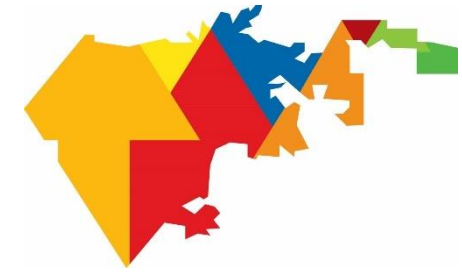


COMPLETE STREETS STRATEGIC INITIATIVE

TWO-YEAR ACTION PLAN (FY 2018 & 2019)



Purpose: To build streets that are safe, comfortable, and convenient for travel for everyone, regardless of age or ability, including motorists, pedestrians, bicyclists, and public transportation riders.




GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
1. Prioritize safety for all modes of travel.	1.a. Reduce number of fatal and non-fatal traffic accidents in the City through engineering evaluation of major intersections and corridors	1.a.i Citywide Multi-Modal Improvement Study	Sr. Transportation Engineer	General Plan Goal Mobility (M)-3; Complete Streets; GP Goal M-4, Local Circulation	June 2020		Ongoing. This project has been re-scoped and re-named as the Citywide Multi-Modal Improvement Study. It will address existing and future needs, calculate a nexus between future development and infrastructure costs and recommend a mechanism to fund those costs such as a Transportation Improvement Fee (TIF) <i>Existing Conditions Analysis</i> will be presented to Council Infrastructure Committee in 2019.
	1.b. Reduce speeding and aggressive driving behavior through 4 E's i.e. Education, Enforcement, Empowerment and Engineering	1.b.i Complete Neighbored Traffic Calming Study	Transportation Manager	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	July 2018		Complete. Council Work Session was in April 2018.
		1.b.ii Incorporate design standards and best practices in complete streets roadway design and update standard details	Sr. Transportation Engineer/Sr. Civil Engineer	GP Goal M-3, Complete Streets	December 2020		Ongoing. Preparation of RFP in December 2019 will include project scoping and determination of schedule and cost. Initiate after completion of Task 2.a.iv.
	1.c Ensure that roadway construction and retrofit programs and projects include complete streets elements.	1.c.i Tennyson Road Complete Streets Feasibility Study.	Sr. Transportation Engineer	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	December 2018		Aligns with the Tennyson Corridor Strategic Initiative. Develop a concept plan for Tennyson Road and apply for local, regional, and federal grant.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
		1.c.ii Hayward Blvd Traffic Calming and Safety Project.	Transportation Manager	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	January 2020		<p>Ongoing.</p> <p>A consultant team has been selected to conduct the analysis. The proposed project timeline is 8 to 9 months. Projected completion is February 2020.</p>
2. Provide complete streets that balance the diverse needs of users of the public right-of-way.	2.a Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.	<p>2.a.i Continue implementation of existing repair and rehabilitation programs:</p> <ul style="list-style-type: none"> • Sidewalk Repair Program • Pavement Rehab Program • Wheelchair Ramp Program 	Sr. Civil Engineer	GP Goal M-5, Pedestrian Facilities	Ongoing		<p>Ongoing.</p> <p>Number of complete street elements are added, improved, or repaired under these programs including sidewalks, curb ramps, bike lanes and crosswalks.</p> <p>Staff have been collecting data to determine appropriate changes and funding for downtown accessibility improvements. An RFP for design will be issued in January 2020.</p>
		2.a.ii Implement Main Street Complete Street Project	Sr. Civil Engineer	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	June 2021		<p>Ongoing.</p> <p>Staff have begun engaging with the public to introduce the conceptual plans that have been developed and select street section(s) to begin design work.</p> <p>The initial phase of public outreach has been completed. The environmental phase is currently underway. Final design should be underway later this year with construction occurring in 2021.</p>
		2.a.iii Mission Blvd Phase 2&3 Corridor Improvements	Sr. Civil Engineer	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	June 2020		<p>Ongoing.</p> <p>Project delayed for PG&E's undergrounding design work. Phase 2 construction contract awarded January 2019.</p> <p>Project will add bike lanes, curb ramps, median landscaping, and streetlights.</p>

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
							Sidewalk, crosswalk, bus stops will be added or enhanced.
		<p>2.a.iv Develop Modal Priorities for Arterial and Major Collector Streets. Use work done as part of Central County Complete Street Project as a base and refine and update per community and Council feedback and priorities.</p>	<p>Sr. Transportation Engineer</p>	<p>GP Goal Health and Quality of Life (HQL)-2, Active Living; GP Goal M-1, Multimodal Systems; GP Goal M-3, Complete Streets; GP Goal M-5, Pedestrian Facilities; GP Goal M-6, Bikeways; GP Goal M-7, Public Transit</p>	<p>December 2018</p>		<p>Complete.</p>
		<p>2.a.v Develop a Bicycle and Pedestrian Master Plan and Safe Routes to School Plan</p>	<p>Transportation Manager</p>	<p>GP Goal Natural Resources (NR)-2, Air Quality and Greenhouse Gas Reduction; GP HQL-2, Active Living; GP Goal HQL-11, Trails and Open Space; GP Goal M-3, Complete Streets; GP Goal M-5, Pedestrian Facilities; GP Goal M-6, Bikeways;</p>	<p>January 2020</p>		<p>Ongoing.</p> <p>Will create a pedestrian masterplan and update the bicycle masterplan.</p> <p>Council authorized consultant contract on December 5, 2017.</p> <p>Staff is reviewing draft project and policy recommendations and the priority list to provide comments. Final recommendations will be presented to the CIC in January 2020.</p>

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
				GP Goal M-7, Public Transit			
		2.a.vi Complete Shuttle Feasibility Study and implement a first mile/last mile connector service to serve areas underserved by existing transit services.	Sr. Transportation Engineer	GP Goal M-7, Public Transit; GP Goal M-8, Transportation Demand Management	December 2017		Complete. Presented to Council on 9/19/17. AC Transit will augment service starting in 2018. Re-evaluate need for shuttle in two years.
		2.a.vii Downtown Specific Plan.	Sr. Planner; Transportation Manager	GP Goal Land Use (LU) Goal 1 Growth and Sustainable Development; GP Goal M-3, Complete Streets; GP Goal M-5, Pedestrian Facilities; GP Goal M-6, Bikeways; GP Goal M-7, Public Transit	April 2019		Complete. Aligns with the Complete Communities Strategic Initiative. DTSP contains a robust complete streets component.
		2.a.viii Continue staff training to ensure that all new development and redevelopment projects incorporate complete streets elements.	PW & DS Departments	GP Goal M-3, Complete Streets	Ongoing		Ongoing. This is an ongoing task to refine processes and train staff internally.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
<p>3. Maintain sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.</p>	<p>3.a Establish a sustainable funding mechanism and dedicated funding source to build complete streets network</p>	<p>3.a.i Determine feasibility of Traffic Impact Fee as a permanent revenue source for development/retrofit of complete streets.</p>	<p>Sr. Transportation Engineer & Transportation Manager</p>	<p>GP Goal M-12, Funding</p>	<p>June 2019</p>	<p></p>	<p>On hold. Need to complete the City-wide Multimodal Study before moving forward with this task.</p>
		<p>3.a.ii Identify priority corridors throughout the City and develop projects consistent with City’s long-term vision and goal. Such projects have a higher likelihood of being funded through grants.</p>	<p>Sr. Transportation Engineer</p>	<p>GP Goal M-12, Funding</p>	<p>Ongoing</p>	<p></p>	<p>Ongoing. This will be done as part of developing modal priority in the Citywide Multimodal Plan & Citywide Intersection Improvement Study. Similar projects include Task 1.4.a, Tennyson Road Complete Streets Feasibility Plan.</p>
		<p>3.a.iii Pursue regional, state and federal grant opportunities related to complete streets implementation.</p>	<p>Sr. Transportation Engineer</p>	<p>GP Goal M-12, Funding</p>	<p>Ongoing</p>	<p></p>	<p>Ongoing. Staff apply for grants every year. Proposed Traffic Impact Fees could be set aside that could provide matching funds for grants.</p>
		<p>3.a.iv Evaluate how complete streets projects can be incorporated into the CIP on a prioritized basis.</p>	<p>Transportation Manager & Public Work – Management Analyst</p>	<p>GP Goal M-12, Funding</p>	<p>Ongoing</p>	<p></p>	<p>Ongoing. All roadway projects will incorporate elements of Complete Streets Policy</p>
	<p>3.b Establish a maintenance plan for complete streets projects</p>	<p>3.b.i Develop and implement best practices related to ongoing maintenance of facilities.</p>	<p>Streets Maintenance Manager</p>	<p>Goal Public Facilities and Services (PFS)-1, General Public Facilities and Services</p>	<p>June 2020</p>	<p></p>	<p>Ongoing. This is an ongoing task related to facilities maintenance.</p>

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

COMPLETE STREETS STRATEGIC INITIATIVE PERFORMANCE MEASURES

Goal 1

1. Reduction in average speed at specific locations measured annually
2. Completion of Tennyson Road Feasibility Study
3. Completion of Hayward Blvd Traffic Calming and Safety Concept Plan
4. Completion of a Complete Streets Inventory Baseline

Goal 2 (All measures report on the number of complete streets improvements)

1. Miles of new or replaced sidewalk
2. Miles of new bike lanes
3. Number of new or enhanced crosswalks
4. Number of new curb ramps
5. Number of new or upgraded streetlights
6. Miles of repaired or repaved roadways

Goal 3

1. Percentage of funding provided by grants



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"> Create initial list of stakeholders and set up one-on-one meetings Launch empathy interviews to identify long range goals and objectives for the corridor Create on-line survey to solicit feedback 	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		Through an outreach grant from the Davenport Institute, the City partnered with Chabot College to interview over 325 community members and 75 stakeholder organizations. Staff has also launched a website and online survey, which can be found at: www.Hayward-ca.gov/TennysonThrives
		1.a.2. Host community visioning sessions <ul style="list-style-type: none"> Design visioning process based on insight from empathy interviews Host multiple visioning exercises/charrette-type activities with stakeholders at central meeting locations along the Corridor 	Planning Division, CMO, Lean Innovation Team		Dec 2018		The FY19 budget included funding to continue supporting the partnership with the Chabot College Student Initiative Center. Chabot students hosted at least fifteen vision sessions that allowed community members to express preferences for desired activities and uses in South Hayward.
		1.a.3. Ensure active stakeholder involvement in the creation of the Tennyson Road Complete Streets Feasibility Study <ul style="list-style-type: none"> Set a goal for community involvement Connect any relevant staff or consultants with stakeholders and coordinate appropriate outreach methods 	Sr. Transportation Engineer	M-3.2 M-3.3 M-3.10	Dec 2018		The Tennyson Road Complete Streets Feasibility Study is postponed until there are sufficient staffing levels to manage the project. The anticipated start date is in fall 2019.
	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		Completed in past update Ongoing
		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		Staff has conducted preliminary research. Further research and recommendations are postponed until there is additional staff capacity.
		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		Due to staffing shortages and competing priorities, this task has been delayed until FY20.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		1.b.4. Research planning grants to conduct a "Specific Plan Light" planning process for the Tennyson Corridor <ul style="list-style-type: none"> Work with regional partners to identify future planning grants Identify local funding match for new Plan 	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		Staff has focused planning efforts on the South Hayward Youth and Family Catalyst site and surrounding blocks. A report will be brought to Council in July of 2019.
	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		Completed in past update
		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		Completed in past update
		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		Completed in past update
		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		Completed in past update
		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		Completed in past update
		1.c.6 Construction phase	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	June 2018		Preliminary design work has begun. The revised construction phase timeline is January 2021-July 2022
		1.c.7 Project Close-Out	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2020		The revised construction phase timeline is January 2021-July 2022
1. Increase Pedestrian and Bicycle Safety	2.a. Enhance protected bike and pedestrian ways	2.a.1. Support and expand collaboration with Caltrans and Union Pacific to update crossings to increase safety <ul style="list-style-type: none"> Create a list of desired safety features Schedule regular check-ins with City Staff, Caltrans and Amtrak regarding high conflict crossings Collaborate with partners to ensure that cyclist and pedestrian safety is represented in ways such as including bike lanes 	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		The Alameda County Transportation Commission (ACTC) completed a series of recommendations to help mitigate the pedestrian fatalities that have occurred in the corridor.
		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"> Pop-up bike lanes Adopt-A-Crosswalk Program Bike rack installations 	Transportation Division, Streets Manager, Environmental Services Manager, UES Management Analyst	M-1.1, M-9.1 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 M-6.2, M-6.3	Jun 2018		This task has been folded into the on-going Bike-Ped Masterplan Update, which has a Technical Advisory Group that includes Bike East Bay. Staff spent several dozen hours in 2018 assessing the costs and constraints associated with popup bike lanes and continues to evaluate where and when such an event would be most impactful with the least amount of risk. In addition, staff partnered over the past six months to assist the planners of the Bike Rodeo on June 30 th , 2018 from 11am to 3pm at Mt. Eden Park.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		2.a.3. Add green paint on bike paths in conflict areas <ul style="list-style-type: none"> Utilize existing data to determine the sections of bike path with the greatest need Schedule upgrades to identified bike paths 	Streets Manager	M-6.2 M-6.3 M-3	Jun 2018		Completed in past update: Green paint has been installed in the bike lanes on Tennyson from Mission to Hesperian at all conflict areas. Conflict areas are where bikes may need to interact with cars, such as the beginning and end of an intersection.
	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"> 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 Collaborate with local wholesalers and BEB to develop a bike light giveaway and installation program 	Environmental Services Manager	M-1.8 M-6.6	June 2018		See the comments for 2.a.2
	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"> Community outreach to private property owners to increase education and participation in the program 	Crime Prevention Specialist	CS-2.1 CS 11.1	Sept 2018		HPD is continuously working on expanding their program participation
		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"> Identify new locations for Coffee with Cops with higher community turn out Hold additional Coffee with a Cop if warranted Research holding a National Night Out Event Support and improve resident use of Next Door Explore and pilot new opportunities for positive interactions between public safety and the community 	Crime Prevention Specialist, L&CS Management Analyst	CS 1.1 CS 1.2	Sept 2018		HPD is continuously working on expanding their program participation
		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"> Schedule regular check-ins with BART PD Support and improve existing relationships with BART PD and HPD/COH Maintenance Dept Identify and funding/MOU/or other resources necessary to increase patrolling by BART PD 	HPD Staff Sergeant	CS 2.10	Jun 2018		HPD is in continuous contact with BART police. There are no current plans to exempt on-site patrols at the South Hayward station.
		2.c.4. Explore the need for increased HPD bike patrol along Tennyson <ul style="list-style-type: none"> Analysis of outcomes of currently existing bike patrol officers (crime stats pre-post officer posting) Analysis of gaps in service to the Tennyson Corridor that could be solved using additional patrol officers 	Crime Analysis Unit	CS-2.2 CS-2.1 CS-2.3	Jun 2019		This action has been postponed indefinitely

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Explore funding mechanisms for additional bike patrol or community policing officers in Tennyson Corridor 					
	2.d. Improve safety through increased lighting	2.d.1. Create Lighting Incentive Program <ul style="list-style-type: none"> Research incentive programs in other jurisdictions for private property owners to upgrade lighting Identify rebates and funding opportunities for the lighting program (PG&E, East Bay Community Energy, etc) Identify 3 pilot locations for test lighting incentive program 	Economic Development Specialist, UES Management Analyst	CS-1.10 LU-4.4	Dec 2018		This incentive program is postponed indefinitely until there are sufficient staffing levels to design and test the concept.
		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		Dec 2017		Completed at past update
3. Improve Community Appearance	3.a. Enhance landscaping	3.a.1. Update existing landscaping along the Corridor <ul style="list-style-type: none"> Shift focus of FY 18 landscaping to Tennyson Corridor Install two weather-based irrigation controllers on Corridor for irrigation needs in Fall of 2019 	Landscape Maintenance Manager	LU-4.11	Jun 2018		Staff has completed updates to the landscape surrounding the South Hayward BART Station. Staff has been upgrading medians on the eastern end of the Corridor. Staff will continue to upgrade medians throughout FY19.
		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"> Identify stakeholder partners for pilot site Design and implement pilot site Based on lessons learned, design pavement-to-garden program to prepare for grant applications Map possible future sites along Tennyson 	UES Management Analyst	PFS-5.4 LU-4.11	Jun 2019		Staff received a Disadvantaged Communities Outreach grant from the Department of Water Resources. Staff worked with CYES and Chabot to conduct outreach to determine needs. The grant application for implementation is on hold until staff resources are available.
	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"> Complete analysis of illegal dumping and bulky pickup maps using GIS Conduct empathy interviews with multi-family housing stakeholders Test program design changes, including possible rewards, in collaboration with landlords, tenants, and Waste Management Bring recommended changes to Council 	Maintenance Services, Code Enforcement, CMO Management Analyst, Solid Waste Manager	PFS-7.2 ED-5.4	Jun 2018		Staff has created data governance goals and a data inventory in partnership with Bloomberg Philanthropies' What Works Cities Initiative. Based on this work, staff has prioritized the evaluation of the Access Hayward structure.
		3.b.2 Expand the Downtown Streets Team program to the Tennyson Corridor	L&CS Management Analyst	ED-5.4	Dec 2017		The Downtown Streets team pilot continues to run along the Tennyson Corridor. Since January, DST has been cleaning Tennyson Rd every Wednesday-Friday from 8am-12pm. DST currently has 31




GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Negotiate a pilot expansion of the Downtown Streets to the Tennyson Corridor Annual reporting on accomplishments related to: assistance provided to participants, litter picked up, housing assistance to participants 					Team Members. 10 individuals have reached beyond 90-day employment and 17 people have gone from homeless to housed. The DST team will provide an annual report at the end of the calendar year.
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		At least ten cleanups occurred in South Hayward during the two-year implementation period
		3.b.4. Run Litterati competition in partnership with Tennyson schools <ul style="list-style-type: none"> Continue to build on the partnership with Tennyson High School to grow this annual competition to pick-up trash and increase anti-littering education Expand to neighborhood middle schools 	UES Management Analyst	ED-5.4 NR-18 NR-6.8	Jun 2018		The City held the 2018 Litterati contest in April. Staff is continuing to explore ways to increase participation in future years.
		3.b.5. Audit of pedestrian trash cans <ul style="list-style-type: none"> Update the public trash can map along Tennyson Coordinate with WMAC and AC Transit to ensure adequate trash service Identify "hot spots" using data and update trash can locations as needed 	Solid Waste Manager, UES Management Analyst	PFS-7.8 M-5.5 NR-6.8	Jun 2018		The Solid Waste Division maintains an ongoing map inventory of the City's public trash cans, which are serviced by Waste Management. The map included photos of existing conditions, including hot spots, and recommendations for moving or adding cans.
	3.c. Decrease blight	3.c.1. Support Code Enforcement to identify gaps in code compliance along the Corridor and work with property owners to abate violations <ul style="list-style-type: none"> Assist Code Enforcement to develop a corridor improvement program event Develop educational outreach (letters, mailers, media) before beginning enforcement efforts Develop a research method to identify existing landscape & sign requirements for businesses that may be out of compliance 	Code Enforcement Division	HQL-5.6	June 2018 and June 2019		Given current Code Enforcement priorities and staffing capacity, additional work along the Tennyson Corridor that is above-and-beyond daily operations has been placed on hold and will be reconsidered in 2020.
		3.c.2. Target the Housing Rehabilitation Program to homes along the Corridor <ul style="list-style-type: none"> Identify current housing conditions via housing stock study Hold educational meetings for members of the community and COH Codes Enforcement Staff regarding the program Targeted marketing and HEART team work in the Tennyson Corridor 	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018 and 2019		The Housing Rehabilitation Program will be partnering with outside agencies to administer the program in FY 19. The housing stock study and targeted marketing components are postponed during this transition. Informational meetings for Code Enforcement will take place Fall FY 19.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Development of multi-lingual informational materials and applications regarding the Housing Rehab Program 					
		3.c.3. Develop a façade improvement program for businesses <ul style="list-style-type: none"> Design incentives to existing and new service/retail businesses to approve building appearances Develop outreach campaign to Corridor business and property owners for improvements rebates Develop application process for Corridor property owners and business tenants 	Economic Development Specialist	SR1.D SR1.C ED-5.4	Jun 2018		Staff has conducted extensive outreach to all businesses on Tennyson Road to inform them of the City's façade improvement program. Thus far, 16 businesses have been approved for the program, at \$10,000 each.
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"> Interviews with residents and businesses regarding the mural program Identify potential locations for murals Develop a mural plan which creates a cohesive aesthetic along the Corridor Work with local artists on the implementation of the Corridor mural plan Assist HUSD in curating and identifying appropriate students to participate in mural arts program 	Deputy Director of Development Services	ED-5.3 ED-5.4 HQL 5.1	Jun 2019		The City's mural program participated in the community resource fair at Weekes Park on May 12, 2018 to allow the community to view and vote on designs for public art.
	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"> Identify appropriate timeline for event Identify stakeholder and local business partners Collaborate with Hayward Chamber to develop an event timeline Identify sponsor organization 	Economic Development Specialist	EDSP – BM3	Jun 2018		Due to lack of staff, no event was held.
		4.b.2. Support and develop sustainable neighborhood based funding for small projects <ul style="list-style-type: none"> Assist residents in applying for Neighborhood Improvement Program microgrants Support community-based fundraising events 	Assistant to the City Manager, Community Services Division	GP HQL -5.5 HQL 5.1	Jun 2018		The FY19 budget included additional NIP funding to support small neighborhood projects in South Hayward. The Chabot College Student initiative Center used some of that funding to pilot "Smoothie Saturdays" in partnership with families in the Palma Ceia neighborhood.
		4.b.3. Explore possibility of a second Hayward farmer's market location along the Tennyson Corridor <ul style="list-style-type: none"> Utilize HEART teams to determine need and potential locations for a Farmer's Market Collaborate with partner organizations to host Farmers Market Assist in the acquiring any necessary permitting for partner groups 	Economic Development Specialist	GP HQL – 5.2 HQL -5.1 HQP 3.4	Jun 2018		Economic Development staff has had conversation with the Agricultural Institute of Marin about a potential second market in South Hayward. AIM is reviewing the feasibility.
		4.c.1 Conduct empathy work and pilot experiments to determine community interest in and feasibility of	Communications and Media Relations	GP HQL -5.5	Dec 2017		Completed in last update

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	4c. Explore using branding and signage to identify the corridor	neighborhood branding, gateway markers, and/or wayfinding signage <ul style="list-style-type: none"> Reach out to business owners, residents, and other community members to learn about their needs Identify possible appropriate branding and signage opportunities Pilot promising projects and get feedback Bring recommendations to community members and Council for final input and to collaboratively identify funding sources 	Division, Economic Development Division				
		4.c.2 Work to rename a street (possibly Leidig Ct) to Cesar Chavez Street <ul style="list-style-type: none"> Empathy work and community meetings with residents and business owners in the area Staff report to Council on potential name change If approved, Development Services would apply for change of name and support additional outreach 	PWET Surveyor	GP HQL 5.1	Jun 2019		Do to a lack of staff, this task has been put on hold indefinitely.
	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"> Conduct empathy work and visioning exercises to understand community needs and desires Explore partnerships to tap into innovative placemaking ideas and solutions (e.g., Urban Land Institute Technical Assistance Panels) Conduct pilots/lean experiments Identify appropriate placemaking projects and work with community members to secure funding for permanent installation 	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		The Chabot Student Initiative Center has identified and tested dozens of possible placemaking ideas. In addition, they have piloted several of these ideas and will continue their work in FY19.
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"> Reconvene the lean innovation team Conduct experiments and additional empathy work to test assumptions and refine solution Design the outreach program based on lessons learned Make recommendations, request resources and launch program 	Mobile City Hall Lean Innovation Team	GP HQL 9.1 – 9.3 PFS 1 PFS 2.1	Jun 2018		This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
	5.b. Increase the number of residents with medical and dental service access	5.b.1. Firehouse clinic expanding to include dental services	Fire Chief	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1 HQL1.2	Jun 2018		The dental chairs in in the process of being installed and the service should begin by late summer/early fall

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		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	Jun 2018		Complete. Staff has completed the webpage that links to the PBS Documentary and has created bilingual marketing materials.
	5.c. Increase resident emergency preparedness	5.c.1. Increase opportunities to become CERT/NERT certified <ul style="list-style-type: none"> Increase CERT trainings held in Spanish language Establish a Neighborhood Emergency Response Team (NERT) program in which community-based CERT certified individuals will train their neighbors Determine the need/feasibility of CERT trainings in additional languages 	CERT Coordinator	CS-5.4	Jun 2018		Staff has completed the development of the new Neighborhood Emergency Response Team (NERT) program, which will be rolled out in FY19 when the program budget becomes available. Staff has created a program webpage, map, and flyer and has begun recruitment.
		5.c.2. Support and expand outreach regarding CodeRED notification system and Nixle <ul style="list-style-type: none"> Informational campaign and community outreach regarding programs Increase the number of residents who are signed up for CodeRED and Nixle alerts 	Fire PIO/HPD PIO/Communication & Media Relations Division	CS 5.11	Dec 2017		Completed in past update Ongoing
		5.c.3. Expansion of the City's Brace and Bolt Program <ul style="list-style-type: none"> Targeted outreach to homeowners in special populations and extremely low-income households 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 	CMO Management Analyst & L&CS Management Analyst	HAZ-2.9	Jun 2018		The program has expanded its pool of FEMA certified contractors available to complete projects. Targeted outreach to low-income census tracts with potential eligible applicants is ongoing.
	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"> Develop and execute agreement with Alameda County Transit for the cost recovery associated with installation Installation of GPS based preemption devices Review and report out data regarding reduction in traffic wait times and ridership 	Transportation Manager	HQL 4.2 M 7.2	Dec 2017		The installation has been completed. AC Transit currently working with City Staff for upgrading their system to use signal preemption on Hesperian and will explore other Corridors after that project is complete.
		5.d.2. Coordinate with local service providers and transit agencies to promote the City's Paratransit Program <ul style="list-style-type: none"> Analysis in service gaps in the Corridor based upon currently existing Paratransit client database Develop taxi service marketing campaign and materials in multiple languages Public outreach using the HEART team 	Community Services Manager/Paratransit Coordinator	HQL 6.7 HQL 4.2 M7.2 M 7.12	Jun 2018		The Community Services Division commissioned a City of Hayward Needs Assessment to identify service gaps in the following areas: transportation, housing, health services and employment. The HOP is partnering with the City of Fremont and LIFE Eldercare to contract with transportation network company LYFT to serve seniors and people with disabilities.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	5.e. Facilitate economic development and growth opportunities within the Corridor	5.e.1. Adopt, finalize, and implement Business Incentive Program	Economic Dev Manager	ED1-3	Dec 2017	On Schedule and Within Budget	Completed in past update Ongoing
		5.e.2. Develop business accelerator	Economic Dev Manager Community Services Manager	ED1-3	Jun 2018	Behind Schedule or exceeding Budget	The City has engaged a potential operator of a pilot business accelerator, but given current Economic Development and Community Services priorities, staffing capacity, and resources, the business accelerator pilot has been placed on hold and likely will not be re-initiated until FY20. Economic Development is currently prioritizing the façade improvement program along Tennyson.
	5.f. Reduce resident utility bills through efficiency	5.e.1. Pilot utilities “class” for multifamily property owners <ul style="list-style-type: none"> • Work with Stopwaste to create pilot curriculum • Identify ten property owners for pilot class • Host the class, which will teach ways to achieve utility savings for water, sewer, energy and garbage, including bill analysis, coaching, and tours If effective, expand pilot to reach more property owners	UES Management Analyst	NR-4	June 2018	Stopped – No Progress	This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
		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"> • Map target blocks with service providers and collect baseline utility usage • Conduct marketing campaigns • Track program participation and utility savings to measure impact 	UES Management Analyst	NR-4	Jun 2018	On Schedule and Within Budget	Complete. Staff received grant funding to hire CYES staff to work specifically in the Tennyson neighborhoods in the 2018 summer. In addition, East Bay Energy Watch’s Smart Light Program visited 199 businesses, conducted 20 audits and are following up with 40 businesses.

-  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. Percent of residents and businesses reached in door-to-door outreach
 - b. Attendance at in-person community visioning sessions
 - c. Response rates for electronic/mailer outreach (e.g., surveys)
 - d. Demographics of participants in comparison to demographics of Tennyson Corridor (e.g., primary language, race/ethnicity, age, business owners/residents/other community stakeholders)
2. Percent of Councilmembers who vote to approve the Vision Plan (target = unanimous)
3. Percent reduction in time for Alameda County Transit buses to navigate Tennyson Corridor
4. Change in number of accidents involving pedestrians or cyclists
5. Change in demand for medical and dental services at Firehouse Clinic
6. Change in participation in CERT/NERT classes and programs
7. 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 City is paying attention to their neighborhood
 - d. Percent of community members who report that they feel safe walking and/or biking along Tennyson
8. Additionally, the team will report back on the quantitative and qualitative accomplishments of actions, pilot projects, and lean innovation experiments, including:
(note: staff will determine targets for the below deliverables in late 2017 after establishing baseline data)
 - a. Number of neighborhood alert groups
 - b. Number of trees planted
 - c. Number of public art features
 - d. Number of public trashcans
 - e. Business participation in pilot projects, such as lighting incentives
 - f. Usage of infrastructure improvements such as: pop-up bike lane, adopt-a-crosswalk, and temporary bike racks
 - g. Mobile City Hall interactions/problems resolved

COMPLETE COMMUNITIES STRATEGY
TWO-YEAR ACTION PLAN (FY 2018 & 2019)



Purpose: The purpose of the Complete Communities strategy is to create and support structures, services and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work and play for all.

GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
QUALITY OF LIFE	1.a. Increase neighborhood safety and cohesion	1.a.1. Support community-based public safety programs.	1.a.1.a. Support and improve National Night Out; Coffee with a Cop; Hayward E.Y.E.S.	Crime Prevention Specialist Hayward PD	Consistent with GP GOAL CS1 – HQL5	September 2017 & 2018		Ongoing. Programs show continued success and growth with strong community support. Meet and Greet Get potential neighborhood watch meetings and block captains. Find what is going on in community. <i>This will be an ongoing effort.</i>
		1.a.2. Create opportunities for outreach and education.	1.a.2.a. Support and expand Homework Support Centers and Literacy Program	LCS Director Ed. Services Mgr LCS	Consistent with GP GOAL ED2 –	September 2017 & 2018		Ongoing.
		1.a.3. Strengthen neighborhood connections.	1.a.3.a. Support and expand Neighborhood Watch; NIXLE, Next Door App	Crime Prevention Specialist Hayward PD	Consistent with GP GOAL CS1 – HQL5	September 2017 & 2018		Ongoing. Educate Public about neighborhood watch, NIXLE and Nextdoor. This will be an ongoing effort.
	1.b. Foster a sense of place and support neighborhood pride.	1.b.1. Work with neighborhood groups to promote and award Neighborhood Improvement Grants for placemaking projects to create neighborhood identity opportunities.	1.b.1.a. Revise requirements and application process for Neighborhood Improvement Grants to reflect Complete Communities priorities, promote program, and award grants annually.	CMO Assistant to the City Manager	Consistent with GP GOAL HQL1; PFS7	June 2018		Ongoing. The Chabot Student Initiative Center has identified and tested dozens of possible placemaking ideas. In addition, they have piloted several of these ideas and will continue their work in FY19.
		Econ Dev Manager	1.b.2.a. Incorporate Complete Communities checklist for new development.	Development Services Director	Consistent with GP GOAL HQL1	March 2018		Ongoing.
			1.b.2.b. Explore expansion of a second farmer's market location	Economic Development Specialist	Consistent with GP GOAL HQL1-5-9	December 2018		Ongoing.
	1.c. Increase collaboration with businesses, non-profits and neighborhood groups on placemaking projects.	1.c.1. Identify existing partnerships for collaboration with local faith-based and non-profit organizations.	1.c.1.a. Expend federal CDBG allocation through Community Agency Funding process	Community Services Manager	Consistent with GP GOAL ED1-5; HQL1-9	September 2017 & 2018		Complete and ongoing. In FY19 CSD spent ~\$4.5M in the community. The City will continue to receive annual CDBG funds and expend in the community.
			1.c.1.b Continue to support and expand partnerships with local nonprofits	Community Services Manager	Consistent with GP GOAL ED1-5; HQL1-9	September 2017 & 2018		Complete and ongoing. Partnerships developed to expand housing and transportation options for residents.
		1.c.2. Create opportunities for businesses to engage locally, and work to engage with local small businesses	1.c.2.a. Façade Improvements Program	Econ Dev Manager	Consistent with GP GOAL ED5	Jun-19		On-going. Provided façade assistance to 13 businesses (2 on B Street and 11 on Tennyson Corridor). Implemented a Design Assistance program to provide a designer for the businesses to work with to get the maximum potential from the façade dollars for improving the look of the building. Four businesses have received design assistance. Five additional businesses are currently in the process of receiving façade design support.

1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods	1.c.3. Explore ways to facilitate public art.	1.c.3.a. Create Public Arts Ordinance	Development Services Director	Consistent with GP GOAL ED 4-5; HQL 1-2-9	Mar-19	Ongoing.	This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.	
		1.c.3.b. Explore Potential - Arts in-Lieu Fee to support public art.	Development Services Director	Consistent with GP GOAL ED4-5; HQL1-2-9	Mar-19	On hold.	Expected to begin Fall 2019.	
	1.c.4 Facilitate economic development and growth opportunities within communities	1.c.4.a Adopt, finalize and implement Business Incentive Program	Econ Dev Manager	Consistent with GP GOAL ED1-3	Dec-17	Complete.	Adopted the Concierge and Ombudsman Programs as well as the Façade Improvement program.	
		1.c.4.b Develop business accelerator	Community Services Manager Econ Dev Manager	Consistent with GP GOAL ED1-2-3	Jun-18	Complete/on-hold.	City adopted the Concierge program to provide assistance to new businesses and developments locating in Hayward. Development of a Incubator on hold due to lack of space available.	
	1.d. Create resilient and sustainable neighborhoods.	1.d.1. Increase City & neighborhood capacity to respond to emergencies	1.d.1.a. Begin update to Comprehensive Emergency Response Plan	CMO Management Analyst	Consistent with GP GOAL HAZ1; CSS	Jun-19	Ongoing .	This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
			1.d.1.b. Establish neighborhood Community Emergency Response Teams (CERT)	Deputy Chief, Special Operations Hayward FD	Consistent with GP GOAL CSS	Mar-18		Staff has completed the development of the new Neighborhood Emergency Response Team (NERT) program, which will be rolled out in FY19 when the program budget becomes available.
		1.d.2. Provide opportunities for residents to increase their environmental sustainability	1.d.2.a Promote sustainability initiatives including water conservation, waste diversion, greenhouse gas emissions	Environmental Services	Consistent with GP GOAL HQL7	March & September 2018 March & September 2018	Ongoing.	
	1.e. Actively value diversity and promote inclusive activities.	1.e.1. Sponsor, support, and host events that celebrate and value Hayward's diversity.	1.e.1.a. Continue to fund and provide staff support to events celebrating the heritage of Hayward residents	CMO, City Council, Management Analyst	Consistent with GP GOAL HQL1-7-9	Dec-18	Ongoing.	Economic Development brought a proposed City of Hayward Special Event Support and Grant Program Guidelines tp CEDC on 7/1/19.
		1.e.2. Adopt and implement the Anti-Discrimination Action Plan (ADAP)	1.e.2.a Introduce pro-equity practices aligned with ADAP in the major functions of city government	CMO	Consistent with GP GOAL HQL1-7-9	Mar-19	Ongoing .	The process to develop a systemic approach to the introduction of equity and social justice goals aligned with ADAP will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline. An internal working group is implementing the Commitment for an Inclusive, Equitable, and Compassionate Community.
			1.e.2.b. Initiate training to promote effective and accountable leadership for advancing equity and social justice through ADAP	CMO HR Director	Consistent with GP GOAL HQL1-7-9	Jun-19	Ongoing.	Various departments completed.

			1.e.3. Equity and social justice values guide department operations, programs and service delivery	1.e.3.a Develop policy guidance that includes equity and social justice values.	CMO HR Director	Consistent with GP GOAL HQL1-7-9	Jun-19	Ongoing . Operationalize ADAP goals throughout the organization Ongoing. FY19: City began Government Alliance on Race and Equity work.
				1.e.3.b Improve staff and leadership proficiencies in delivering services that respond to changing demographics	CMO HR Director	Consistent with GP GOAL HQL1-7-9	Jun-19	Ongoing . Determine how the City can integrate the principals of “fair and just” in the delivery of City services. FY19: City began Government Alliance on Race and Equity work.
HOUSING								
			2.a. Centralize and expand housing services.	2.a.1.a. Create a Housing Division	LCS Director	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Dec-17	Complete . Housing Division Manager, Management Analysts, Administrative Clerk, Housing Specialist have been hired.
				2.a.1.b. Identify current housing conditions via housing study, including conducting empathy work	Development Services Director Housing Division Manager	Consistent with GP GOALH1 – HQL5-6	Jun-18	Ongoing. 1) One state grant will not be used because only applies to single family homes. Trying to move the \$400k to another area. Need to research further. 2) Empathy work has been conducted regarding rental housing. The City has conducted several stakeholders meeting regarding housing affordability strategies.
				2.a.1.c. Explore funding mechanism for seismic retrofit for rental properties	Management Analyst, CMO Housing Development Specialist	Consistent with GP GOAL HAZ1-2; H4; CS5	Mar-18	Ongoing. Applying for various sources of funding (Hazard Mitigation Grant Program, CPSE, etc.) Not mandatory, but instead a voluntary ordinance. Potential funding through FEMA, State funding and PACE. CDBG funding allocated.
				2.a.1.d. Continue to monitor the city’s affordable housing assets	Housing Division Manager Housing Development Specialist	Ongoing: Consistent with GP GOALH1	Jun-18	Ongoing. Recipients of Affordable housing loan funds are required to electronically report on tenant rent and income on either an annual or quarterly basis depending on the regulatory terms. On-site monitoring of borrowers files happens every 1 to 3 years depending on condition of property. Regular evaluation of compliance will resume once Housing Development Specialist is hired.
				2.b.1.a. Adopt ADU ordinance policy /procedures	Planning Manager Community Services Manager	Ongoing: Consistent with GP GOALH1	Dec-17	Complete. ADU Ordinance adopted by City Council on November 7, 2017 (Ordinance 17-16).

<p>2. Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.</p>	<p>2.b. Facilitate the development of diverse housing types that serve the needs of all populations.</p>	<p>2.b.1 Oversee the development of housing affordable to low and moderate income households</p>	<p>2.b.1.b. Identify development projects to receive first round A1 funding.</p>	<p>Housing Development Specialist</p>	<p>Ongoing: Consistent with GP GOALH1</p>	<p>Dec-17</p>	<p>Complete. On April 30, 2018, Notice of Funding Availability (NOFA) to identify projects to receive Measure A1 bond funds. In October 2019, City Council approved \$28.6 million to construct three affordable housing developments.</p>	
			<p>2.b.1.c. Address the housing needs of special populations and extremely low-income households</p>	<p>Community Services Manager</p>	<p>Ongoing: Consistent with GP GOALH1 – HQL5-6</p>	<p>Mar-18</p>	<p>Complete. In October 2019, City Council approved \$28.6 million to construct three affordable housing developments, creating 259 new apartments for low and extremely low income residents, including units set aside for homeless and people with disabilities.</p>	
	<p>2.c. Conserve and improve the existing housing stock.</p>	<p>2.c.1 Achieve an adequate supply of decent, safe and affordable housing.</p>	<p>2.c.1.a. Report accomplishments of Housing Rehabilitation Program (CDBG)</p>	<p>Community Services Manager</p>	<p>Consistent with GP GOALH1</p>	<p>September 2018 & 2019</p>	<p>Complete. City has created "Brace & Bolt" seismic retrofit program using CDBG funds.</p>	
			<p>2.c.1.b Increase the number of eligible properties assisted with seismic retrofitting</p>	<p>Management Analyst CMO Housing Division Manager</p>	<p>Consistent with GP GOALH1</p>	<p>June 2018 & 2019</p>	<p>Complete. 10 households assisted in FY18-19.</p>	
		<p>2.d.1 Identify adequate sites to encourage the development of a variety of housing for all income levels</p>		<p>2.d.1.a. Review/update affordable housing ordinance (including fee assessment)</p>	<p>CAO Housing Division Manager Housing Development Specialist</p>	<p>Consistent with GP GOALH1-2-3 – HQL5-6</p>	<p>Sep-17</p>	<p>Complete . The Affordable Housing Ordinance was updated in November 2017. Master fee schedule updated for FY19.</p>
				<p>2.d.2.a. Review and revise Affirmatively Affirming Fair Housing Process</p>	<p>Housing Division Manager CAO Development Services Director Community Services Manager</p>	<p>Consistent with GP GOALH1-2-4-5-6 – HQL5-6</p>	<p>Mar-18</p>	<p>Ongoing . Affirmative Fair Marketing is a requirement for all affordable housing projects receiving funding under the Notice of Funding Availability.</p>
<p>2.d.2. Explore measures to prevent housing displacement</p>		<p>2.d.2.b. Review and revise as necessary Rent Stabilization Ordinance</p>	<p>CMO CAO Housing Division Manager</p>	<p>Consistent with GP GOALH1-2-4-5-6 – HQL5-6</p>	<p>Jun-18</p>	<p>Complete. On June 25, 2019, Council adopted a new Residential Rent Stabilization and Tenant Protection Ordinance. The effective date of the ordinance is July 25, 2019.</p>		

2.d. Increase supply of affordable, safe and resilient housing in Hayward		2.d.2.c. Strengthen renter protections and rights, beginning with empathy work	CAO Housing Division Manager Development Services Director	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Sep-18	Complete. Staff held stakeholders meetings in February and March 2018. In April 2019 staff held a housing open house where Hayward residents could speak directly to staff about the housing issues they are facing. The City adopted provisions for just-cause for eviction and anti-tenant retaliatory protections for tenants as part of the new Residential Rent Stabilization and Tenant Protection Ordinance
	2.d.3 Mitigate any constraints to housing production and affordability	2.d.3.a. Bring back Soft Story Seismic Program ordinance for Council adoption	CMO Management Analyst	Ongoing: Consistent with GP GOALH4-5-6 – HQL5-6	Mar-18	Complete and ongoing. A mandatory screening and voluntary retrofit standard was adopted by Council on July 2, 2019.
		2.d.3.b. Analyze Rental Inspection Program (IPMC /17920.3)	Code Enforcement Manager Housing Division Manager	Ongoing; Consistent with GP GOALH1-5-6 – HQL5-6	Sep-18	Ongoing.
		2.d.3.c. Evaluate CPTED for comprehensive safety improvements	Crime Prevention Specialist Housing Division Manager	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Jun-18	Ongoing.
		2.d.3.d. Analyze of home safety programs (Weed Abatement PR)	Fire Marshal Code Enforcement Manager	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Jun-18	Ongoing. Specialized software (3Di) launched in May 2018 to streamline customer service interactions related to weed abatement issues.

REGULATORY TOOLKIT

3.a Update, streamline, and modernize zoning & codes	3.a.1 Industrial Zoning Update	3.a.1.a Work with consultant to complete update of industrial zoning update	Senior Planner	Ongoing: Consistent with GP GOAL LU6	Jun-18	Complete. Approved by Council 6/4/19.
	3.a.2. Develop Shoreline Master Plan	3.a.2.a Identify funding source & consultant	Associate Planner HASPA TAC	Ongoing: Consistent with GP GOAL LU4	Jun-19	Ongoing. Received Caltrans SB1 grant for total of \$509,000 to prepare the Shoreline Master Plan. Preparing Request for Proposals for consultant services to be released in October 2018. Anticipated project completion in 2021.
	3.a.3. Refine Downtown Specific Plan	3.a.3.a Bring to Planning Commission and City Council	Senior Planner	Ongoing: Consistent with GP GOAL LU8	Jun-18	Complete. Approved by Council 7/2/19.
	3.a.4. Revise and update Form-Based Code	3.a.4.a Conduct research and compile a comprehensive list of items to be revised	Planning Manager	Consistent with GP GOAL LU1	Dec-17	Ongoing. Lisa Wise Consulting was selected as the consultant to prepare the update; Contract was approved by the City Council on May 22, 2018. Public draft expected late summer 2019.

3. Develop a Regulatory Toolkit for Policy Makers.		3.a.4.b Revise Draft Codes showing revisions and share with public and policy makers	Planning Manager	Consistent with GP GOAL LU1	Sep-18	On Schedule and Within Budget	Ongoing.	
		3.a.4.c Conduct Planning Commission and City Council Public Hearings for Adoption of Revised Codes	Planning Manager	Consistent with GP GOAL LU1	Mar-19	On Schedule and Within Budget	Ongoing.	
	3.a.5 Unified Development Code / Performance Based Zoning	3.a.5.a Undertake an RFP process for development of a comprehensive Unified Code 3.a.5.b Complete community engagement efforts	Planning Manager	Consistent with GP GOAL LU1	Dec-17	Behind Schedule or exceeding Budget	On hold. Additional budget funding is necessary.	
			Planning Manager	Consistent with GP GOAL LU1	Mar-18	Behind Schedule or exceeding Budget	On hold.	
	3.b. Identify and Design Appropriate In-Lieu Fees to Provide Community Amenities	3.b.1 Review Park In-Lieu Fees	3.b.1.a Develop a study, complete community outreach, and provide recommendations to City Council	Planning Manager Landscape Architect HARD staff	Consistent with GP GOAL LU 1-3-4-9	Mar-19	On Schedule and Within Budget	In process: Draft study completed and stakeholder outreach planned summer 2019.
		3.b.2 Review Commercial In-Lieu Fees	3.b.2a. Develop a study, complete community outreach, and provide recommendations to City Council	Econ Dev Manager	Consistent with GP GOAL ED6 – LU1	Jun-19	On Schedule and Within Budget	On-going process. Working with other City departments as in-lieu fees are reviewed and updated.
	3.c. Develop and refine other regulatory tools	3.c.1 Assess the Viability of developing a Vacant Building Ordinance	3.c.1.a Develop a study, complete community outreach, and provide recommendations to City Council	Code Enforcement Manager	Consistent with GP GOAL ED6 – LU1	Mar-18	On Schedule and Within Budget	Ongoing. Went to CEDC on 6/3, going to Chamnber Commerce on 7/12, DHIA on 7/15.
		3.c.2. Update and Amend Vice statutes in Municipal Code	3.c.2.a. Introduce Cannabis ordinance bring to Council to put forth standards aligned with state requirements 3.c.2.b Review Alcohol Standards ordinance.	Principal Planner HPD, CMO, CAO	Consistent with GP GOAL CS1-2; ED12-3	Sep-17	On Schedule and Within Budget	Complete.
			3.c.2.c Process Consistency - work to establish clear procedures and process for permit applications	CAO, CMO Planning Manager HPD Command Staff	Ongoing: Consistent with GP GOAL CS1-2; ED12-3	Dec-19	On Schedule and Within Budget	Ongoing
				Principal Planner, Supervising Plan Checker/Expeditor	Ongoing: Consistent with GP GOAL ED1-6	Sep-18	On Schedule and Within Budget	Ongoing.

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

Complete Communities Strategy
Performance Measures

PM1. Concentration and distribution of neighborhood/business participation (GIS heat map) for following goals and tasks:

- a) NextDoor/Nixle/Neighborhood watch
- b) National Night Out/Coffee with a Cop/ Hayward E.Y.E.S/ CERT
- c) Business Incentive Program /Façade Improvement Program/ Business Incubator
- d) Neighborhood events
- e) Affordable housing
- f) Location of various public amenities (parks, art, placemaking projects, Neighborhood Improvement Grants, etc.)
- g) Percentage of retail vacancy rates

First reporting period will set baseline; subsequent reporting periods will include both a map with concentration/distribution and a map identifying areas of growth and contraction over previous reporting periods.

PM2. Annual report detailing projects assisted through Community Agency Funding process;

- a) Percentage of unduplicated eligible low-income clients served;
- b) Percentage of funds expended in priority objectives (Housing, Services, Econ Dev, Infrastructure)

PM3. Percentage of eligible projects that implement the Complete Communities checklist

PM4. Percentage of employees answering positively to (strongly agree or agree) the Employee Engagement Survey question, "My workplace prioritizes equitable and socially just principles and policies" and "The organization understands and appreciates differences among employees (for example, gender, race, religion, age, nationality, etc.)"

PM5. Annual report detailing housing units assisted through Housing Division programs;

- a) Percentage of eligible units assisted through Housing Rehabilitation Program;
- b) Percentage of eligible buildings in the process of/have completed seismic retrofits
- c) Percentage of eligible low-income households / businesses assisted
- d) Annual increase in affordable housing units created in conformance with RHNA

PM6. Percentage of new housing developments with inclusionary units

PM7. Level of investment/tenancy resulting from new allowable land uses

PM8. Percentage of eligible properties submitting ADU permit applications

PM9. Permit turnaround times