfinding signage <ul style="list-style-type: none"> <li>Reach out to business owners, residents, and other community members to learn about their needs</li> <li>Identify possible appropriate branding and signage opportunities</li> <li>Pilot promising projects and get feedback</li> <li>Bring recommendations to community members and Council for final input and to collaboratively identify funding sources</li> </ul>	Communications and Media Relations Division, Economic Development Division	GP HQL -5.5	Dec 2017		Get HEART list from Stacey Bristow and ask to utilize the teams for survey and empathy work
		4.c.2 Work to rename a street (possibly Leidig Ct) to Cesar Chavez Street <ul style="list-style-type: none"> <li>Empathy work and community meetings with residents and business owners in the area</li> <li>Staff report to Council on potential name change</li> <li>If approved, Development Services would apply for change of name and support additional outreach</li> </ul>	PWET Surveyor	GP HQL 5.1	Jun 2019		
	4.d. Explore innovative placemaking opportunities along the corridor	4.d.1. Identify and pilot placemaking projects in coordination with visioning efforts outlined in Objective 1.a. <ul style="list-style-type: none"> <li>Conduct empathy work and visioning exercises to understand community needs and desires</li> <li>Explore partnerships to tap into innovative placemaking ideas and solutions (e.g., Urban Land Institute Technical Assistance Panels)</li> <li>Conduct pilots/lean experiments</li> </ul> Identify appropriate placemaking projects and work with community members to secure funding for permanent installation 5.a.1 Pilot “Mobile City Hall” at schools <ul style="list-style-type: none"> <li></li> </ul>	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		
5. Increase Community Resiliency	5.a. Increase awareness of and access to City Services	5.a.1. Pilot “Mobile City Hall” at schools <ul style="list-style-type: none"> <li>Reconvene the lean innovation team</li> <li>Conduct experiments and additional empathy work to test assumptions and refine solution</li> <li>Design the outreach program based on lessons learned</li> <li>Make recommendations, request resources and launch program</li> </ul>	Mobile City Hall Lean Innovation Team	GP HQL 9.1 – 9.3 PFS 1 PFS 2.1	Jun 2018		
	5.b. Increase the number of residents	5.b.1. Firehouse clinic expanding to include dental services	Fire Chief	CS-1.14 CS-1.15	Dec 2017		

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	with medical and dental service access			CS-4.1 HQL 4.4 HQL 4.1 HQL1.2			
		5.b.2. Expand advertisement of Firehouse Clinic and education of resources for residents	Fire PIO/Communications & Media Relations Division	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1 HQL1.2	Dec 2017		New logo and postcards are in the works. PBS to film piece on the clinic and Brienne will make sure we have the footage
	5.c. Increase resident emergency preparedness	5.c.1. Increase opportunities to become CERT/NERT certified <ul style="list-style-type: none"> <li>Increase CERT trainings held in Spanish language</li> <li>Establish a Neighborhood Emergency Response Team (NERT) program in which community based CERT certified individuals will train their neighbors</li> <li>Determine the need/feasibility of CERT trainings in additional languages</li> </ul>	CERT Coordinator	CS-5.4	Jun 2018		
5.c.2. Support and expand outreach regarding CodeRED notification system and Nixle <ul style="list-style-type: none"> <li>Informational campaign and community outreach regarding programs</li> <li>Increase the number of residents who are signed up for CodeRED and Nixle alerts</li> </ul>		Fire PIO/HPD PIO/Communications & Media Relations Division	CS 5.11	Dec 2017			
5.c.3. Expansion of the City's Brace and Bolt Program <ul style="list-style-type: none"> <li>Targeted outreach to homeowners in special populations and extremely low-income households</li> <li>Explore funding mechanisms to expand the Brace and Bolt program, from CDBG funded home-owner based program, to allow for seismic retrofits for rental properties</li> </ul>		CMO Management Analyst & L&CS Management Analyst	HAZ-2.9	Jun 2018			
	5.d. Increase access to effective public transit	5.d.1. Install GPS based traffic Signal Preemption for AC Transit buses <ul style="list-style-type: none"> <li>Develop and execute agreement with Alameda County Transit for the cost recovery associated with installation</li> <li>Installation of GPS based preemption devices</li> <li>Review and report out data regarding reduction in traffic wait times and ridership</li> </ul>	Transportation Manager	HQL 4.2 M 7.2	Dec 2017		Working with AC Transit on cost recovery
		5.d.2. Coordinate with local service providers and transit agencies to promote the City's Paratransit Program <ul style="list-style-type: none"> <li>Analysis in service gaps in the Corridor based upon currently existing Paratransit client database</li> </ul>	Community Services Manager/Paratransit Coordinator	HQL 6.7 HQL 4.2 M7.2 M 7.12	Jun 2018		



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		<ul style="list-style-type: none"> <li>Develop taxi service marketing campaign and materials in multiple languages</li> <li>Public outreach using the HEART team</li> </ul>					
	5.e. Reduce resident utility bills through efficiency	5.e.1. Pilot utilities “class” for multifamily property owners <ul style="list-style-type: none"> <li>Work with Stopwaste to create pilot curriculum</li> <li>Identify ten property owners for pilot class</li> <li>Host the class, which will teach ways to achieve utility savings for water, sewer, energy and garbage, including bill analysis, coaching, and tours</li> </ul> If effective, expand pilot to reach more property owners	UES Management Analyst	NR-4	Dec 2018		
		5.e.2 Target outreach for the PAYS, CYES, Water Rebate, Grid Alternative and Sun Shares programs to residents and property managers along Tennyson <ul style="list-style-type: none"> <li>Map target blocks with service providers and collect baseline utility usage</li> <li>Conduct marketing campaigns</li> <li>Track program participation and utility savings to measure impact</li> </ul>	UES Management Analyst	NR-4			

-  On Schedule and Within Budget
-  Behind Schedule or exceeding Budget
-  Stopped – No Progress

## Tennyson Corridor Strategy

### Performance Measures

(Select 5-10 Performance Measures for Each Strategy)

1. Depth and breadth of community stakeholder participation in visioning process, including:
  - a. Response rates for electronic/mailed outreach (e.g., surveys)
  - b. Demographics of participants in comparison to demographics of Tennyson Corridor (e.g., homeowners vs. renters, primary language, race/ethnicity, age, business owners/residents/other community stakeholders)
2. Percent reduction in time for Alameda County Transit buses to navigate Tennyson Corridor
3. Change in number of accidents involving pedestrians or cyclists
4. Change in demand for medical and dental services at Firehouse Clinic
5. Change in participation in CERT/NERT classes and programs
6. Conduct annual survey of community members to understand changing attitudes about the Tennyson Corridor and capture performance, including:
  - a. Percent of community members who report that the appearance of the Tennyson Corridor has improved from two years prior
  - b. Percent of community members who report that the Tennyson Corridor is headed in the right direction
  - c. Percent of community members who report that they feel the Tennyson Corridor is connected to the larger Hayward community
  - d. Percent of community members who report that they feel safe walking and/or biking along Tennyson
7. Additionally, the team will report back on the quantitative and qualitative performance of pilot projects and lean innovation experiments, including:
  - a. Business participation in pilot projects
  - b. Usage of pedestrian and bicyclist infrastructure improvements such as: pop-up bike lane, adopt-a-crosswalk, and temporary bike racks
  - c. Mobile City Hall interactions/problems resolved