

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



ATTACHMENT III

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
1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods	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	On Track	Programs show continued success and growth with strong community support.
		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	On Track	Additional centers are to be added with continued support from H.U.S.D.
		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	On Track	Budgeted
	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	On Track	NEW: Aligns with Tennyson Corridor and Complete Streets Strategy Teams
			1.b.2. Increase the availability of accessible and inclusive public spaces.	1.b.2.a. Incorporate Complete Communities checklist for new development.	Development Services Department	Consistent with GP GOAL HQL1	March 2018	On Track
		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	At Risk	New: Aligns with Tennyson Corridor Strategy Team Recommend changing due date to June 2018 due to temporary staffing shortage.
	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	On Track	Community Agency Funding process underway
			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	On Track	Outreach to Nonprofit Alliance and Hayward Faith-based Community Group

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		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	June 2019		
		1.c.3. Explore ways to facilitate public art.	1.c.3.a. Create Public Arts Ordinance	Development Services Department	Consistent with GP GOAL ED 4-5; HQL 12-9	March 2019		Engagement
			1.c.3.b. Explore Potential - Arts in-Lieu Fee to support public art.	Development Services Department	Consistent with GP GOAL ED4-5; HQL1-29	March 2019		Engagement
		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	December 2017		Adopted November 2017
			1.c.4.b Develop business accelerator	Community Services Manager Econ Dev Manager	Consistent with GP GOAL ED1-2-3	June 2018		Budgeted
	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; CS5	June 2019		New: This process will take more than two years. However, can put together a work plan, working group, and begin community outreach within this timeline.
				1.d.1.b. Establish neighborhood Community Emergency Response Teams (CERT)	Deputy Chief, Special Operations Hayward FD	Consistent with GP GOAL CS5	March 2018	

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		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 2019		Budgeted
	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	December 2018		
		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	March 2019		New: Some tasks in ADAP may require varying timelines or be ongoing
			1.e.2.b. Initiate training to promote effective and accountable leadership for advancing equity and social justice through ADAP	CMO	Consistent with GP GOAL HQL1-7-9	June 2019		New: Develop a systemic approach to the introduction of equity and social justice goals aligned with ADAP
		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	Consistent with GP GOAL HQL1-7-9	June 2019		New: Operationalize ADAP goals throughout the org.
			1.e.3.b Improve staff and leadership proficiencies in delivering services that respond to changing demographics	CMO	Consistent with GP GOAL HQL1-7-9	June 2019		New: Determine how the City can integrate the principals of "fair and just" in the delivery of City services

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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
2. Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources	2.a. Centralize and expand housing services.	2.a.1 Create a centralized City division to	2.a.1.a. Create a Housing Division address and promote equal housing opportunities for all people	LCS Director	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	Dec 2017	Yellow	Recommends changing due date to March 2018 to allow Housing Manager to fully staff division.
			2.a.1.b. Identify current housing conditions via housing study, including conducting empathy work	Deputy Dev. Director Housing Division Manager	Consistent with GP GOALH1 – HQL5-6	June 2018	Green	Budgeted
			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	March 2018	Green	New: Apply for various sources of funding (Hazard Mitigation Grant Program, CPSE, etc.)
			2.a.1.d. Continue to monitor the city's affordable housing assets	Housing Division Manager Housing Development Specialist	Ongoing: Consistent with GP GOALH1	June 2018	Green	Budgeted
	2.b. Facilitate the development of diverse housing types that serve the needs of all populations.	2.b.1 Oversee the development of housing affordable to low and moderate income households	2.b.1.a. Adopt ADU ordinance policy /procedures	Planning Manager	Ongoing: Consistent with GP GOALH1	December 2017	Green	Adopted October 2017
				Community Services Manager				
			2.b.1.b. Identify development projects to receive first round A1 funding.	Housing Development Specialist	Ongoing: Consistent with GP GOALH1	December 2017	Green	Work Session scheduled to Review Prospective Measure A1 Affordable Rental Housing Projects in Hayward, November 28, 2017. Staff is developing the NOFA/RFP

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			2.b.1.c. Address the housing needs of special populations and extremely low-income households.	Community Services Manager	Ongoing: Consistent with GP GOALH1 – HQL5-6	March 2018		
	2.c. Conserve and improve the existing housing stock.	2.c.1 Achieve an adequate supply of decent, safe and affordable housing.	2.c.1.a. Report accomplishments of Housing Rehabilitation Program (CDBG)	Housing Division Manager	Consistent with GP GOALH1	September 2018 & 2019		Budgeted
			2.c.1.b Increase the number of eligible properties assisted with seismic retrofitting	Management Analyst CMO Housing Division Manager	Consistent with GP GOALH1	June 2018 & 2019		Budgeted
	2.d. Increase supply of affordable, safe and resilient housing in Hayward	2.d.1 Identify adequate sites to encourage the development of a variety of housing for all income levels	2.d.1.a. Review/update affordable housing ordinance (including fee assessment)	CAO Housing Division Manager Housing Development Specialist	Consistent with GP GOALH1-2-3 – HQL5-6	September 2017		Adopted November 2017
			2.d.2. Explore measures to prevent housing displacement	2.d.2.a. Review and revise Affirmatively Affirming Fair Housing Process	Housing Division Manager CAO Deputy Dev Director Community Services Manager	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	March 2018	

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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
			2.d.2.b. Review and revise as necessary Rent Stabilization Ordinance	CMO CAO Housing Division Manager position	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018		New: In response to anticipated Housing Bond funding
			2.d.2.c. Strengthen renter protections and rights, beginning with empathy work	CAO Housing Division Manager Deputy Dev Director	Consistent with GP GOALH1-2-4-5-6 – HQL5-6	September 2018		New: In response to anticipated Housing Bond funding
		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	March 2018		
			2.d.3.b. Analyze Rental Inspection Program (IPMC /17920.3)	Code Enforcement Manager Housing Development Specialist	Ongoing; Consistent with GP GOALH1-5-6 – HQL5-6	September 2018		Budgeted
			2.d.3.c. Evaluate of CPTED for comprehensive safety improvements	Crime Prevention Specialist Housing Development Specialist	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018		Budgeted

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			2.d.3.d. Analysis of home safety programs (Weed Abatement PR)	Fire Marshal Code Enforcement Manager	Ongoing: Consistent with GP GOALH1-2-4-5-6 – HQL5-6	June 2018		
3. Develop a Regulatory Toolkit for Policy Makers.	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	June 2018		
		3.a.2. Develop Shoreline Master Plan	3.a.2.a Identify funding source & consultant	Senior Planner HASPA TAC	Ongoing: Consistent with GP GOAL LU4	June 2019		
		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	June 2018		
		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	December 2017		Staff has compiled a draft list, but a more complete list will be required to continue in the update process. Additional staff or a consultant is necessary to prepare revisions and updates to the Form-Based Code.
			3.a.4.b Revise Draft Codes showing revisions and share with public and policy makers	Planning Manager	Consistent with GP GOAL LU1	September 2018		
			3.a.4.c Conduct Planning Commission and City Council Public Hearings for Adoption of Revised Codes	Planning Manager	Consistent with GP GOAL LU1	March 2019		

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		3.a.5 Unified Development Code / Performance Based Zoning	3.a.5.a Undertake an RFP process for development of a comprehensive Unified Code	Planning Manager	Consistent with GP GOAL LU1	December 2017		Depending on costs associated with proposals
			3.a.5.b Complete community engagement efforts	Planning Manager	Consistent with GP GOAL LU1	March 2018		
	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	March 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	June 2019		
	3.c. Develop and refine other regulatory tools	3.c.1 Assess the Viability of developing a complete Vacant Building Ordinance	3.c.1.a Develop a study, community outreach, and provide recommendations to City Council	Code Enforcement Manager	Consistent with GP GOAL ED6 – LU1	March 2018		
		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	Principal Planner HPD, CMO, CAO	Consistent with GP GOAL CS1-2; ED12-3	September 2017		Adopted October 2017
			3.c.2.b Review Alcohol Standards ordinance.	CAO, CMO Planning Manager HPD Command Staff	Ongoing: Consistent with GP GOAL CS1-2; ED12-3	December 2018		
			3.c.2.c Process Consistency work to establish clear procedures and process for permit applications	Principal Planner, Supervising Plan Checker/Expedito r	Ongoing: Consistent with GP GOAL ED1-6	September 2018		

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Status Color

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



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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. Availability of 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 principals 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

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