

CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Tuesday, January 30, 2018

5:00 PM

Conference Room 2A

City Council

Mayor Barbara Halliday
Mayor Pro Tempore Elisa Márquez
Council Member Francisco Zermeño
Council Member Marvin Peixoto
Council Member Al Mendall
Council Member Sara Lamnin
Council Member Mark Salinas

**SPECIAL JOINT MEETING OF THE
CITY COUNCIL AND HAYWARD AREA RECREATION AND PARK DISTRICT
BOARD OF DIRECTORS**

CALL TO ORDER Pledge of Allegiance: Council Member Peixoto

ROLL CALL

PUBLIC COMMENTS

The Public Comment section provides an opportunity to address the City Council on items not listed on the agenda or Work Session or Information Items. The Council welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Council is prohibited by State law from discussing items not listed on the agenda, your item will be taken under consideration and may be referred to staff.

SPECIAL JOINT COH/HARD WORK SESSION

Work Session items are non-action items. Although the Council may discuss or direct staff to follow up on these items, no formal action will be taken. Any formal action will be placed on the agenda at a subsequent meeting in the action sections of the agenda.

1. [WS 18-003](#) Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: La Vista Park Final Presentation from Surface Design Inc. and Funding Discussion (Report from Interim Development Services Director Bristow)

Attachments: [Attachment I Staff Report](#)

2. [WS 18-002](#) Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: South Hayward Youth and Family Center Project Update and City Manager's Design Academy Presentation (Report from City Manager McAdoo)

Attachments: [Attachment I Staff Report](#)
[Attachment II City Managers' Design Academy Report](#)
[Attachment III Governance Group Meeting Notes](#)
[Attachment IV Market Feasibility Report](#)
[Attachment V MOU Phase I Governance Group](#)

REGULAR WORK SESSION

3. [WS 18-004](#) Update on the Council Strategic Initiatives Two-Year Action Plans: Complete Streets, Complete Communities, and Tennyson Corridor (Report from City Manager McAdoo)

Attachments: [Attachment I Staff Report](#)
[Attachment II Complete Streets Two-Year Action Plan](#)
[Attachment III Complete Communities Two-Year Action Plan](#)
[Attachment IV Tennyson Corridor Two-Year Action Plan](#)

ADJOURNMENT

NEXT REGULAR MEETING, February 6, 2018, 7:00 PM

PUBLIC COMMENT RULES

Any member of the public desiring to address the Council shall limit her/his address to three (3) minutes unless less or further time has been granted by the Presiding Officer or in accordance with the section under Public Hearings. The Presiding Officer has the discretion to shorten or lengthen the maximum time members may speak. Speakers will be asked for their name before speaking and are expected to honor the allotted time. Speaker Cards are available from the City Clerk at the meeting.

PLEASE TAKE NOTICE

That the City Council adopted Resolution No. 87-181 C.S., which imposes the 90-day deadline set forth in Code of Civil Procedure section 1094.6 for filing of any lawsuit challenging final action on an agenda item which is subject to Code of Civil Procedure section 1094.5.

****Materials related to an item on the agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office, City Hall, 777 B Street, 4th Floor, Hayward, during normal business hours. An online version of this agenda and staff reports are available on the City's website. Written comments submitted to the Council in connection with agenda items will be posted on the City's website. All Council Meetings are broadcast simultaneously on the website and on Cable Channel 15, KHRT. ****

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400 or TDD (510) 247-3340.

Assistance will be provided to those requiring language assistance. To ensure that interpreters are available at the meeting, interested persons must request the accommodation at least 48 hours in advance of the meeting by contacting the City Clerk at (510) 583-4400.



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File #: WS 18-003

DATE: January 30, 2018

TO: Mayor and City Council
HARD Board of Directors

FROM: Interim Director of Development Services

SUBJECT

Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: La Vista Park Final Presentation from Surface Design Inc. and Funding Discussion

RECOMMENDATION

That the Council and Hayward Area Recreation and Park District (HARD) Board of Directors receives updated information regarding the design and potential funding of La Vista Park and provides final comments and feedback on the most current park design plans.

ATTACHMENTS

Attachment I Staff Report



DATE: January 30, 2018

TO: Mayor and City Council
HARD Board of Directors

FROM: Interim Director of Development Services

SUBJECT: Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: La Vista Park Final Presentation from Surface Design Inc. and Funding Discussion

RECOMMENDATION

That the Council and Hayward Area Recreation and Park District (HARD) Board of Directors receives updated information regarding the design and potential funding of La Vista Park and provides final comments and feedback on the most current park design plans.

SUMMARY

This work session is a follow up to the October 30, 2017 joint meeting Council had with the HARD Board of Directors to discuss a draft plan for La Vista Park. The landscape architectural firm of Surface Design has taken the previously received comments and suggestions from the last joint work session and addressed most concerns.

Discussion of potential funding to build the park will also be a topic of discussion at this work session.

BACKGROUND

In 2005, the City of Hayward approved the La Vista residential development that included 179 new single-family homes to be built at the South Hayward site near the terminus of Tennyson Road. The project also included construction of a new approximately 30-acre public park. The development would not only provide new housing stock for the City of Hayward but also “officially” served as remediation for a former rock quarry site. The entitled development sat idle through a stronger than normal economic downturn and, over the last couple years, home construction has finally commenced.

It should be noted that the original 30-acre park site from land donated from the developer has expanded to almost 50 acres in size given that the City of Hayward has acquired former Caltrans rights-of-way from the now abandoned 238 freeway project. Additional park acreage was added to the western side of the park. Given the increased park size and park facility deficiency in South Hayward, this new park is viewed as a “destination” park for

use, not only from new residents of the La Vista development and existing surrounding neighborhoods, but for South Hayward and the entire City.

Project condition of approval number four requires the applicant to pay for the cost of improvements associated with the Park in accordance with fees in effect as of July 1, 2005, which was approximated to be \$2.14 million dollars. Park in-lieu fees are collected at the time of issuance of each individual single-family home building permit. It is City staff's rough approximation that about one third of the 179 homes have either been built or are under construction, thus there is approximately one third of the \$2.14 million dollars currently available for park construction.

DISCUSSION

On October 30, 2017, Council and the HARD Board of Directors held joint work session regarding the latest design for La Vista Park and provided comments and feedback regarding the proposed park design. Surface Design has further refined the park design based on those comments and a tremendous amount of additional work was undertaken. This new park will be viewed as a model for future new parks planned for Hayward or within HARD's service area. It's also important to note that comments received from the public via previous community outreach have also been incorporated into the latest La Vista Park plans.

At the time this report was prepared, Surface Design was still refining estimates for construction of La Vista Park. It is anticipated that more definitive numbers/cost estimates related to park construction, grading and landslide repair will be available for Council and HARD Board consideration at this meeting.

As further discussed below in the Economic Impact and Fiscal Impact sections of this report, preliminary construction estimates for the project show an interim budgetary shortfall until additional park in-lieu fees are collected from projects currently under review by the City of Hayward. Once additional future park in-lieu fee money is paid to the City, most funds will be dedicated to building the remainder of improvements needed to complete La Vista Park.

ECONOMIC IMPACT

The addition of a destination park to the South Hayward community will create an amenity and attraction for this part of the City. This will likely result in increased visitors to the area as well as more dollars spent at local businesses. In addition, there have been numerous studies that indicate that the addition of open space or parkland has a positive impact on home values in the surrounding areas.

FISCAL IMPACT

Preliminary estimates to build La Vista Park range from \$13 to \$15 million. Permitting fees from the La Vista Development will contribute approximately \$2.14 million towards construction once collected. An additional \$4.23 million will be provided from existing park

in-lieu fees previously collected by the City, \$2 million from HARD via bond funds and \$1.5 million in funds held for development of the South Hayward community center, totaling \$9.87 million in currently available funds for park construction.

Staff recommends that future park in-lieu fees be used to cover the remaining funding necessary to build La Vista Park in one phase. Development at the continued pace in this area of the City will likely reduce the length of time necessary to collect these fees.

Current Budget – La Vista Park

Current Project Cost Estimate	\$13 – 15 million
Project Funding Sources	
Fees from La Vista Development	\$2.14 million
Fees for Community Center	\$1.5 million
HARD bond fund allocation	\$2 million
Current park fees collected	\$4.23 million
Subtotal – Funding Sources	\$9.87 million
Current Funding Gap	\$(3.13) – (5.13 million)

City and HARD staff have also discussed the possibility of the provision of additional advanced funding from HARD for park construction costs to be repaid through the collections of future park in-lieu fees collected by the City of Hayward.

STRATEGIC INITIATIVES

This agenda item relates to the Complete Communities Strategic Initiative in that the project “improves quality of life for residents, business owners, and community members in all Hayward neighborhoods,” specifically since the park, when completed, will be a “destination” park for all Hayward residents, business owners and community members to enjoy (Goal 1). The project will also meet Objective 2 under Goal 1 since the park will “foster a sense of place and support neighborhood pride” through sporting events at the park and special events also programmed for the park.

Since the park will be located at the eastern most end of Tennyson Road, the construction of La Vista Park could also support the Tennyson Corridor Strategic Initiative since this destination park would serve the larger Tennyson Corridor community upon completion and help to create an enhanced sense of place in this area of Hayward.

This project also contributes to fulfillment of Land Use and Community Character Goal 3 (Policy LU-3.1 Complete Neighborhoods) specifically that the new La Vista Park will help create a “complete neighborhood” in South Hayward. The addition of La Vista Park is a long sought-after amenity in South Hayward, which will complement existing schools, daycare centers, religious institutions and existing neighborhood serving commercial businesses.

SUSTAINABILITY FEATURES

As currently designed, this park will be the most sustainable park within the City of Hayward and probably within HARD's jurisdictional boundaries. Less irrigated park area is proposed as part of this new park and more native grasses and plants are proposed throughout the park. Park structures are proposed to be made from natural materials versus traditional expensive fabricated structures currently the norm in Hayward parks. Surface Design will be to able showcase this important component of La Vista Park during their presentation to Council and the HARD Board.

PUBLIC CONTACT

City staff and Surface Design conducted previous public outreach regarding the latest design for La Vista Park including a public workshop and presentation during the latter half of 2017. This meeting and the previous joint October 30, 2017 work session were open to the public and televised. For the previous public workshop on the project, public notices were mailed to residents and businesses located adjacent to the proposed park site and an email went out to a large audience soliciting community input on the park.

NEXT STEPS

With direction from the City Council and HARD Board of Directors, staff from the two agencies will proceed with preparation of park construction documents, preparation of a final project budget, and movement toward awarding a grading contract for the park. Hydroseeding, irrigation installation, planting, lighting, pathway installation, park furniture installation, and other items will commence once additional project funding is identified and secured unless directed otherwise by Council and the HARD Board.

The City Council and HARD Board may also separately need to formally memorialize and acknowledge in separate actions discussed during the work session regarding funding of the park and any other important issues/agreements regarding how the project will ultimately be completed.

Prepared by: Damon Golubics, Senior Planner

Recommended by: Stacey Bristow, Interim Director of Development Services

Approved by:



Kelly McAdoo, City Manager



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Hayward City Hall
777 B Street
Hayward, CA 94541
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File #: WS 18-002

DATE: January 30, 2018

TO: Mayor and City Council
Hayward Area Recreation and Park District Board of Directors

FROM: City Manager, City of Hayward
General Manager, Hayward Area Recreation and Park District

SUBJECT

Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: South Hayward Youth and Family Center Project Update and City Manager's Design Academy Presentation

RECOMMENDATION

That Hayward City Council (Council) and Hayward Area Recreation and Park District (HARD) Board of Directors (Directors) receive this report and provide direction to staff on the questions and discussion points contained herein.

ATTACHMENTS

- Attachment I Staff Report
- Attachment II City Managers' Design Academy Final Report (excerpted)
- Attachment III Governance Group 2017 meeting action notes
- Attachment IV Market Feasibility Report
- Attachment V MOU Phase I Governance Group



DATE: January 30, 2018

TO: Mayor and Council
Hayward Area Recreation and Park District Board of Directors

FROM: City Manager, City of Hayward
General Manager, Hayward Area Recreation and Park District

SUBJECT Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: South Hayward Youth and Family Center Project Update and City Manager's Design Academy Presentation

RECOMMENDATION

That Hayward City Council (Council) and Hayward Area Recreation and Park District (HARD) Board of Directors (Directors) receive this report and provide direction to staff on the questions and discussion points contained herein.

SUMMARY

[Council and HARD Directors are aware of and engaged in the multi-agency effort](#)¹ to redevelop the City-owned property at 680 West Tennyson Road as well as the adjacent City and/or HARD-owned properties, in and around Tennyson Park. The primary goal of this project is to replace the Eden Youth and Family Center facility with a newly constructed family-focused multiservice facility referred to as the South Hayward Youth and Family Center (SHYFC).

The purpose of this report is to provide an update on the SHYFC project's progress to date and to discuss the feedback received from the American Architectural Foundation's City Managers' Design Academy on potential design considerations.

DISCUSSION

I. SHYFC PROJECT UPDATE

¹ December 13, 2016. "Joint Work Session with Hayward City Council and Hayward Area Recreation and Park District Board of Directors: South Hayward Family Center Project Update and Discussion." <http://bit.ly/Hayward-SHFC-2016-12-13>

An interagency Governance Group was formed in 2016 by City of Hayward Mayor Barbara Halliday, Alameda County Supervisor Richard Valle, and H.A.R.D. Director Paul Hodges, with the assent and support of their colleagues on their respective governing bodies, to guide and develop the SHYFC project as a partnership between the three primary stakeholder agencies. The SHYFC Governance Group has convened multiple times during 2016 and 2017 to steer and coordinate the project. Attached are detailed notes from the 2017 Governance Group meetings (Attachment III), and below is a summary of some of the major milestones that occurred over this past year.

1. **RECOMMENDED FACILITY OPERATOR.** The Governance Group issued a [Request for Qualifications \(RFQ\) for Facility Operator and Administrator Services](#) in September 2016. Three responses were received from Eden Area YMCA, La Familia Counseling Services, and Eden Youth and Family Center. A careful review ensued, which included the commissioning and implementation of a supplemental Market Feasibility Study and Community Survey², followed by the issuance of additional RFQ Clarifying Questions to the three RFQ respondents. During this review period, Eden Area YMCA withdrew from consideration due to organizational changes and consolidations taking place in YMCA of the East Bay, their parent organization. During this time, Eden Youth and Family Center and La Familia Counseling Services partnered and submitted joint responses to the RFP, identifying La Familia Counseling Services agency as the lead. On August 7, 2017, the Governance Group selected La Familia Counseling Services as the recommended facility operator, at which time, the City and La Familia Counseling Services entered into negotiations. The goal is to finalize an agreement and present this agreement to the SHYFC Governance Group for review on February 5, 2018. Once reviewed and accepted by the SHYFC Governance Group, the group will make recommendations to the participating agencies' governing bodies for authorization to execute.
2. **AMENDMENT OF EXISTING MOU AND REQUEST FOR ARCHITECTURAL DESIGN AND PLANNING SERVICES.** The SHYFC Governance Group has expressed a desire to amend the existing South Hayward Family Center Memorandum of Understanding (MOU)³ between the City of Hayward, County of Alameda, and Hayward Area Recreation and Park District. The MOU amendment would reflect the transition of the project from the conceptual and planning phase (Phase I) to a design development phase (Phase II). Additionally, this revision would outline terms for the procurement of Architectural Design and Planning Services for the SHYFC project.
3. **STATUS OF FUNDING EFFORTS:** A total of \$14.2 million of County funding is currently secured and earmarked for the SHYFC project. A portion of this funding can be used to offset the costs of procuring the proposed Architectural Design and Planning Services. It is preliminarily estimated that the cost of architectural services may range between \$1-\$2 million and staff is currently exploring the transfer of funds from the County to the City for this procurement.

² See Attachment IV.

³ See Attachment V.

The SHYFC Governance Group requests Council and HARD Directors' accept the Governance Group's recommendation to amend the existing MOU to reflect the transition of the project from the conceptual and planning phase (Phase I) to a design development phase (Phase II), transfer funds from the County to the City to procure architectural services, and develop a Request for Architectural Design and Planning Services. Any modification to the MOU necessary to transfer from Phase I to Phase II would be presented to the participating agencies' governing bodies for authorization prior to being executed.

II. CITY MANAGERS' DESIGN ACADEMY

Hayward City Manager Kelly McAdoo was invited by the American Architectural Foundation to participate in its prestigious City Managers' Design Academy (CMDA) in Kansas City, Missouri. The CMDA took place over 3 days in November 2017, providing a select group of city managers the opportunity to present specific design challenges from their cities to a multi-disciplinary design team comprised of renowned professionals working throughout the United States. These experts shared best practices in planning, development, and implementation in response to the challenges brought forth by the city managers. City Manager McAdoo presented the South Hayward Youth and Family Center project for case study, resulting in a substantive analysis and report including options and recommendations for the next phases of the project's development. The full case study is included with this report as Attachment II. Staff seeks Council and HARD Directors' input and direction regarding next steps for the SHYFC project in response to the CMDA case study and recommendations.

STRATEGIC INITIATIVES

This agenda item supports Council's Tennyson Corridor Strategic Initiative. The overarching purpose of the Tennyson Corridor Strategic Initiative is to develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses, and community partnerships.

This agenda item supports the following goals and objectives of this Initiative:

- Goal 1: Create a community vision plan for the Tennyson Corridor and catalyst sites to serve as a foundation for long-term planning and policies.
- Objective 3: Lead the development and construction of a new South Hayward Family Center in coordination with community stakeholders.

FISCAL IMPACT

If there are any fiscal impacts to the City and HARD, they will be better known after the final conceptual design is completed and the respective partners roles are further defined. Although the City of Hayward and HARD have no funding set-aside for design, construction or operations of the SHYFC project, the County has secured approximately \$14.2 million in

capital funding to date. Additionally, County staff have been working on proposals to private foundations.

The City's contribution to the project is the City-owned properties in the Tennyson Corridor. HARD's contribution to the project is the renovation of Tennyson Park and the construction of Mia's Dream Playground, which are estimated at over \$6.5 million. In addition, HARD continues to subsidize the operations, and programs and services offered at the Matt Jimenez Community Center by over \$300,000 annually.

The total construction costs will depend on the square footage and design of the facility. Although a preliminary estimate of the ongoing annual operating costs range for this new center between \$3 million to \$5 million, the final estimate will also depend on the final operational model. Although not yet secured, the County is exploring potential funds for facility operations.

NEXT STEPS

Staff requests that Council and HARD Directors provide feedback and direction for future action by the individual elected bodies in response to the policy considerations outlined in the discussion section of this report:

1. CMDA REPORT – NEXT STEPS. Staff seeks Council and HARD Directors' input and direction regarding next steps for the SHYFC project in response to the CMDA case study and recommendations identified in Attachment II.
2. PHASE II GOVERNANCE MOU AND REQUEST FOR ARCHITECTURAL DESIGN AND PLANNING SERVICES. The SHYFC Governing Group requests that City Council and the HARD Board of Directors' accept the Governance Group's recommendation to amend the existing MOU to reflect the transition of the project from the conceptual and planning phase (Phase I) to a design development phase (Phase II), transfer funds from the County to the City to procure architectural services, and develop a Request for Architectural Design and Planning Services.
3. RECOMMENDED FACILITY OPERATOR. Staff seeks to confirm City Council and HARD Board of Directors' assent with the Governance Group's recommendation to move forward with La Familia Counseling Services as the identified SHYFC Facility Operator.

City, County and HARD staff, with the guidance of the SHYFC Governance Group will continue to discuss and develop the technical details, challenges, and opportunities of this project.

Prepared by: Sean Reinhart, Director of Library and Community Services

Recommended by: Paul McCreary, General Manager (HARD)

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', written in a cursive style.

Kelly McAdoo, City Manager

CITY MANAGERS' DESIGN ACADEMY

NOTE: This version of the CMDA report has been edited to include only the pages relevant to and featuring the Hayward Case Study. An unedited copy of the report including the other cities' case studies listed in the table of contents on pages 6-21 is available on request.

KANSAS CITY, MISSOURI

November 1-3, 2017

FINAL REPORT

American
Architectural
Foundation

Presenting Sponsors

The Edward W. Rose, III Family Fund
of The Dallas Foundation



“The experience provided me an opportunity to step away from my day-to-day work, which allowed me to be more thoughtful and strategic about my community’s design challenge.”

- Kelly McAdoo, City Manager,
Hayward, California



“The managers are enormously knowledgeable about how to get projects done in their communities and thoughtful about deployment of their time, resources, and political capital. Where the discussions were most interesting and engaging for me was in the very goals and the nature of their projects, where through dialogue we arrived at the essence of each project.”

- Elissa Hoagland Izmailyan
HR&A Advisors, Inc.

AMERICAN ARCHITECTURAL FOUNDATION

City Managers' Design Academy Overview



The American Architectural Foundation's Center for Design & the City supports civic leaders tackling issues related to the design of the built environment and the communities they serve. Through technical assistance and leadership development engagements, the Center's programs offer peer-to-peer problem solving and life-long learning opportunities that provide civic leaders with advisory from premier multi-disciplinary designers and practitioners. To date, the Center has served more than 1600 local leaders in over 300 U.S. cities, and AAF has developed a firsthand understanding of the best ways to provide resources and support to leaders as they give shape and form to their evolving communities.



In 2015, AAF launched the City Managers' Design Academy to support U.S. city managers in the stewardship and maintenance of the places they serve. This program offers opportunities to engage in workshops intended to strengthen city managers' design leadership skills and support for the development of ongoing projects; downtown commercial and residential revitalization, multi-modal transportation, affordable housing, waterfront redevelopment, and green infrastructure implementation. City managers learn from peers and top multi-disciplinary designers as well as contribute valuable lessons that they have learned when solving complex financial, stakeholder engagement, and process implementation challenges.



Former Dallas City Manager Mary Suhm inspired the idea for this program when she witnessed the transformative effect that the Mayors' Institute on City Design had on three Dallas mayors she worked with. Mary voiced, "We need one of these for city managers!" and thus, upon her 2014 retirement from the City of Dallas, AAF engaged Mary as the Center for Design & the City's Senior Fellow where she advises the development and implementation of the City Managers' Design Academy with AAF staff.

Program Process

The City Managers' Design Academy (CMDA) takes place over 3 days, providing for up to 6 city managers the opportunity to present specific design challenges from their cities. City managers receive feedback from peers as well as from a multi-disciplinary design team comprised of renowned professionals working throughout the U.S. These experts share best practices in planning, development, and implementation that respond to the challenges brought forth by the city managers.

Prior to CMDA, AAF staff conduct a site visit with each city manager to prepare



for the 3-day experience. During the site visit, AAF staff and the city manager discuss current municipal challenges that might be considered for presentation at CMDA. At CMDA, the experience begins with an early evening presentation, followed by a reception and dinner. This provides a relaxed opportunity for participants to meet and informally discuss their projects. On days two and three, city managers present their case study challenges, and each design team member presents innovative solutions that best address the challenges presented by the city managers. Through facilitated discussion, fellow city managers and designers analyze the presented challenges, provide feedback, and share complimentary best practices. During breaks, participants explore the host city's latest downtown revitalization projects through tours and meetings with local professionals responsible for implementing and maintaining transformative projects. Through discussion, working meals, informal receptions, and overnight stays, AAF provides an intimate and collegial format for CMDA participants, allowing for trust building and reflective moments that stimulate productive outcomes.

2015 - 2017 program year alumni include: Brad Miyake of Bellevue, WA; Jane Brautigam of Boulder, CO; Greg Porter of Cedar Hill, TX; Ron Carlee (formerly of Charlotte, NC); Tanisha Briley of Cleveland Heights, OH; T.C. Broadnax of Dallas, TX (formerly of Tacoma, WA); Peggy Merriss of Decatur, GA; Scott Sanders of Des Moines, IA; Mike Van Milligen of Dubuque, IA; Jon Ruiz of Eugene, OR; Darin Atteberry of Fort Collins, CO; Lee Feldman of Fort Lauderdale, FL; David Cooke of Fort Worth, TX; Mary Bunting of Hampton, VA; David Biggs of Hercules, CA; Mick Berry of Catawba County (formerly of Hickory, NC); Troy Schulte of Kansas City, MO; Betsy Fretwell of Las Vegas, NV; Donna Barron of Lewisville, TX; Pat West of Long Beach, CA; Chris Brady of Mesa, AZ; Jim Keene of Palo Alto, CA; Jim Twombly (formerly of Tulsa, OK); Clay Pearson of Pearland, TX; Ruffin Hall of Raleigh, NC; Paul Arevalo of West Hollywood, CA; and Bob Layton of Wichita, KS.

The City Managers' Design Academy is made possible through generous gifts from The Edward W. Rose, III Family Fund of The Dallas Foundation, Siemens Corporation, and Cigna.



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HAYWARD, CALIFORNIA

South Hayward Family Center & Tennyson Park Visioning Project



CASE STUDY

HAYWARD, CALIFORNIA

South Hayward Family Center & Tennyson Park Visioning Project

The City of Hayward case study for the 2017 City Managers Design Academy is the South Hayward Family Center and Tennyson Park Visioning Project. The project area is the mid-section of a segment of the City's South Hayward area called the Tennyson Corridor. The Tennyson Corridor—running east-west along Tennyson Road between Interstate 880 and Mission Boulevard—has been identified by Hayward City Council as a strategic priority area for public service improvements, community development, and new public and private investment consistent with Council priorities of Complete Streets and Complete Communities. The City has identified and is working to develop new ways of approaching the project area from land-use planning, finance, governance, and community and economic development standpoints to fully unlock the corridor's potential as a catalyst for redevelopment of the surrounding neighborhood.

Anchoring the west side of the corridor is Tennyson Park and the deteriorating Eden Youth and Family Center, publicly owned facilities adjacent to the Park, and the new South Hayward Family Center. As depicted on accompanying maps and illustrations, Eden Youth and Family Center is located on 2.5 acres of city-owned property on a prominent corner at Tennyson and Ruus roads. The Center comprises the former elementary school campus previously owned by the Hayward Unified School District. Immediately to the south is the Matt Jimenez Community Center on a one-acre parcel. Previously owned and operated by the nonprofit Boys and Girls Club, the Matt Jimenez Community Center property and facility are now owned by the City and operated by the Hayward Area Recreation and Park District (HARD), a separate governmental agency that provides youth recreation programming. Approximately \$16.8 million has been raised and committed toward the anticipated \$32 million cost of demolishing the Eden Youth and Family Center and constructing the proposed 35,000-square-foot

South Hayward Family Center. Preliminary site plans have been developed for Tennyson Park, showing the possible location for the new center (see included map), and a general building program has been developed for the new center.

The City's challenge and opportunity are to determine how to make the greatest use of the publicly owned facilities and land in and adjacent to Tennyson Park, and how to potentially involve, incorporate, and leverage adjoining and nearby private and public property to achieve broader Council objectives for the Tennyson Corridor. Tennyson Park encompasses 9.64 acres, bordered by Tennyson and Russ roads, Panjon Street, and Huntwood Avenue. The Park contains basketball courts, a baseball and softball field, a skate park, and open space and comprises five separate parcels; three owned by HARD and two by the City of Hayward. The Tennyson Road frontage east of the Eden Youth and Family Center is home to under-performing, privately owned commercial properties. The properties negatively impact the Park by cutting off view corridors from Tennyson Road, creating a sense of isolation and safety concerns for park users.

One approach under consideration is to create economic value and help close the project funding gap by repurposing the 2.5-acre site at Tennyson and Ruus Roads for development after the Eden Youth and Family Center is razed. A land swap is underway with HARD to create a suitable location within Tennyson Park for construction of the new South Hayward Family Center and to consolidate the city-owned and HARD-owned Tennyson Park parcels in a more logical way. Given the under-performing Tennyson Road frontage buildings and their impact on the Park, the City wants to think more expansively and consider a more comprehensive vision that considers these properties and beyond. Across Tennyson Road are privately owned retail properties with

HAYWARD, CALIFORNIA

shallow setbacks in front of low-rise multi-unit housing. Public assets in the vicinity include the South Hayward District police offices and Hayward's innovative new Firehouse Clinic, a facility that co-locates a primary care health clinic on the grounds of a new fire station.

The broader development and planning idea for the South Hayward Family Center and Tennyson Park Visioning Project is for a higher density, transit-oriented development (TOD), given its proximity to the South Hayward Station of the regional Bay Area Rapid Transit (BART) rail system and access to regional and local bus service. (Riders experience a 30-minute train ride from the South Hayward BART station to downtown San Francisco). Within a mile radius, several multi-family residential projects have been completed or are in the development pipeline including Cadence Place and Alta Mira Senior and Family Apartments, award-winning projects of market-rate and subsidized affordable apartments. Built by a private equity developer and a Hayward-based nonprofit affordable housing developer on a former satellite BART parking lot across from the South Hayward Station, Cadence Place, with 206 Class A market-rate one- and two-bedroom apartments, and Alta Mira, with 86 apartments for families and 64 apartments for seniors, together have created a multi-generational, economically diverse community of apartment living that is the full expression of TOD in the Bay Area and the Complete Communities concept.

Questions City Managers' Design Academy Participants Considered Include:

- What is the highest and best use of the former Eden Youth and Family Center? How might the City leverage development on this site to create an income stream for the operations of the new South Hayward Family center or capital funds to pay for the Center's construction?
- What financing strategies might the City consider for the project area in California's post-redevelopment era?
- What transportation and circulation routes would help to make the area more conducive to pedestrians, cyclists, and public transit riders as well as drivers?
- How can the City encourage pedestrian access to the BART station?
- How can the City "open up" Tennyson Park to create better view corridors and a stronger sense of safety for park patrons?

Final Recommendations

Defining Development Goals for Tennyson Park

- Ask the neighborhood; what neighborhood services are missing within the area that could be incorporated on this parcel, e.g. community gardening, groceries, banking services, etc.?

Safety and Security

- Open-up the view corridors, where possible, from the park to Tennyson Road.
- Consider a land swap or another method to put the planned community center on the east side of the park. This orientation will allow for "eyes on the park" for safety and security from both the east and west sides.

Park Lay-Out and Open Space

- Solve current organizational issues with the new park plan.
 - Explore designing buildings that can be reinvented over time where there are not such single-purpose buildings and are more generic space; create a volume that can evolve over time.
 - Bring public spaces to the street; on all edges of the block and especially near retail to welcome people to the park space.
 - Reorganizations in the current plan to consider (as illustrated by drawings on pages 26-30):
 - o Rotate the proposed community center 90 degrees and site adjoining the west boundary of the park. This may create the opportunity for indoor / outdoor transitional spaces.
 - o Combine the disparate onsite parking areas into one consolidated parking area.
-

HAYWARD, CALIFORNIA

o Reevaluate sports programming: are two soccer fields better than one soccer and one baseball? Can the soccer and baseball fields coexist in the available footprint? Should outdoor basketball courts be incorporated?

City as Lead Developer

- Take the lead on a master planning process for the entire site.
- Consider acquiring the two existing buildings northwest of the community center site to connect to Tennyson Road.
- Consider taking ownership of all current retail parcels, and do a ground lease with a developer to incorporate a few mixed-use buildings along Tennyson Road that would give views of the park and retail amenities on the ground floor through an extension of the park's green network.

Transportation Connections

- Ensure access off Tennyson Road from the retail and plaza areas.
- Keep local bus service / connections to BART in mind when drawing pedestrian and bicycle connections throughout the site.
- Consider a bike path through the center of the park that would connect Tennyson Road to the neighborhood south of the park. The path would also provide connections from the buildings on the northwest part of the park to the tot lot and accessible playground.
- Keep all street parking around the site.

Programming the Northwest Corner

- For now, leave the northwest corner of the parcel alone and open to accommodate changing community demographics and new resident needs.
- In the meantime, consider temporary uses for the corner parcel such as food-related retail; food trucks / farmer's market.

- In the long-term, consider a small grocery store with a pharmacy; mixed retail that accommodates the needs of families who will be a primary user of the community center.

Best Practices:

- **Taller Puertorriqueño (Philadelphia, PA):** A Latino arts and cultural programming nonprofit neighborhood center that hosts community-based outreach and educational events. www.tallerpr.org



- **Artspace (projects nationwide):** A nonprofit developer of affordable space that meets the needs of artists through the adaptive reuse of historic buildings and new construction. www.artspace.org



HAYWARD, CALIFORNIA



SCHEME A
S. HAYWARD PARK

S. Hayward Family Center
S. Tennyson Park

HAYWARD, CALIFORNIA



HAYWARD, CALIFORNIA



HAYWARD, CALIFORNIA



AGENDA

WEDNESDAY, NOVEMBER 1, 2017

- 3:00 pm Gather in Hotel Phillips lobby for tour departure
- 5:30 pm Return to Hotel Phillips
- 7:00 pm Gather in Hotel Phillips lobby to depart for dinner at
Extra Virgin by Michael Smith
- 7:30 pm Dinner at Extra Virgin by Michael Smith
Remarks by AAF and the City of Kansas City, MO
- 9:30 pm Return to Hotel Phillips

THURSDAY, NOVEMBER 2, 2017

- 8:00 am Gather in Hotel Phillips lobby to depart for the Black
Archives of Mid-America Meeting Venue
 - 8:30 am Continental breakfast at the Black Archives of Mid-America
 - 9:00 am Welcome and Opening Remarks
 - 9:30 am Resource Team Member Presentation:
Elissa Hoagland Izmailyan, HR&A Advisors, Inc.
 - 10:00 am City Manager Presentation: Brian Dalke, Goodyear, AZ
 - 11:40 am Break
 - 11:50 am Resource Team Member Presentation:
David Chilinski, Prellwitz Chilinski Associates
 - 12:30 pm Lunch Break
 - 1:30 pm Walking Tour of Urban Youth Baseball Facility, Jazz Museum
 - 3:00 pm Resource Team Member Presentation:
Lora Byala, Foursquare ITP
 - 3:30 pm City Manager Presentation: Scott Neal, Edina, MN
 - 5:10 pm Break / Return to Hotel Phillips
 - 7:00 pm Gather in Hotel Phillips lobby to depart for dinner via
streetcar
 - 7:30 pm Dinner at Pierpont's at Union Station
 - 9:00 pm Return to Hotel Phillips
-

HOTEL

Hotel Phillips Kansas City
106 West 12th Street
Kansas City, Missouri 64105
916.221.7000

OPENING DINNER VENUE

Extra Virgin by Michael Smith
1900 Main Street
Kansas City, Missouri 64108
816.842.2202

11/2 MEETING SPACE

Black Archives of Mid-America
1722 East 17th Terrace
Kansas City, Missouri 64106
816.221.1600

11/2 DINNER VENUE

Pierpont's at Union Station
30 West Pershing Road
Kansas City, Missouri 64108
816.221.5111

11/3 MEETING SPACE

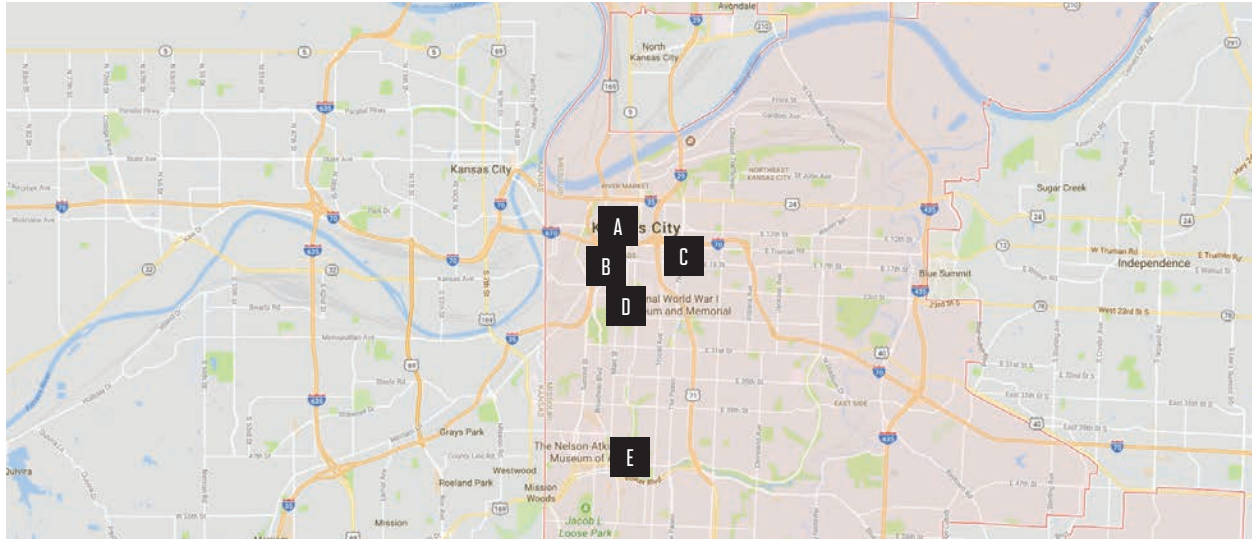
Kauffman Conference Center
4801 Rockhill Road
Kansas City, Missouri 64110
816.932.1050

AGENDA

FRIDAY, NOVEMBER 3, 2017

If you plan to depart on Friday, please check-out prior to 8:00 am.

- 8:00 am Gather in Hotel Phillips lobby to depart for the Kauffman Conference Center Meeting Venue - Troost Room
- 8:30 am Continental breakfast at Kauffman Conference Center
- 9:00 am Recap of Day 1 / Introduction of Day 2
- 9:15 am Resource Team Member Presentation:
Silvia Vargas, Silvia E. Vargas - Community Planning, LLC
- 9:45 am City Manager Presentation: Kelly McAdoo, Hayward, CA
- 11:25 am Resource Team Member Presentation:
Garrett Avery, AECOM
- 12:00 pm Lunch
- 12:30 pm Local Philanthropy Roundtable
- 1:30 pm Reflections and Wrap-Up
- 2:30 pm Design Academy Conclusion



- | | |
|--|---|
| <p>A Hotel Phillips Kansas City
106 West 12th Street</p> | <p>D Pierpont's at Union Station
30 West Pershing Road</p> |
| <p>B Extra Virgin by Michael Smith
1900 Main Street</p> | <p>E Kauffman Conference Center
4801 Rockhill Road</p> |
| <p>C Black Archives of Mid-America
1722 East 17th Terrace</p> | |

PARTICIPANTS

City Managers' Design Academy

CITY MANAGERS

Scott Neal

City of Edina, Minnesota

Brian Dalke

City of Goodyear, Arizona

Kelly McAdoo

City of Hayward, California

AAF LEADERSHIP TEAM

Megan Canning

Communications Consultant

Elizabeth Okeke-Von Batten

Director, Center for Design & the City

Mary Suhm

Senior Fellow, Center for Design & the City
Former City Manager of Dallas, Texas

CMDA RESOURCE TEAM

Garrett Avery

Associate Director, NYC Metro Resilience Practice
AECOM

Lora Byala

Founder, President, & CEO
Foursquare ITP

David Chilinski

President & Co-Founder
Prellwitz Chilinski Associates

Elissa Hoagland Izmailyan

Managing Principal
HR&A Advisors, Inc.

Silvia Vargas

Managing Principal
Silvia E. Vargas - Community Planning, LLC

CITY MANAGERS



Scott Neal

CITY OF EDINA, MINNESOTA

Scott Neal is the City Manager of Edina, Minnesota. Scott joined the City of Edina in November 2010. Prior to assuming the Edina City Manager position, he held the top city executive position in the cities of Eden Prairie, Minnesota; Northfield, Minnesota; Mt. Pleasant, Iowa; and Norris, Tennessee.

Scott chairs the Board of Directors of the South Metro Public Safety Training Facility and serves as the Treasurer of the Southwest Cable Commission. He is on the Board of Directors of the Edina Chamber of Commerce, Explore Edina, Municipal Legislative Commission, and the Minnesota City / County Management Association. Also Scott is a member of the International City / County Management Association, Urban Land Institute-Minnesota, Internal Audit Committee of the City of Minneapolis, and the Rotary Club of Edina.

Scott earned a bachelor's degree in economics and a Master of Public Administration degree, both from Iowa State University in Ames, Iowa.

Scott Neal

City Manager

City of Edina, Minnesota

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Brian Dalke

City of Goodyear, Arizona

Brian Dalke is the City Manager for the City of Goodyear, Arizona, located in the greater Phoenix area with a population of nearly 80,000. He has served in this role since March 2012. Prior to that time, he served as Deputy City Manager since October 2004, with oversight over virtually every department in the City throughout his service. Before promotion to Deputy City Manager, Brian served as Goodyear's Economic Development Director from 1994 to 2004. Goodyear is one of the fastest growing cities nationally, ranked #6 in 2015 and #14 in 2017. In 2015, Goodyear was named #7 on the list of America's 50 Best Places to Live by financial blog Wall St. 24/7.

Prior to joining Goodyear, Brian spent 16 years with Salt River Project (SRP) where he was a Senior Representative of Business and Industrial Development, a Community and Public Affairs Information Specialist, and a Budget Analyst. He served as adjunct faculty teaching small business finance in business department at Estrella Mountain Community College (EMCC) for 17 years and served on their EMCC Education Advisory Board. He also owned a consulting business from 1986-1990 that served local government, small business, and consumers.

A native of Arizona, Brian holds a bachelor's degree in business administration. In 1993, he graduated from the Economic Development Institute and obtained his Certified Economic Developer (CEcD) status, which remains active. Brian has served as the past President of the Arizona Association for Economic Development (AAED). In 1997, he received the Arizona Economic Developer of the Year, and in 1993 was selected as the AAED Member of the Year. In 2014, Brian received the prestigious Arizona Association for Economic Developers William Lampkin Long Term Excellence in Economic Development Award. He has also served on the Boards of the International Economic Development Council (IEDC), the Greater Phoenix Economic Council (GPEC), and the Urban Land Institute (ULI).

Brian Dalke

City Manager

City of Goodyear, Arizona

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623.882.7070

brian.dalke@goodyearaz.gov

CITY MANAGERS



Kelly McAdoo

City of Hayward, California

Kelly McAdoo began working for the City of Hayward in October 2010 and was appointed to City Manager by City Council in August 2016. Kelly serves as the Chief Executive Officer for this municipal corporation of over 800 employees. Prior to joining the Hayward team, she worked four years with the City of Palo Alto, California as the Deputy City Manager, Assistant to the City Manager, and Division Manager of Arts and Sciences.

From 1999 through 2006, Kelly worked for the City of Fremont, California in a variety of capacities for the City Manager's Office, Fire Department, and Development & Environmental Services Department. She earned bachelor's degrees in political science, economics, and international studies and a master's degree in public administration, all from the University of Kansas. She is an active member of the International City / County Management Association (ICMA), the Urban Land Institute (ULI), and the Municipal Management Association of Northern California (MMANC). Kelly completed the two-year Leadership ICMA program in 2010 and received a Rising Star Award in 2012 from MMANC at the Women's Leadership Summit.

Kelly McAdoo

City Manager

City of Hayward, California

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510.583.4000

kelly.mcadoo@hayward-ca.gov

CMDA RESOURCE TEAM



Garrett Avery
AECOM

Garrett Avery is a professional landscape architect and project director with more than a decade of experience leading trans-disciplinary teams charged with creating sustainable and resilient landscapes, water-sensitive urban environments, coastal saltmarsh and riverine restorations, and nature-based science education facilities. As a leader of AECOM's NYC Metro Resilience Practice, Garrett focuses on integrating the natural and urban systems driving social, ecological, and economic resiliency in the New York City Metro region.

Garrett received his Professional Degree in Landscape Architecture with emphasis in Sustainable Design & Development from Clemson University, School of Architecture, Arts, and Humanities. Prior to AECOM, he served as a project manager for EDAW, Inc. in San Diego, California and landscape designer with Dargan Landscape Architects, Inc. of Atlanta, Georgia. Garrett is an Executive Committee Member of the Ocean Discovery Institute; a member of American Society of Landscape Architects; Urban Land Institute; and U.S. Green Building Council.

Garrett Avery

Associate Director, NYC Metro Resilience Practice
AECOM
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garrett.avery@aecom.com



Lora Byala
FOURSQUARE ITP

Lora Byala is the Founder, President, and CEO of Foursquare Integrated Transportation Planning (ITP) and has nearly 20 years of professional experience in the transportation field. Lora began her transportation career as an undergraduate when she conducted a study of transportation needs in Honolulu during a freshman geography class and was instantly hooked. Since then, she has worked in both the public and private sectors, primarily on public transit planning of all aspects and modes, including bus service planning, transit capital planning and funding, transportation visioning, strategic planning and performance measurement, and regional and corridor transit plans.

As the president of Foursquare ITP, Lora is involved in some capacity in most of the projects conducted by the firm, which include transit development plans, bus priority plans, transit corridor studies, transportation demand management and parking studies, regional transit and vision plans, and bike share plans. She is passionate about developing innovative yet practical solutions for clients of all sizes and helping her fabulous Foursquare ITP team members grow and thrive.

Lora previously worked for the Washington Metropolitan Area Transit Authority in the long-range planning office where she managed the regional planning section. She is a member of the Transportation Research Board's committee on bus transit systems and is a member of the Women's Transportation Seminar, where she was named Woman of the Year in 2011, and Foursquare ITP was named company of the year in 2015. She received bachelors' degrees in transportation engineering and urban studies from the University of Pennsylvania and a master's degree in transportation from the Massachusetts Institute of Technology.

Lora Byala

Founder, President, & CEO
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CMDA RESOURCE TEAM



David Chilinski

PRELLWITZ CHILINSKI ASSOCIATES

David Chilinski, President and Co-Founder of PCA (Prellwitz Chilinski Associates), has practiced architecture, interior, and urban design for over 35 years. Under David's leadership, PCA has grown into a thriving, 70-person firm which is committed to designing spaces that enliven the community.

David is a leading force in PCA's vision of designing places that enlighten and enrich people's lives. A passionate advocate of the "24-hour city," David has spearheaded urban planning and design projects with complex approvals processes and high levels of community involvement. Recent master planning and redevelopment projects include Allston Village Green District, Tuscan Village, Washington Village, MarketStreet, Arsenal Yards, and Market + Main.

Educated at Rensselaer Polytechnic Institute, he holds a National Council of Architectural Registration Boards Certificate with registration in 17 states. In the community, David sits on the Harvard Square Business Association, the Agassiz Neighborhood Council Board, the Massachusetts College of Art Corporate Advisory Group, and the United Way Real Estate Committee. He has presented as a guest lecturer at MIT, Harvard's Graduate School of Design, Rhode Island School of Design, Roger Williams College, Boston University's School of Management, and the Boston Architectural College.

David Chilinski

President & Co-Founder

Prellwitz Chilinski Associates

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dchilinski@prellchil.com



**Elissa Hoagland
Izmailyan**

HR&A ADVISORS, INC.

As the Managing Principal of HR&A Advisors's Texas office, Elissa Hoagland Izmailyan leads community and economic development advisory projects throughout the southwest U.S. HR&A is a national real estate, economic, and policy advisory company that brings together the public, private, and nonprofit sectors to realize transformative urban projects. Elissa has served in multiple roles at HR&A since she joined the firm's New York office in 2011, and she has managed projects that include: creating an economic development strategy for San Antonio's Eastside, a 21-square mile federally-designated Promise Zone; providing technical support for downtown revitalization in Waco, Texas; crafting a redevelopment partnership for a contaminated 40-acre transit-adjacent site in Denver, Colorado; and developing a financial framework to support the repositioning of the Trinity River in Dallas, Texas as a destination park.

Elissa brings a deep personal commitment to the equity, vitality, and sustainability of American cities through her professional and civic life. She serves on the Boards of East Fort Worth, Inc. and the Friends of Santa Fe Trail, and on the Advisory Board of Public-Private Real Estate Professionals. Prior to joining HR&A, she conducted economic analysis as part of the Trust for Public Land's Center for City Park Excellence; developed community engagement programs for New Mexico State Parks; and conducted policy research to support United for a Fair Economy's advocacy efforts. Elissa holds a B.A. in Economics from Brown University.

Elissa Hoagland Izmailyan

Managing Principal

HR&A Advisors, Inc.

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elissa@hraadvisors.com

CMDA RESOURCE TEAM



Silvia Vargas

SILVIA E. VARGAS - COMMUNITY
PLANNING, LLC

Silvia Vargas is a professional planner with 24+ years of experience in the creation of innovative plans and implementation tools for communities throughout the U.S. and abroad. Before launching her own consultancy Silvia E. Vargas • Community Planning, LLC (SEVCP) in 2016, Silvia was a senior planning professional at WRT Planning & Design (WRT) for 20 years. In that capacity, Silvia directed more than 24 region-wide, county, and municipal planning processes. Her experience also encompasses numerous studies and plans at the district, system, and site scales.

Prior to WRT, Silvia was a Senior Planner in Monroe County in the Florida Keys. She started as a Development Review Planner, leveraging her dual background in planning and architecture to integrate sustainability practices into site and building designs. She later served as the County's Parks and Recreation Planner, overseeing an extensive land acquisition program for recreational and environmental preservation purposes.

Silvia has a bachelor's degree in architectural studies and a master's degree in urban planning, both from the University of Kansas (KU). She is actively involved in the advancement of the planning profession through the American Planning Association (APA), both locally and nationally. Silvia is serving a four-year term on the American Institute of Certified Planners (AICP) national commission representing the AICP electorate of Region III and is a member of ULI's Women's Leadership Initiative (WLI).

Silvia's work has been recognized through numerous awards and speaking opportunities. The KU School of Architecture & Design recently awarded Silvia one of three inaugural Distinguished Alumni awards for her leadership, public service, and professional achievements.

Silvia Vargas

Managing Principal

Silvia E. Vargas - Community Planning, LLC

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AAF LEADERSHIP TEAM



Elizabeth Okeke-Von Batten

DIRECTOR, CENTER FOR DESIGN & THE CITY

Elizabeth Okeke-Von Batten is the Director of the American Architectural Foundation's Center for Design & the City. The Center connects local civic leaders with multi-disciplinary design resources to create more vibrant, sustainable, and livable communities. Liz serves as Program Director for the Sustainable Cities Design Academy (SCDA), a technical assistance program serving public-private partnership projects, and the City Managers' Design Academy, and she leads new partnership and program development for the Center's City Leadership Design Forum programming, such as the National Summit on Design & Urban Mobility and the National Urban Ecosystems Forum.

Liz's prior AAF roles include founding and directing the Center for Design & Cultural Heritage, directing the Richard Morris Hunt Fellowship, a French-American exchange for mid-career preservation and architecture professionals, and managing the Mayors' Institute on City Design Alumni Technical Assistance program. Through these experiences, Liz has served more than 90 local communities with direct design assistance. For her work, she has been recognized by the Design Futures Council as an Emerging Leader in Sustainability and by Next City Vanguard as a 40 Under 40 Urban Thought Leader. Prior to AAF, Liz directed advocacy efforts, strategic planning, and partnership development at the Preservation Alliance for Greater Philadelphia, Landmarks Illinois, and the National Trust for Historic Preservation, Washington, DC.

Liz holds a Master of Arts in Historic Preservation Planning degree from Cornell University and Bachelor of Arts degrees in Art History and French from Augustana College (Rock Island, Illinois).

Elizabeth Okeke-Von Batten

Director, Center for Design & the City
American Architectural Foundation

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202.787.1017

evonbatten@archfoundation.org

AAF LEADERSHIP TEAM



Megan Canning

COMMUNICATIONS CONSULTANT

Megan Canning is a Brooklyn-based artist, design-enthusiast, and an independent brand strategy & communications consultant. For nearly 15 years, Megan has brought her passion for art and design to the nonprofit sector, most recently leading brand strategy, communications & special projects for the Robert Rauschenberg Foundation. Previously, she spent a decade working to elevate the quality of New York City's public realm at the Design Trust for Public Space. During her 10-years with the organization, Megan worked on a wide range of projects, including the design and development of the first user-focused taxicab to exclusively serve New York City, a set of metrics and policies for strengthening urban agriculture in all five boroughs, and a data-centric study on fashion production in the Garment District.

Megan has lectured on design and the public realm across the U.S. and has provided testimony to the New York City Council and the NYC Taxi & Limousine Commission. She has been a contributing author, editor, and/or creative director for several publications, including: *Designing the Taxi* (2005), *Reinventing Grand Army Plaza* (2009), *Making Midtown* (2012), *Five Borough Farm* (2012), and *Under the Elevated* (2015).

Megan has served as a panelist for the NEA Artworks program, was named one of the nation's top 100 design leaders by Public Interest Design, and was chosen to be a Vanguard by Next American City, an honor given to 30 young urban leaders across the country working to improve our cities.

Megan holds a BFA in art education from Ohio University and an MFA in painting from Hunter College. She is a practicing artist with a studio in Brooklyn, NY.

Megan Canning

Communications Consultant
American Architectural Foundation
740 15th Street NW, Suite 225, Washington, DC 20005
canning.megan@gmail.com



Mary Suhm

SENIOR FELLOW,
CENTER FOR DESIGN & THE CITY

Mary Suhm is Senior Fellow of the American Architectural Foundation's Center for Design & the City. As Senior Fellow, Mary helps to lead the development and implementation of AAF's City Managers' Design Academy (CMDA) informed by her experience as City Manager of Dallas, Texas from 2005-2013.

During Mary's tenure as City Manager, Dallas residents witnessed unprecedented urban redevelopment (particularly in the downtown area), a drastic decrease in crime, and a well-balanced budget. Mary played a critical role in the development of the Margaret Hunt Hill Bridge, several libraries and downtown parks (including Main Street Garden, Belo Garden, and Klyde Warren Park) and was instrumental in the development of Dallas' CityDesign Studio.

Prior to her appointment as Dallas City Manager, Mary worked in several other municipal positions, including Executive Assistant Director of Dallas Police, Director of Courts, Assistant to the Mayor, and Branch Library Manager for the City. Through all of these experiences, her 36 years of employment with the City demonstrates her dedication to her its betterment and future.

For her many accomplishments, Mary has received several accolades and awards from her peers and the community, including Public Administrator of the Year by the American Society for Public Administration and Woman of the Year by the Women's Council of Dallas County. In addition, she was recognized by the Greater Dallas Planning Council's Urban Design Gala with the Kessler Award for her role in shaping Dallas' future and her commitment to urban design.

Mary Suhm

Senior Fellow, Center for Design & the City
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#CMDA6

SHYFC GOVERNANCE GROUP
MEETING ACTION NOTES
 10/2/17

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Director Hodges

ALSO IN ATTENDANCE: Maria Hurtado, Ginny DeMartini, Sean Reinhart, Paul McCreary, Aaron Ortiz, Gail Steele, Karen Halfon, Cynthia Burnett, Dana Bailey, Kenny Altenburg, Earl Crawford Jr., Morad Fakhrai

CALL TO ORDER

H.A.R.D. Director Hodges served as chair and called the meeting to order.

PUBLIC COMMENTS

None.

REVIEW NOTES FROM 9/18/17 MEETING

Supervisor Valle moved approval of the 9/18/17 meeting notes as presented. H.A.R.D. Director Hodges seconded. Motion approved unanimously.

UPDATE: DRAFT OPERATOR AGREEMENT

Mr. Sean Reinhart of City of Hayward reported that City and County staff were working with La Familia and EYFC to develop the agreement terms, with the goal of bringing back a draft agreement for Governance Group review at the November 6 meeting.

UPDATE: TENNYSON PARK IMPROVEMENTS

Mr. Paul McCreary of H.A.R.D. provided an overview of the planned improvements at Tennyson Park. He noted that the project is primarily funded through Measure F1 funds, and added that H.A.R.D. Foundation is actively seeking additional grants and donations to augment the project. He further noted that H.A.R.D.'s intent is to align the Tennyson Park project timeline with the SHYFC timeline to achieve the best coordination between the two projects.

UPDATE: LAND EXCHANGE

Mr. McCreary noted that the H.A.R.D. Board of Directors and the City Council will hold a joint work session on October 30 to discuss several items of shared interest including the proposed land exchange at Tennyson Park.

UPDATE: CAPITAL FUNDING DEVELOPMENT

Ms. Cindy Burnett of County of Alameda provided a brief update on the status of the foundation funding requests she is working on, including Thomas J. Long Foundation, Wayne & Gladys Valley Foundation, and San Francisco Foundation. The largest of these asks, she noted, is to the Valley Foundation in the amount of \$7.83 million.

DISCUSSION: GOVERNANCE IN PHASE II

Supervisor Valle reported that he met with key executives from the County of Alameda and the City of Hayward to discuss a potential transfer of \$14.2 million in SHYFC project capital funding from the County to the City. He added that such transfer would require approval by the Board of Supervisors and City Council. City Manager Kelly McAdoo added that if/when the transfer occurs, that \$1 million of the total should be set aside to engage architectural services to initiate the conceptual design process and assess cost/design options for the project. Discussion ensued. Mayor Halliday noted that it would be prudent to assess various value engineering options for the project, should capital funding ultimately fall short of the current estimated project cost. H.A.R.D. Director Hodges noted that the Tennyson/Ruus corner parcel could provide significant redevelopment, and thus capital revenue, opportunity. Mayor Halliday noted that the project must have a solid financial plan that includes sufficiently robust rents and other ongoing revenue to fully offset the new

facility's operating and maintenance costs. Supervisor Valle noted that once the transfer of capital funds on hand to the City is completed, that the City would lead the architectural procurement and design process in coordination with the Governance partnership and all relevant community stakeholders.

AGENDA BUILDING

The group confirmed that the next meeting shall be held at the future SHYFC site and will include a site tour. The group agreed that the next agenda should include: presentation of the MJCC programs and services; review of the draft operator agreement; and update on the Tennyson Park land exchange.

ADJOURNMENT

H.A.R.D. Director Hodges adjourned the meeting.

NEXT MEETING: Monday, November 6, 2017, 9:30 a.m., Hayward City Hall

SHYFC GOVERNANCE GROUP
MEETING ACTION NOTES
9/18/17

PRESENT: Mayor Pro Tem Elisa Márquez, Supervisor Valle, H.A.R.D. Director Hodges

ALSO IN ATTENDANCE: Maria Hurtado, Ginny DeMartini, Sean Reinhart, Paul McCreary, Aaron Ortiz, Gail Steele, Kerrilyn Ely, Karen Halfon, Cynthia Burnett, Lindsey Vien, Dana Bailey, David Vliet, Dan Bellino, Kenny Altenburg, Earl Crawford Jr.

CALL TO ORDER

Supervisor Richard Valle served as chair and called the meeting to order

PUBLIC COMMENTS

Mr. Aaron Ortiz of La Familia offered thanks and acknowledgements to City and County staff for their work coordinating details of the draft operator agreement.

PRESENTATION AND DISCUSSION: DRAFT OPERATOR AGREEMENT ELEMENTS

Mr. Sean Reinhart of City of Hayward presented the conceptual elements of a proposed draft operator agreement. Key elements include: La Familia (Operator) shall pay rent to the City and/or County (Owner) for use of the facility; The rental income that Operator pays to Owner shall be set aside in a dedicated Long-Term Capital Improvement Fund controlled by Owner, to be used only for major capital improvements and building system replacements that will become necessary over time; Operator shall bear responsibility for daily maintenance of the facility, including upkeep of building systems, landscaping, utilities, etc.; Operator shall be empowered to sublet spaces within the facility to appropriate service providers, and collect and retain market rate rents from those sublessees to help offset Operator's operating costs; Initial agreement term shall be three years or until the new center is completed, whichever comes first, at which time a new agreement will be developed. Discussion ensued, with the Governance Group generally finding these elemental terms agreeable. Mayor Pro Tem Márquez made a motion to direct staff and the operator to develop a draft agreement that includes the above noted elements. H.A.R.D. Director Hodges seconded. Motion approved unanimously.

DISCUSS/ CLARIFY NAME OF NEW CENTER

Discussion ensued to clarify the correct name for the new Center, there being two or three iterations of the name currently in use. All agreed that the words, "South Hayward," "Youth" and "Family" are essential parts of the name. The group reached a consensus that the project's correct working name is "South Hayward Youth and Family Center."

STATUS UPDATES

Ms. Cindy Burnett of County of Alameda provided an update on the foundation gift requests. Supervisor Valle provided a brief update on the status of prospective operational funding from the County.

AGENDA BUILDING

The group confirmed that agenda items for the next meeting will be review of a preliminary draft operator agreement; Governance structure in Phase II; and the City/ H.A.R.D. land exchange.

ADJOURNMENT

Supervisor Valle adjourned the meeting.

NEXT MEETING: Monday, October 2, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
8/7/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Director Hodges

ALSO IN ATTENDANCE: Maria Hurtado, Ginny DeMartini, Sean Reinhart, Paul McCreary, Aaron Ortiz, Gail Steele, Kelly O’Lague Dulka, Karen Halfon, Cynthia Burnett, Lindsey Vien, Dana Bailey, David Vliet, Dan Bellino, Kenny Altenburg, Morad Fakhrari, Tim Tabernik, Jennifer Ellis, Earl Crawford Jr., Annette Sanders.

CALL TO ORDER

Mayor Barbara Halliday served as chair and called the meeting to order

REVIEW NOTES FROM 5/1/17 AND 6/5/17 MEETINGS

Mayor Halliday asked for clarification about what Council action would potentially be required in order for the City to participate in a design-build procurement, then requested that the 5/1/17 meeting notes be revised to change the term “charter amendment” to “resolution”. The notes from the 5/1/17 and 6/5/17 meetings were accepted as revised.

PUBLIC COMMENTS

None

PRESENTATION AND DISCUSSION: RESPONSES TO FACILITY OPERATOR RFQ CLARIFYING QUESTIONS

Mr. Aaron Ortiz and Ms. Jennifer Ellis of La Familia Counseling Services, Karen Halfon of Eden Youth and Family Center (EYFC), and Mr. Tim Tabernik of Hatchuel Tabernik and Associates (HTA) presented their response to the Operator RFQ Clarifying Questions. The questions and response packet are provided as Attachments I and II, respectively. After the presentation, Mayor Halliday asked Alameda County Office of Education (ACOE) to clarify if it intends to locate its Community School on the project site. Mr. Dan Bellino of ACOE replied that of the three options ACOE presented to the Governance Group at its regular meeting some months ago, that ACOE is leaning toward the third option of potentially housing an extension program at the site. Mayor Halliday noted that Tiburcio Vasquez Health Clinic (TVHC) is a confirmed “anchor tenant” in the new Center, and asked Mr. Ortiz if La Familia is planning to execute service agreements with TVHC. Mr. Ortiz replied affirmatively that a service agreement has been discussed with TVHC and is planned, and noted that La Familia and TVHC have signed a “conceptual MOU” to this effect and included it in the response packet. Mayor Halliday asked for a report about YMCA of the East Bay’s decision to voluntarily withdraw from the RFQ process. Mr. Kenny Altenburg of YMCA noted that YMCA of the East Bay is in the middle of a substantive reorganization, and that their research in preparation for the SHFC project, including the recent market feasibility study, did not yield a clearly identified sustainable operational model for the new center that fits with YMCA’s operational model. He expressed that YMCA remains interested in partnering with the project in the future, and will continue to evaluate opportunities as they arise. H.A.R.D. Director Paul Hodges asked how much outdoor space is planned for use by Kidango, one of the operational partners identified in La Familia’s response packet. Mr. Paul McCreary of H.A.R.D. added that the common standard is 75 square feet per child of outdoor space adjacent to the location of indoor services. Supervisor Richard Valle noted that it is important not to overlook parking needs, and to maintain landscape areas in good condition over time. Discussion ensued. Mayor Halliday noted that the Governance Group appeared to have reached a general consent. Mayor Halliday, Supervisor Valle and Director Hodges unanimously voted in favor of supporting La Familia and its partners’ proposal to serve as the SHFC facility operator.

UPDATE: CAPITAL FUNDING DEVELOPMENT / VALLEY FOUNDATION

Ms. Cindy Burnett of Country of Alameda announced that the Wayne and Gladys Valley Foundation would be sending a representative to the EYFC for a site visit at 10:30am on 8/8/17. She noted that the County is requesting a gift of \$6.2 million from the Valley Foundation. She reported that the Valley Foundation representative wants to keep the site visit discreet and limit the number of participants. She noted that participants would be limited to herself, Supervisor Valle, and Mr. Ortiz. She added that the Valley Foundation has made it known that their preference is not to provide gifts to government agencies, but rather to nonprofit organizations. Mayor Halliday asked why is there no representative from the City included in the site visit? Supervisor Valle replied that the County has been the lead on capital fund development, and that Valle has specifically requested that the site visit only have three attendees, and that the Governance Group is based on trust. Mr. Sean Reinhart of City of Hayward asked if the Valley Foundation doesn't wish to make a gift to a government agency, then who would be the recipient if a gift is given. Ms. Burnett replied that La Familia is being positioned as the potential recipient. Mayor Halliday noted that positioning La Familia to receive a major gift for the SHFC project might be getting ahead of the process. She added that there will always be significant government involvement in the new Center, and that the City's intention is to retain ownership of the land on which the new Center is to be built. Director Hodges asked about the status of the H.A.R.D. Foundation's request to the Valley Foundation for the Mia's Dream playground project, which is being pursued separately. Mr. McCreary replied that the proposal is still in draft form, and the request is currently \$1.5 million, which is in addition to the separate \$6.2 million request being led by the County and La Familia.

DISCUSSION: ARCHITECTURAL DESIGN SELECTION AND PROCUREMENT (RFP)

Mr. McCreary reiterated that H.A.R.D. wishes to remain active and involved in the overall project, however not in the construction of the new Center. Supervisor Valle noted that the Governance Group's focus is currently on developing the operator agreement and the Phase II Governance MOU, and that a discussion of architectural design selection may be premature at this time. Mayor Halliday agreed that discussion of this topic should be deferred to a future meeting, and suggested that a visit to the EYFC/MJCC/Tennyson Park site should be arranged in the near future. Director Hodges suggested painting or otherwise marking the proposed new land boundaries in the park for that visit.

AGENDA BUILDING

The group confirmed that the main agenda item for the next meeting will be review of a preliminary draft operator agreement. Other future agenda items discussed include: Governance structure in Phase II; and the City/ H.A.R.D. land exchange.

ADJOURNMENT

Mayor Halliday adjourned the meeting.

NEXT MEETING: Monday, September 18, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
6/5/2017

PRESENT: Supervisor Valle, H.A.R.D. Director Hodges, Mayor Pro Tem Lamnin.
(Mayor Halliday was absent)

ALSO IN ATTENDANCE: Kelly McAdoo, Ginny DeMartini, Sean Reinhart, Aaron Ortiz, Gail Steele, Kelly O’Lague Dulka, Karen Halfon, Cynthia Burnett, Dana Bailey, Dan Bellino, Kenny Altenburg, David Korth.

CALL TO ORDER

Supervisor Valle served as chair and called the meeting to order

PUBLIC COMMENTS

None

REVIEW: CLARIFYING QUESTIONS FOR OPERATER RFQ RESPONDENTS

Mr. Reinhart of City of Hayward presented the revised clarifying questions with changes that were discussed at the 5/1/2017 Governance Group meeting. The RFQ respondents were asked if they had any questions before finalization. Discussion ensued. The Governance Group agreed through mutual consent to finalize the Clarifying Questions and ask the RFQ respondents to provide their written responses one week before the next Governance Group meeting.

UPDATE: HAYWARD CITY COUNCIL STRATEGIC INITIATIVE – TENNYSON CORRIDOR

Ms. McAdoo of City of Hayward advised the group of the City Council work session on June 13, 2017 to review and discuss a new strategic initiative focused on the Tennyson Corridor. The SHFC project is identified as a key catalyst opportunity in the new initiative. The initiative will include an updated vision for a vibrant Tennyson Corridor, a multifaceted implementation plan, identified catalyst sites, and a process for engaging the community and stakeholders in “empathy work” to identify needs and opportunities in the area. Supervisor Valle requested that Glad Tidings and Bishop Macklin be included in the plan and stakeholder work. Mayor Pro Tem Lamnin requested that the South Hayward Neighborhood Collaborative be similarly included.

DISCUSS: NEGOTIATION OF PHASE II GOVERNANCE STRUCTURE

Mr. Reinhart suggested that City and County staff use the agreement recently executed between H.A.R.D. and the County for the Cherryland community center operations as a template for the SHFC Phase II agreement. The suggestion was met with general agreement.

AGENDA BUILDING

The group confirmed that the main agenda item for the next meeting will be review of the RFQ respondents’ answers to the Clarifying Questions. Other future agenda items discussed include: Governance structure in Phase II; City/ H.A.R.D. land exchange; development of an architectural services RFP; and progress report of the Valley Foundation funding proposal.

ADJOURNMENT

Supervisor Valle adjourned the meeting.

NEXT MEETING: Monday, August 7, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
5/1/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Director Hodges

ALSO IN ATTENDANCE: Kelly McAdoo, Ginny DeMartini, Sean Reinhart, Paul McCreary, Maria Hurtado, Aaron Ortiz, Gail Steele, Kelly O'Lague Dulka, Karen Halfon, Cynthia Burnett, Lindsey Vien, Dana Bailey, David Vliet, Dan Bellino, Kenny Altenburg, Morad Fakhrai.

CALL TO ORDER

H.A.R.D. Director Hodges served as chair and called the meeting to order

REVIEW NOTES FROM 4/3/17 MEETING

The notes from the 4/3/17 meeting were reviewed and accepted as presented.

PUBLIC COMMENTS

None

REVIEW: CLARIFYING QUESTIONS FOR OPERATER RFQ RESPONDENTS

Mr. Reinhart of City of Hayward presented the Clarifying Questions that were developed by the SHFC staff team at the direction of the Governance Group. Mayor Halliday suggested adding an inquiry about how the respondents would make use of shared spaces like offices and kitchen, and how they anticipate adapting to eventual changes to how the facility is used over time. Supervisor Valle suggested adding an inquiry about the exact number of square feet each respondent would need for their operations. He also suggested adding an inquiry about how the executive structure of the operator would function under a partnership, i.e. with whom would rest the executive authority over operations, and to whom would they report? Ms. McAdoo of City of Hayward suggested adding an inquiry about the decision-making process the partners would use, how long would be the term of their partnership, and how would the partnership handle a situation where one or more partners withdraws down the line? Mayor Halliday emphasized the importance of the respondents providing a complete business plan and capital investment plan.

Discussion ensued about how a capital improvement and maintenance fund might be structured. Mayor Halliday emphasized the importance of creating a sustainable funding source for maintaining and improving the facility over time. Discussion ensued about cost factors. Mr. Fakhrai of City of Hayward noted that the new facility would be subject to the City's Net Zero Energy ordinance which requires all new public buildings to be 100% net powered by renewable energy sources produced onsite, typically solar. He added that this will increase the construction cost but will reduce energy costs over a period of years. Mr. McCreary of H.A.R.D. suggested that any estimates of the new facility construction cost should be projected on the higher end of the range to account for the rapidly increasing cost of construction and materials as well as new requirements like the Net Zero Energy ordinance.

UPDATE: CITY'S PARTICIPATION IN "DESIGN-BUILD" PROCUREMENT

Mr. Fakhrai advised the group that SB 785 requires charter cities like Hayward to have language in their charter that specifically allows the city to engage in a design-build procurement and specifies the conditions for such procurement. The City of Hayward's charter currently is silent about design-build, which means that under the current charter the City cannot participate in this form of procurement. Supervisor Valle asked how long it would take to complete a charter amendment. Mr. Fakhrai replied that it would take several months at minimum. He added that before such a lengthy process is undertaken, it would be advisable to first determine whether a design-build procurement is needed or desirable for this project.

DISCUSS: NEGOTIATION OF PHASE II GOVERNANCE STRUCTURE

Director Hodges advised the group that since the passage of Measure F1, H.A.R.D.'s focus and attention must be on developing its those projects, and the H.A.R.D. board's position is that it would be faster for the SHFC project if the City and County took the lead on it without H.A.R.D.'s direct involvement. He added that H.A.R.D. and the City should complete the land exchange discussed previously. Mr. McCreary advised the group that H.A.R.D.'s role as stewards of Tennyson Park and developers of the Mia's Dream accessible playground will not change, and reaffirmed H.A.R.D.'s interest in being involved in the SHFC project in that role as well as being directly involved in the operator selection process. He added that H.A.R.D. is preparing to make a \$3M-\$4M investment in Tennyson Park. Ms. McAdoo recommended that the Phase II negotiation should be handled by the SHFC staff group and attorneys who will then bring back a new agreement for Governance Group review and then City Council and County BoS approval, as was done for the Phase I agreement. She asked who from County staff should be involved in that staff group? Supervisor Valle responded that County Public Works, specifically Mr. Willie Hopkins should be involved, as well as County Counsel (attorney). Mr. Reinhart noted that the current MOU outlines three phases and that the group is currently operating under Phase I, and added that the phasing outlined therein could be used as a reference point for the Phase II agreement.

DISCUSS: ADVISORY TASK FORCE ROLE AND OUTLOOK

Supervisor Valle expressed gratitude for the participation of the Advisory Task Force members during the critical formative period of the project. He noted that the Task Force was created with the intent of being dissolved when its work was complete, and added that it appeared that the Task Force has completed its task and can be dissolved. He noted that the Governance Group meetings are open to all interested parties, and all Advisory Task Force members receive notice of the Governance meetings. The group agreed through mutual assent that the Task Force had fulfilled its mission and can be dissolved. Supervisor Valle offered for his office to mail notes to the Task Force members thanking them for the service.

AGENDA BUILDING

The group confirmed that the main agenda item for the next meeting will be finalization of the Clarifying Questions. Other future agenda items discussed include: Governance structure in Phase II; and the City/H.A.R.D. land exchange.

ADJOURNMENT

Director Hodges adjourned the meeting.

NEXT MEETING: Monday, June 5, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
4/3/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Director Hodges

ALSO IN ATTENDANCE: Kelly McAdoo, Ginny DeMartini, Sean Reinhart, Kerrilyn Ely, Maria Hurtado, Aaron Ortiz, Gail Steele, Kelly O’Lague Dulka, Karen Halfon, Cynthia Burnett, Lindsey Vien, Dana Bailey, Earl Crawford Jr., Caleb Sandford, Kenny Altenburg, Morad Fakhrai.

CALL TO ORDER

Supervisor Valle served as chair and called the meeting to order

REVIEW NOTES FROM 3/20/17 MEETING

The notes from the 3/20/17 meeting were reviewed and accepted as presented.

PUBLIC COMMENTS

None

REVIEW: MARKET FEASIBILITY STUDY RESULTS

Mr. Reinhart of City of Hayward presented the results of the joint Market Feasibility Study jointly commissioned by the three RFQ respondent agencies—EYFC, La Familia, and YMCA. Mr. Reinhart noted that those three agencies independently commissioned the study with the support and encouragement of the Governance Group. He noted that the study is not a community needs analysis, but rather an examination of the market feasibility and likely demand for various services and programs proposed to be offered in the new facility. He added that a primary purpose of the study was for the three RFQ respondent agencies to assess what forms of operating revenue they might be able to generate to help sustain the center’s operations. Mr. Reinhart observed that the study is not intended to be a final word on what services would be offered in the new facility, but provides an additional valuable piece of information to add to the big picture and help inform the Governance Group’s deliberations as the project develops and moves forward.

REVIEW AND DISCUSS: OPERATOR SELECTION NEXT STEPS

Mr. Reinhart advised the group of the City Attorney’s review of available options for proceeding with operator selection. He noted that because the previous RFQ was open and competitive, the group could select an operator from among the RFQ responses with no need to go forward with an RFP if desired; however if the group wished to issue an RFP it would have to be open and competitive to all respondents and could not be limited to just the three RFQ respondent agencies. He added that the timeframe needed to issue an RFP and go through all the requisite steps to selection and award would be a minimum three months from issuance to selection and award.

Supervisor Valle observed that the three respondent agencies (EYFC, La Familia, and YMCA) appeared to be working closely in partnership, and asked if the agencies would be willing to jointly serve as operator of the new facility, if such an offer was extended. Mr. Aaron Ortiz of La Familia answered affirmatively, as did Ms. Karen Halfon of EYFC and Mr. Kenny Altenburg of YMCA.

Mayor Halliday expressed her general approval of the concept of a three-agency partnership. She noted that more detailed information would be needed from the respondent agencies before any offer could be made, for example a financial plan for sustaining facility operations and maintenance, and a more detailed proposal of capital investment in the project construction.

Supervisor Valle expressed his general approval for the concept of a three-agency partnership, and asked if the respective boards of the three agencies are aware of and amenable to the prospect of such a partnership. Mr. Ortiz, Ms. Halfon and Mr. Altenburg all responded in the affirmative, while noting that discussions had occurred but no formal actions had been taken by their respective boards nor formal agreements executed as of yet.

Mr. Reinhart proposed that the Governance Group consider issuing a series of Clarifying Questions to the RFQ respondents to solicit the desired clarifying information about the RFQ respondents' proposal to jointly serve as facility operator in a three-way partnership.

Supervisor Valle expressed his agreement with Mr. Reinhart's suggestion, and proposed that support staff develop Clarifying Questions for review at the next Governance Group meeting, followed by issuance of formal questions to the RFQ respondents in May, with responses due in time for review by the Governance Group in June. He noted that the three RFQ respondent agencies have been good faith participants in the overall process, and that he is comfortable making a selection based on the RFQ and the forthcoming Clarifying Questions.

Director Hodges expressed his agreement with the concept of a three-agency partnership proposal. He noted that the group has sufficient reason to move forward with issuing Clarifying Questions to the existing RFQ, with the expectation that the three agencies would provide the requested details as a three-way partnership.

Mayor Halliday expressed her agreement that the three agencies have offered a solid proposal and form a strong partnership with strong roots in the Hayward community. She expressed her agreement that the Governance Group need not look for another operator nor delay this aspect of the project any further, however the details are of paramount importance and so the Clarifying Questions should be issued and any decision would depend on the results of that inquiry.

Mr. Reinhart suggested that the Governance Group schedule an extra meeting on June 19, 2017 in case additional time is needed to review the agencies' responses to the Clarifying Questions prior to deciding about making an offer. The group agreed and the additional meeting was scheduled.

DISCUSS: UPCOMING RELEVANT MEETINGS

Mr. Reinhart noted three important upcoming meetings relevant to the Governance Group's work and encouraged interested parties to attend:

- H.A.R.D. & City Council joint work session – “Measure F1 bond priorities”. *5pm 4/10 at H.A.R.D. headquarters 1099 E St.*
- City Council work session – “Tennyson Corridor Strategic Initiative”. *7pm 4/11 at City Hall 777 B St.*
- SHFC Advisory Task Force meeting -- *9:00am 4/19 at Weekes Library*

AGENDA BUILDING

The group confirmed that the main agenda item for the next meeting will be a review of the Clarifying Questions. Other future agenda items discussed include: Governance structure in Phase II; and clarification of the question regarding feasibility of design-build procurement.

ADJOURNMENT

Supervisor Valle adjourned the meeting.

NEXT MEETING: Monday, May 1, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
3/20/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Director Andrade

ALSO IN ATTENDANCE: Kelly McAdoo, Paul McCreary, Ginny DeMartini, Sean Reinhart, Kerri Ely, Maria Hurtado, Aaron Ortiz, Gail Steele, Kelly O'Lague Dulka, Karen Halfon, Cynthia Burnett, Lindsey Vien, Dana Bailey.

CALL TO ORDER

Mayor Halliday served as chair and called the meeting to order

REVIEW NOTES FROM 2/27/17 MEETING

The notes from the 2/27/17 meeting were accepted as presented.

PUBLIC COMMENTS

None

REVIEW: PROJECT TIMELINE

Mr. Reinhart of City of Hayward reviewed the approved project timeline and calendar of meetings in 2017. Ms. Burnett of County of Alameda reviewed her alternative timeline containing proposed dates for various Phase II construction related activities. H.A.R.D. General Manager McCreary noted that Ms. Burnett's alternative timeline does not appear to allow sufficient time to negotiate the operator contract. City Manager McAdoo noted that the alternative timeline does not appear to allow sufficient time for involving the operator in the development of the architectural design RFP. She added that the procurement process that will be used for architectural design is not yet known and has not yet been discussed or decided upon by the governing bodies such as City Council, and should not be noted in detail in any timeline as of yet. General Manager McCreary noted that the alternative timeline appears to place hazmat abatement activities at a time well before any abatement activity would be feasible. City Manager McAdoo noted that the City and H.A.R.D. will assess the site for any hazmat at the appropriate time, and that attempting to pinpoint if or when any hazmat abatement might occur is premature at this juncture.

Supervisor Valle asked what is the status of discussion related to Measure F1 bond funds. General Manager McCreary replied that Measure F1 funds may be applied toward the renovations at Tennyson Park, and that the goal is to complete the bond issuance and bond sale proceeds available for use by June. He noted that H.A.R.D.'s intent is to set aside up to \$3 million toward Tennyson Park, but not the proposed new SHFC building. H.A.R.D. Director Andrade noted that any reconfiguration of parking spaces on Panjon Street would require City approval. City Manager McAdoo suggested that the SHFC staff team plan to meet the Wednesday before each Governance group meeting to review and coordinate critically important staff work needed to support the project including budget, timeline, design procurement, and other critically important activities.

REVIEW AND DISCUSS: DESIGN PROCUREMENT

Mr. Reinhart reviewed the SHFC project construction conceptual cost estimate that was commissioned by the Governance Group and completed in June 2016: estimated total cost \$31 million. He noted that additional cost escalation is likely to occur due to recently implemented new building standards such as the Net Zero Energy standard for new public buildings. Supervisor Valle asked how the construction cost estimate breaks down on a per square foot basis. Mr. Reinhart replied that he will calculate that breakdown and report back to the group at a later meeting. Ms. Burnett made mention of a suggested \$2 per square foot rental rate she hoped to include in her grant application to the Valley Foundation.

DISCUSS: DISPOSITION OF TENNYSON/RUUS CORNER PARCEL

Mr. Reinhart provided an overview of the land ownership of the various parcels that comprise the overall SHFC project site and park. He noted that the Governance Group's preferred location for the new SHFC facility leaves the corner parcel site available for other development opportunities. City Manager McAdoo suggested that acquiring the adjacent commercial parcels fronting Tennyson Road and assembling them with the corner parcel opportunity site would significantly enhance the opportunity site and make it more attractive for desired services such as a full service grocery retailer. She added that any such development would need to be complementary and harmonious with the SHFC facility, Matt Jimenez Community Center, and Tennyson Park. She offered some suggestions about how other development projects elsewhere in the City could potentially be leveraged with the assistance of private investment to acquire the referenced parcels, and noted that the economic development team is exploring options for same.

H.A.R.D. Director Andrade asked if the plan is to generate lease revenue from the prospective retail development in order to support the SHFC center. City Manager McAdoo replied that in her view it would not be prudent to depend on retail lease revenue for SHFC operations because that may not be sustainable, and suggested that any such revenues that may be generated by retail uses could be set aside in a facility maintenance fund for effecting major renovations and repairs that will eventually become necessary over time and in the long term. Director Andrade asked if a mixed-use development would be precluded from the corner site. City Manager McAdoo replied that it would not be precluded but the site would need to be re-zoned to allow for that use, and added that a mixed-use development that included a housing component would almost certainly create more revenue and greater value from the site. Mr. Ortiz from La Familia Counseling Services asked if the plan was still to build the SHFC center as a one-story structure. Mr. Reinhart replied that some of the early design concepts contemplated the possibility of constructing a two-story facility on the corner with retail on one floor and the new SHFC center on the other floor, but the two components ultimately were decoupled when the preferred SHFC site was identified as being the adjacent parcel near the existing MJCC, rather than on the corner parcel. This led to the conceptual direction of the new SHFC center as a single-story new facility adjacent to the park and MJCC, with a separate and complementary retail or mixed-use development on the corner.

REVIEW AND DISCUSS: PROJECT GOVERNANCE IN PHASE II

City Manager McAdoo asked the group to consider what next steps to take with the shared governance of the project from this point in time. She asked a series of questions about future management and ownership of the various property parcels of which the overall project site is comprised; what ongoing governance obligations or expectations does the County have in regard to its contribution of capital funding toward the construction; what will be the ongoing roles of each governing partner in the project; and what formal structure will any partnership take going forward. General Manager McCreary stated that H.A.R.D.'s focus will be the stewardship of Tennyson Park first and foremost, and that H.A.R.D. does not intend to become involved in the construction or operations of the new SHFC center. He added that H.A.R.D. will continue to operate the MJCC under the present arrangement with the City if needed, but is also willing to move away from operating that center if it is eventually determined that the community and project would be best served by having the SHFC operator also operate MJCC. City Manager McAdoo suggested that the City and H.A.R.D. move forward and finalize the details of a land exchange to assemble City-owned parcels on the west side of the site and H.A.R.D.-owned parcels on the east side of the site. She added that if H.A.R.D. is not interested in the ongoing management of the SHFC facility, then a next phase governance structure would potentially be between the City and the County, which leaves open the viability of a simpler MOU structure and legal instrument between the two agencies, as opposed to a more complex JPA. Supervisor Valle stated that he would confer with County counsel regarding options for governance structure, operational management, and other considerations discussed today.

AGENDA BUILDING

The group confirmed that the main agenda item for the next meeting will be a review of the market feasibility study results. Other future agenda items discussed include: facility operator selection process and next steps; review of project budget considerations including construction cost per square foot calculation; governance structure in phase II; and clarification of the question regarding feasibility of design-build procurement.

ADJOURNMENT

Mayor Halliday adjourned the meeting.

NEXT MEETING: Monday, April 3, 2017, 9:30 a.m., Hayward City Hall

SHFC GOVERNANCE GROUP
MEETING NOTES
2/27/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Board President Hodges

ALSO IN ATTENDANCE: Kelly McAdoo, Paul McCreary, Ginny DeMartini, Sean Reinhart, David Korth, Kerri Ely, Maria Hurtado, Kenny Altenburg, Cynthia Burnett, Morad Fakhrari, Flor Corral, Gabriel Hernandez, Lindsey Vien, Lara Leigh Ward

CALL TO ORDER

H.A.R.D. President Hodges served as chair and called the meeting to order

AGENDA CHANGES

None

PUBLIC COMMENTS

None

REVIEW NOTES FROM 2/6/17 MEETING

The notes from the 2/27/17 meeting were accepted as presented.

REPORT: DAY LABOR CENTER

Mr. Hernandez of the Hayward Day Labor Center reported that the center ceased operations at the Eden Youth and Family Center site (EYFC) in January, 2017. He reported that the English as Second Language classes are continuing at the EYFC site and some limited Day Labor Center employment services are now being offered at South Hayward Parish, but otherwise operations have ceased. Mr. Hernandez noted that there is no active Executive Director in place at South Hayward Parish due to the resignation of the previous director, Ms. Sue Merrill, and the recent hospitalization and health problems of the Emeritus director, Ms. Betty DeForest. Supervisor Valle asked if people are still showing up at EYFC seeking day labor center services. Mr. Hernandez replied affirmatively, and added that most of these incoming inquiries are about housing issues. Supervisor Valle noted that there is a March 11 event in Union City about immigrant legal rights, and asked Mr. Hernandez for help to share the notification to his network. He also asked why the center ceased operations. Mr. Hernandez reported that the reason for the Day Labor Center closure was due to funding shortfalls, and the loss of the center's fiscal sponsor. Supervisor Valle asked if the Day Labor Centers based in Oakland could be of assistance. Mr. Hernandez replied that although the Oakland and Hayward centers are part of the same network of Bay Area day labor centers, the Oakland centers have a somewhat different program model than the Hayward center. Supervisor Valle invited Mr. Hernandez to meet with his office to see what they can do to assist.

REPORT: TENNYSON PARK

H.A.R.D. General Manager McCreary of reported that the Tennyson Park Master Plan is expected to be complete in July, 2017. He reported that the plan will consider various potential features including the Mia's Dream universally accessible play area, entry plaza, possible soccer field, and other amenities. General Manager McCreary noted that the Governance Group's preferred location for the new South Hayward Family Center facility would displace the existing outdoor basketball court behind the Matt Jimenez Community Center, which will be a consideration in the master plan process. He noted that parking is a perennial concern at the park, and suggested that reorienting the street parking on the north side of Panjon Street from parallel parking spaces to head-in diagonal or perpendicular spaces would create more parking. He added that creating more than the minimum required ADA-accessible parking would be beneficial to Mia's Dream play area visitors. General Manager McCreary reported that he

expects that construction documents for the Tennyson Park renovation project could be developed by the end of 2017, if there are no unforeseen delays. He added that funding for the Tennyson Park project has not been finalized by the H.A.R.D. board, but that there has been consideration of utilizing some of the Measure F1 bond funds, and that the H.A.R.D. Foundation has requested \$1 million from the Wayne & Gladys Valley Foundation. He also noted that the Hayward Rotary Club Foundation has given an initial donation toward the project with a pledge to consider making a second gift when the project draws nearer to start of construction.

REVIEW: REVISED PROJECT TIMELINE

Mr. Reinhart of City of Hayward provided a review of the SHFC project timeline and major milestones as reviewed and accepted by the Governance Group, City Council and H.A.R.D. Board of Directors in December, 2016. (Refer to agenda packet from 2/27/17 meeting). Ms. Burnett of County of Alameda distributed an alternative timeline she prepared as part of a potential grant application to the Wayne & Gladys Valley Foundation. City Manager McAdoo advised that the alternative timeline contains some concerning details that should be removed, for example the specification that a design-build process will be used for project design and construction, a determination which has neither been discussed nor agreed upon by City Council. She also noted that the application contains no details of how the facility will be governed going forward, and advised that the relevant governing bodies including City Council should have a role in determining and approving what that governing structure will be. Ms. Burnett clarified that the proposed Valley Foundation application would only seek construction funding. Supervisor Valle said that he would like the project to move more quickly, and suggested that a groundbreaking date should be set and announced to keep the project moving forward. He added that the ACOE funding was withdrawn due to indecisiveness and delay. Mayor Halliday replied that she supports wanting to keep the project moving. She added that the Governance Group did take steps by naming ACOE as an “anchor tenant”, and they still withdrew funding in part because they hadn’t formally committed it to begin with. She added that this makes her wary of moving too quickly before firm commitments from involved parties are in place. She noted that the Advisory Task Force meetings should be added to the overall approved timeline, and added that the Tenant’s group is self-organized and can let us know if/when they wish to convene.

Mayor Halliday asked for clarification regarding the “bridging process” and “design-build” cited in Ms. Burnett’s alternative timeline. City Manager McAdoo replied that these terms refer to the design-build procurement process in which the project architect and construction contractor are the same party with one contract with respect to procurement. She added that some proponents of the process claim it is less expensive, but that this is debatable and depends on the specifics of a given project. Mr. Fakhrai of City of Hayward added that design-build construction is generally appropriate for office or industrial projects that have simpler design needs that can be specified in full detail well in advance. He added that even small design changes or deviations from the scope will generally increase the cost of design-build projects through unforeseen change orders, sometimes significantly. He noted that the SHFC project design is highly specialized with many different stakeholders and design variables. He added that the City of Hayward is a charter city and may be restricted from using or participating in design-build procurements and would potentially require voter approval. City Manager McAdoo explained that the City is required to use separate procurements and competitive bid processes for architect and contractor, which is incompatible with design-build in which only one procurement and bid process is used for both. She added that it has not yet been discussed or determined which agency or combination of agencies would handle the procurement, and suggested that the next Governance Group meeting discuss options for governance structure in Phase II.

Mayor Halliday noted that the most important next step is to get the operator in place and services finalized before moving forward with project development. She added that the City of Hayward will want more influence over the design development than design-build may allow, including ample community input throughout the development process. Ms. Burnett noted that the Ashland REACH center was

developed using a design-build process. Mayor Halliday replied that the REACH center project is fundamentally different from the SHFC project because the SHFC project is located on City of Hayward property. She added that in addition to procurement restrictions, the project will be subject to and affected by municipal regulations and ordinances, including the Zero Net Energy requirement and Project Labor Agreement for public buildings, among other factors. City Manager McAdoo suggested that more discussion of this topic is needed, and recommended adding an extra Governance Group meeting in March to discuss the current Governance group MOU and options for project management in Phase II. Mr. Reinhart replied that he would schedule a meeting on March 20, to which the group agreed. Mayor Halliday reiterated that the operator needs to be identified before design development can productively move forward.

Supervisor Valle asked what is the timeline for the market feasibility study. Mr. Altenburg of Eden Area YMCA replied on behalf of the partnership of Eden Youth and Family Center, La Familia, and Eden Area YMCA who jointly commissioned the study. He reported that the study is proceeding on schedule, and that suggestions from the Governance Group were incorporated therein. Supervisor Valle stated that he has concerns about eight questions in the phone survey being about memberships. He added that he found the survey too long and that people may not respond. He asked why eight questions were given over to exploring various levels of membership rates that interviewees might be willing to pay for certain services. City Manager McAdoo noted that this survey technique is commonly used when assessing voter support for ballot initiatives such as property tax levies for bond financing. She added that the purpose of the market feasibility study is to assess what revenue could potentially be generated by the center to help offset the operating costs, which is information that the Governance Group had specifically asked respondents to provide in their responses to the Facility Operator RFQ. Supervisor Valle noted that all the County's other centers rely on public subsidy for their operations, and expressed his reservations about the YMCA model which relies in part on memberships and other fees. He added that he is open to the prospect of capital or operating investment from YMCA toward the project, but that philosophically more discussion is needed. Mayor Halliday noted that the study is being undertaken by the RFQ respondents of their own volition to provide information that the Governance Group requested, and added that she is familiar with the survey process of asking multiple questions of interviewees to gauge their level of support or interest for various concepts or proposals. The Mayor shared that she has been out in the community speaking with people about this project, and that she has heard many community members express that they want a facility that is welcoming and useful to all, including low-income and working-class residents but also middle class residents who want robust and vibrant recreation and community spaces and activities. She noted that H.A.R.D. charges fees for many of its services and programs. She noted that public subsidy is not always 100% guaranteed, due to economic fluctuations, some of which are beyond local jurisdictions' ability to control such as cuts by the state or federal government. Mayor Halliday concluded by expressing her openness to receiving the results of the market feasibility study and considering options for generating revenue to sustain operations at the center.

REVIEW AND DISCUSS: CAPITAL PROJECT DEVELOPMENT

Mr. Reinhart presented a review of the project conceptual cost estimate that was commissioned and accepted by the Governance Group on 6/26/2016, and again by City Council and H.A.R.D. Board of Directors on 12/13/2016. He noted that the estimated project cost at that time was approximately \$31 million. Supervisor Valle asked that the cost of demolition of the old EYFC center be withdrawn from the project budget. Mayor Halliday replied that the demolition was included in the project budget because it is essential, and added that the demolition and replacement of the old facility is the SHFC project's primary motivating factor. Supervisor Valle stated that the County's funds would not be used for liabilities for the existing facility. Mayor Halliday replied that demolition must remain in the project budget because the City of Hayward cannot build a new center on its property unless there is a viable plan and funding to demolish the old center in conjunction with the new construction.

H.A.R.D. President Hodges noted that the site of the old EYFC facility on corner of Tennyson and Russ Roads has significant commercial development possibilities. He suggested that the redevelopment of that site should be discussed and potentially made a part of the project plan. Mayor Halliday agreed that the corner site presents promising development opportunities that should be fully explored. City Manager McAdoo agreed that the prospective Tennyson/Ruus corner parcel redevelopment and SHFC project are coupled together, in that the revenue from the former could potentially contribute to the latter. General Manager McCreary noted that H.A.R.D. would want new parklands created in equal measure to any parklands that may be displaced by new center construction, and that ideally some portion of the corner would include park areas that connect the Tennyson corridor to Tennyson Park. Mayor Halliday reiterated that prospective redevelopment of the corner parcel should be explored. City Manager McAdoo stated that staff will investigate options and report back.

Ms. Burnett asked if the group would vote on Supervisor Valle's suggested groundbreaking date, and for confirmation that the "anchor tenants" are EYFC, ACOE, and TVHC. Mayor Halliday replied that EYFC was never named an "anchor tenant", and that ACOE has withdrawn from that status. Mr. David Vliet of Tiburcio Vasquez Heath Center noted for the group that as an "anchor tenant", TVHC's commitment is to invest capital funding in developing the interiors and equipment for their health and dental clinics in the new center, and to paying market rate rent for use of the space. City Manager McAdoo recommended agendaizing a vote about groundbreaking for a future meeting at a time when a potential groundbreaking date can be identified with more certainty than at present. General Manager McCreary added that it can take twelve months or more just to develop construction documents for a project of this scale.

AGENDA BUILDING

Mayor Halliday asked that an Advisory Task Force meeting be scheduled in April to update that group. Mr. Reinhart confirmed that the next Governance Group meeting will take place 9:30 a.m. on March 20, 2017 at City Hall. He confirmed the agenda items requested during the discussion: Project timeline; Design procurement options; Governance in Phase II; and Disposition of Tennyson/Ruus corner parcel.

ADJOURNMENT

H.A.R.D. President Hodges adjourned the meeting

NEXT MEETING: Monday, April 3, 2017, 9:30 a.m., Hayward City Hall

PRELIMINARY COST GUIDELINES

Project estimate is based on Site Option 1, used as a model. The construction costs include:

- A 35,000 sf single story building
- Site utilities, landscape and plaza adjacent to the building only
- 120 parking spaces
- Demolition of Eden Youth & Family Center buildings & existing site area
- 3.5% for Project Labor Agreement
- 15% Design Contingency
- 10% Escalation to Spring 2018

The construction costs do NOT include:

- New soccer field
- Improvements to Tennyson Park
- Optional retail area incorporated into the new building

From architect's preliminary cost estimate. Reviewed by Governance Group on 6/27/16.

Issued with Operator RFQ on 8/1/16.

Reviewed by City Council & HARD Board on 12/13/16.

From architect's preliminary cost estimate. Reviewed by Governance Group on 6/27/16.
Issued with Operator RFQ on 8/1/16.
Reviewed by City Council & HARD Board on 12/13/16.

PRELIMINARY COST GUIDELINES

The project costs include:

- Design, Management and other fees and services
- Permits and Agency fees
- Fixtures, Furnishings & Equipment (FF&E)

Contingencies included:

- 10% Construction Contingency
- 10% Soft Cost contingency

PRELIMINARY COST GUIDELINES

Stated Project Budget for Multi-Service Center
Funds Raised to date

\$24 to 26 Million
\$16 million +/-

Project Hard Costs:

- Building & Site Construction \$18,650,000
- Project Labor Agreement \$650,000
- Demolition of Existing Buildings \$350,000
- Allowance for Building Hazardous Materials \$350,000
- Escalation to Spring 2018 Construction \$2,000,000
- TOTAL HARD COST** \$22,000,000

Project Soft Costs:

- Design and Management fees \$4,360,000
- Other fees & services \$150,000
- Permit & Agency fees/entitlements \$860,000
- Fixtures, Furnishings & Equipment \$900,000
- Construction Contingency \$2,200,000
- Soft Cost Contingency \$630,000
- TOTAL HARD COST** \$9,100,000

TOTAL PROJECT COST: \$31,100,000

Architect's preliminary cost estimate. Reviewed by Governance Group on 6/27/16.

Issued with Operator RFQ on 8/1/16.

Reviewed by City Council & HARD Board on 12/13/16.

SHFC GOVERNANCE GROUP
MEETING NOTES
2/6/2017

PRESENT: Mayor Halliday, Supervisor Valle, H.A.R.D. Board President Hodges

ALSO IN ATTENDANCE: Kelly McAdoo, Paul McCreary, Ginny DeMartini, Sean Reinhart, Monica Vaughan, David Korth, Kerri Ely, Karen Halfon, Gail Steele, Dan Bellino, Superintendent Karen Monroe, Maria Hurtado, Kenny Altenburg, Kelly O’Lague Dulka, Cynthia Burnett, Morad Fakhrai

CALL TO ORDER

Supervisor Valle served as chair and called the meeting to order

AGENDA CHANGES

None

PUBLIC COMMENTS

None

DEBRIEF: MARKET FEASIBILITY STUDY FOCUS GROUP MEETINGS

Several present reported that they attended one or more focus groups, and that the sessions generally went well.

DISCUSSION: REVISED PROJECT TIMELINE

Mr. Reinhart of the City of Hayward distributed hard copies of the project timeline that was approved by the Governance Group on 12/5/16, and reviewed by City Council and H.A.R.D. Board of Directors in a special joint work session on 12/13/16. He also distributed a proposed revision to the project timeline that moves the due date for the market feasibility study results from 2/15/17 to 3/24/17 at the request of the RFQ respondent agencies who asked for more time to complete their study, and with some other dates related to the study also changed accordingly. Supervisor Valle proposed that the Governance Group meeting listed on 9/11/17 be rescheduled to 9/18/17 so as not to conflict with 9-11 commemorations. Supervisor Valle also proposed that a “groundbreaking” date be placed on the calendar on 9/15/17. Mayor Halliday expressed reservations and concern about the prospect of announcing a groundbreaking when there is no start date for construction.

STATUS UPDATE: DAY LABOR CENTER

Ms. Halfon of EYFC reported that the Day Labor Center has ceased operations at the EYFC site, and is now operating a reduced program at South Hayward Parish. She reported that EYFC is working to get a referral system in place for people who come to EYFC to seek Day Labor Center services, though it is unclear what services are being made available at South Hayward Parish. Ms. DeMartini of County District 2 Office offered to reach out to Mr. Gabriel Hernandez of Day Labor Center and invite him to report out to the Governance Group’s next meeting. Mayor Halliday asked if the departure of Day Labor Center had an impact to EYFC’s rental revenue. Ms. Halfon responded that it does have an impact, but the EYFC center can manage it, and that currently EYFC has approximately 3,600 sf of available space in the multipurpose room that was made vacant by the departure of Day Labor Center.

STATUS UPDATE: ACOE FUNDING COMMITMENT

Superintendent Monroe reported that the ACOE board has not formally voted on whether or not to commit capital funding toward the SHFC project, but indications are that they are disinclined to approve commit funding at this time due to fiscal challenges. She stated that although the board is unlikely to make a capital investment, ACOE is still interested in being a partner in the service delivery model in the

new center. Mayor Halliday stated that this information changes the “anchor tenant” status of ACOE in the project, since that status was contingent upon a capital funding commitment, and that the space needs considerations of the project should be reevaluated in light of this change. Superintendent Monroe replied that the options for services that ACOE could provide are open, and suggested that the market feasibility study could shed light on the level of need for services that ACOE could provide. H.A.R.D. Director Hodges suggested the Hayward Adult School could be a resource, and that they have expressed an interest in the center. Supervisor Valle suggested that the possibility of ESL classes for adults in the evenings could be explored. Mayor Halliday suggested that some of ACOE’s programs other than the Community Day School could still be a good fit in the new site, for example their programs for expectant mothers. Additional discussion of various program options ensued. Supervisor Valle stated that the center should have an education component in some form. Supervisor Monroe stated that ACOE is interested in being a tenant in the new center. She suggested that Project EAT nutrition education and gardening is another possible program option. Mayor Halliday affirmed interest and desire to work with ACOE as a potential tenant or service provider in the new facility.

AGENDA BUILDING

Supervisor Valle proposed adding reports on the Mia’s Dream project and options for a soccer field. From the earlier discussion, a report from Day Labor Center. Carry forward previous agenda building items.

ADJOURNMENT

Supervisor Valle adjourned the meeting

NEXT MEETING: Monday, February 27, 2017, 9:30 a.m., Hayward City Hall

NOTE: What follows are the results of a Market Feasibility Study that was jointly commissioned by the three agencies —Eden Youth & Family Center, La Familia Counseling Services, and Eden Area YMCA—who responded to the South Hayward Family Center Facility Operator and Administrator Request for Qualifications (RFQ). The three agencies independently commissioned this study with the support and encouragement of the SHFC Governance Group. **This study is not a community needs analysis**, but rather an examination of the market feasibility and likely demand for various services and programs proposed to be offered in the new facility. A primary purpose of the study was for the three RFQ respondent agencies to assess what forms of operating revenue they might be able to generate to help sustain the center’s operations. **This study is not intended to be a final word on what services would be offered in the new facility**, but provides an additional valuable piece of information to add to the big picture and help inform the Governance Group’s deliberations as the project develops and moves forward.

South Hayward Family Center Market feasibility study

SHFC Governance Group

April 3, 2017

Study Objective

- To provide objective research data to the three entities participating in the collaborative effort to provide new and improved health, wellness, and social services facilities and experiences in the South Hayward Area.
- The information generated and the analysis of the findings will allow each party and the entire group to make better-informed decisions regarding the future of serving community residents' needs.
- Of specific importance in this research is determining area residents' interest and willingness to use and support a new Multi-Service Youth and Family Center to be located at 680 West Tennyson Rd.

Study Approach

Phase One: A review of secondary demographic and psychographic information. This review included data from a broad variety of sources including the City of Hayward, Alameda County, the Hayward Area Recreation and Parks District, La Familia Counseling Services, Eden Youth and Family Center, and the YMCA of the East Bay.

Study Approach

Phase Two: Four focus groups recruited by La Familia Counseling Services, Eden Youth and Family Center and Eden Area YMCA.

- **Group One:** Key representatives of the City of Hayward, Alameda County, the Hayward Area Recreation and Parks District, the YMCA, La Familia, Eden Youth and Family Center and any other on-site service providers or partner organization, responsible for the planning and execution of this study and future collaboration in the South Hayward Youth and Family Center.
- **Group Two:** Formal and informal community leaders from the Hayward area who are knowledgeable and influential in the community, who are not otherwise a direct part of the planning process for this research nor directly responsible for expanding the health/social services assets within Hayward.
- **Group Three:** Frontline staff from the entities that currently provide health and social service programming throughout the study region.
- **Group Four:** Members of the community including youth and teens.

Study Approach

Phase Three: 400 telephone/online/cell phone interviews with a random sample of area residents who live within the likely/intended service of the new South Hayward Youth and Family Center.

The survey margin of error is +/-5% at the 95% confidence level. The survey plan was designed in such a manner that every household had an equal probability of being included in the study.

All interviewing was completed in March of 2017. Survey consultant utilized a multilingual and multi-cultural interviewing team and as such, within reason, respondents were able to participate in their language of first choice.

Survey consultant overlaid an email survey in attempt to capture an adequate share of residents who rely only on their mobile device and no longer have a landline telephone.

Rating South Hayward as a Place to Live

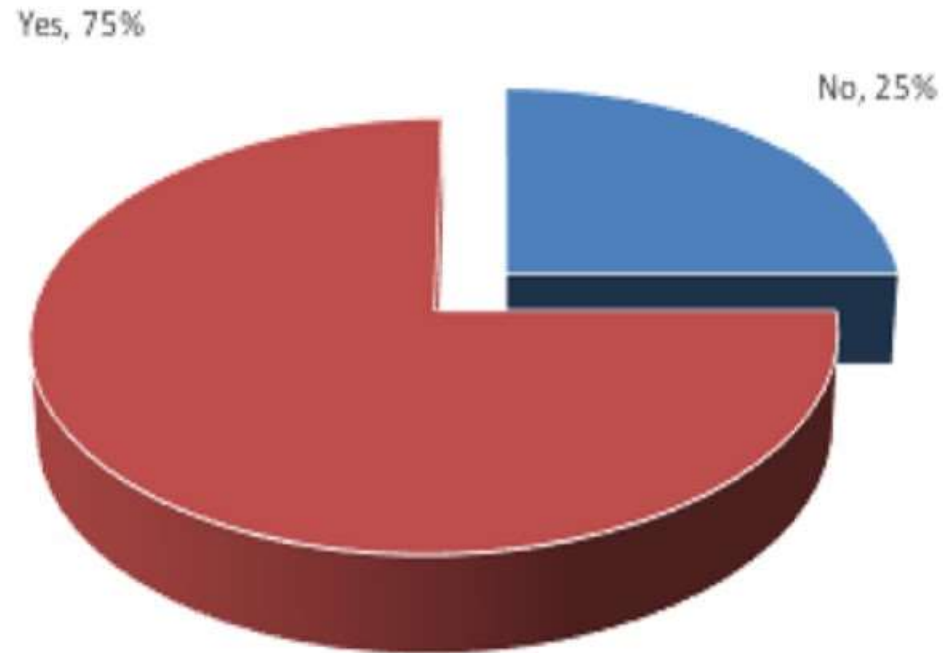
- Overall, 73% of local area residents believe South Hayward is a good (46%) or excellent (27%) place to live.

	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Excellent	27	22	24	30	33
Good	46	56	41	50	40
Fair	20	11	32	13	13
Poor	6	11	3	7	7
Very poor	1	--	--	--	1

Question: Overall, would you say the South Hayward area is a _____ place to live?

Is This Location in Your Neighborhood and Community?

Three quarters (75%) of area residents consider the Tennyson Park / 680 W. Tennyson Road location to be “in their neighborhood and community”.

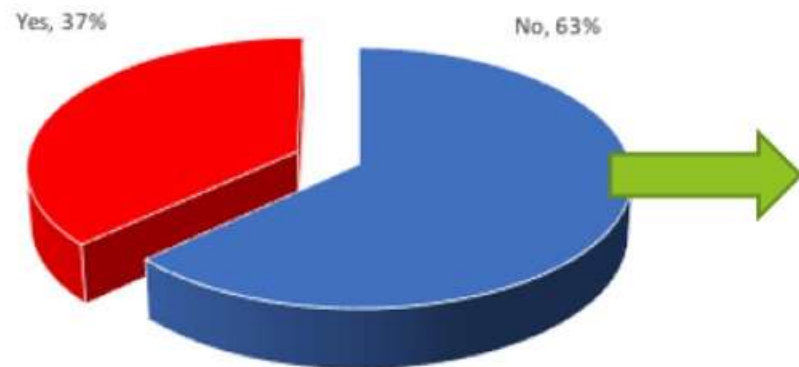


Question: Do you consider this location to be in your neighborhood and community?

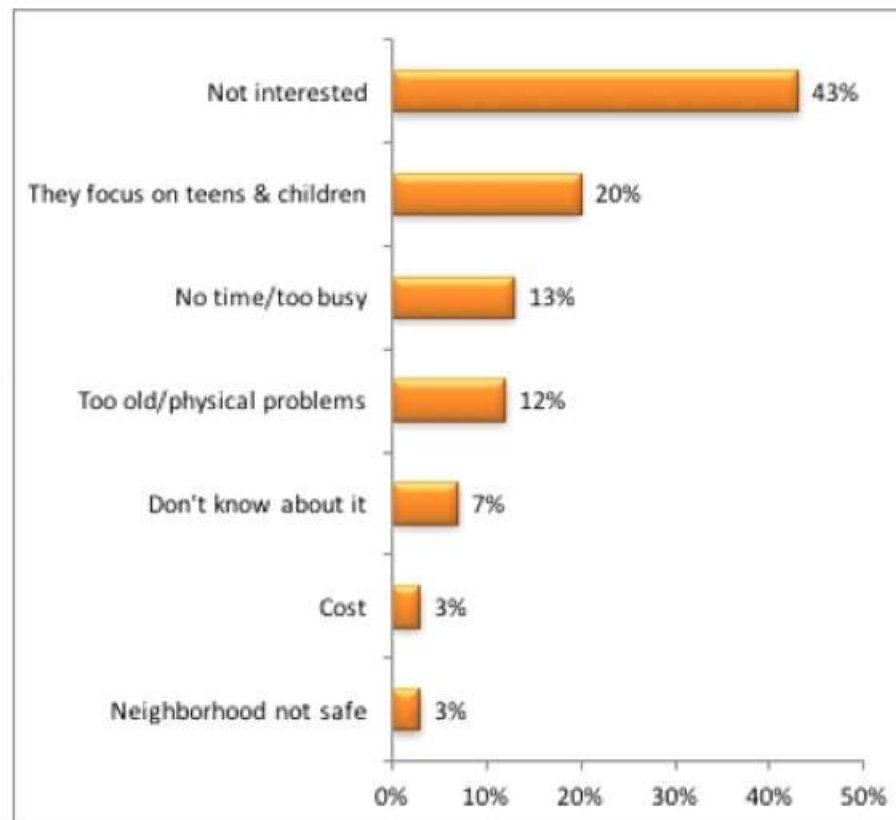
Participation in Programs

Eden Youth and Family Center

- More than a third (37%) of area residents included in this survey claim to have participated in programs at the Eden Youth and Family Center during the past 12 months.



Question: In the past 12 months have you or has anyone else in your home participated in any programs at the Eden Youth and Family Center?

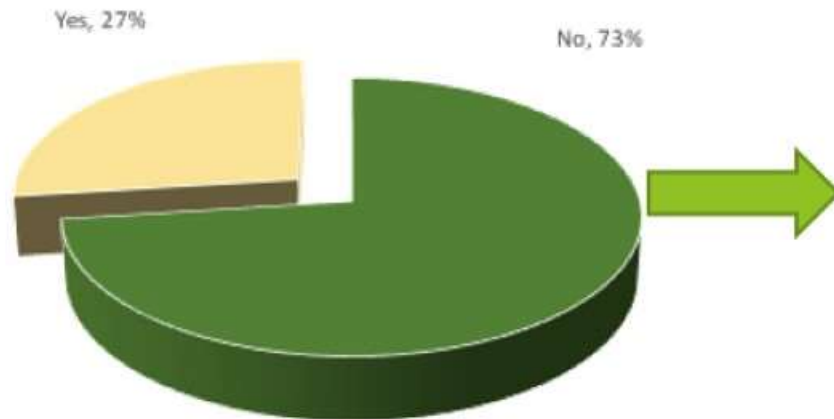


Why Residents Have Not Participated in Programs at Eden Youth and Family Center (In their own words)

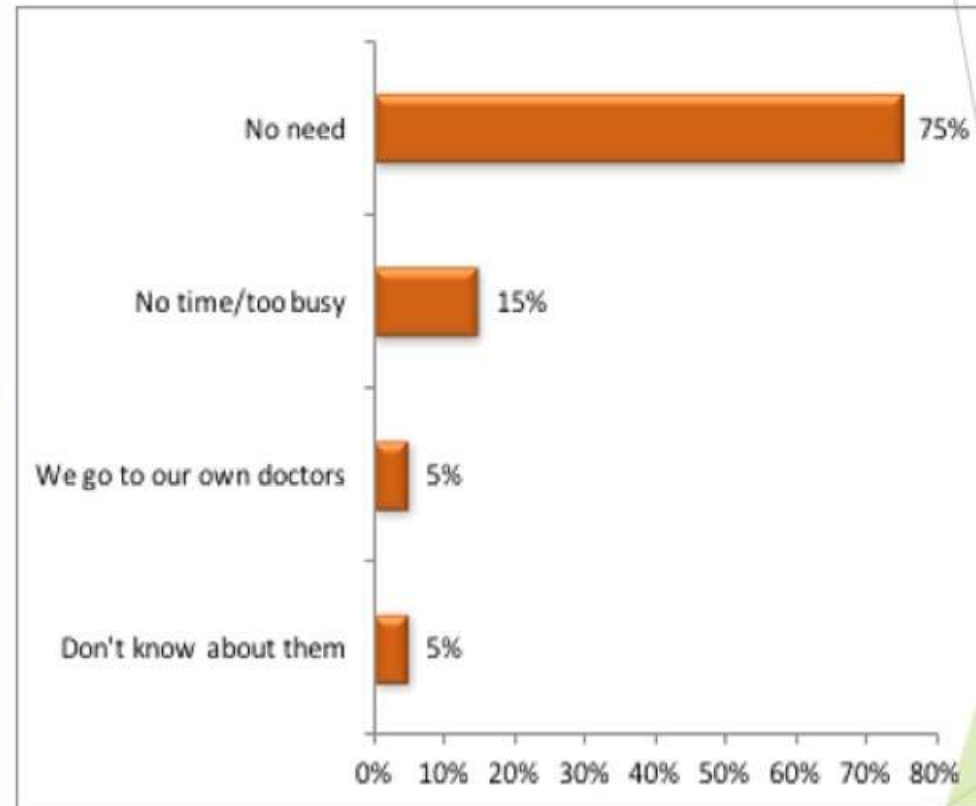
Participation in Programs

La Familia Counseling Service

- Slightly more than one quarter (27%) of area residents included in this survey claim to have participated in programs at the La Familia Counseling Center during the past 12 months.



Question: In the past 12 months have you or has anyone else in your home participated in any programs at the La Familia Counseling Center?

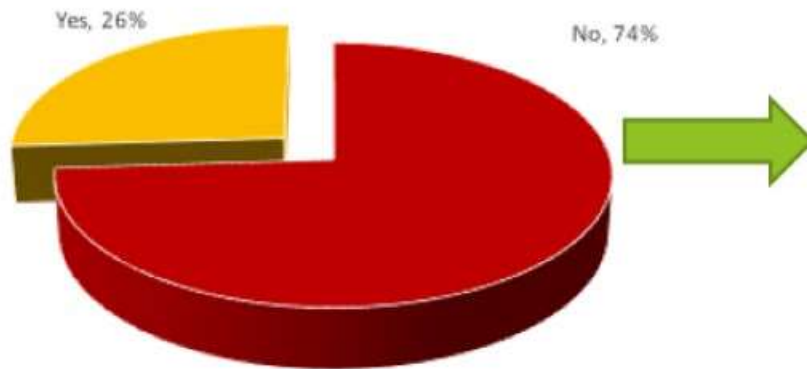


Why Residents Have Not Participated in Programs at La Familia Counseling Center (In their own words)

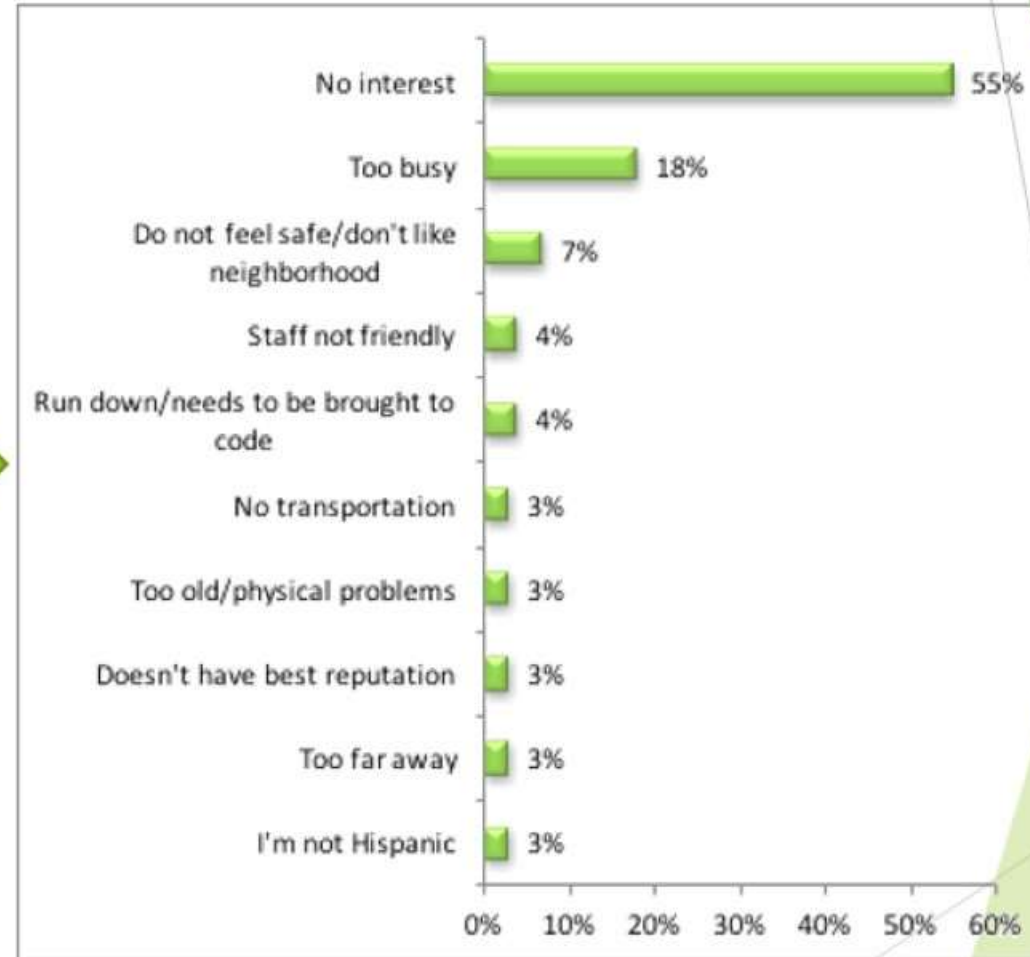
Participation in Programs

Matt Jimenez Community Center

- Approximately the same percentage of local residents (26%) claim to have participated in programs at the Matt Jimenez Community Center during the past 12 months.



Question: In the past 12 months have you or has anyone else in your home participated in any programs at the Matt Jimenez Community Center?

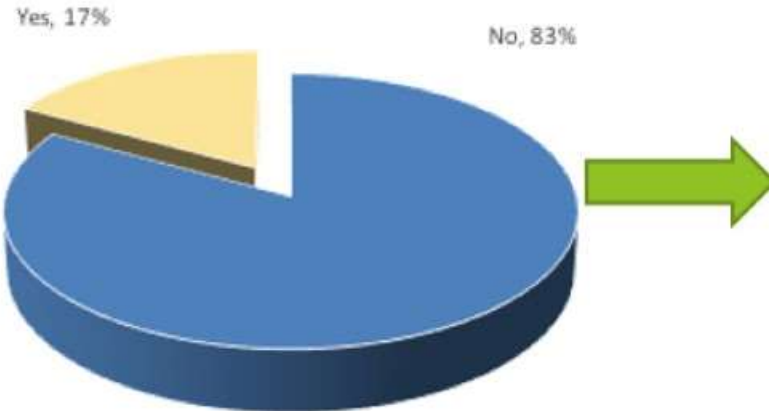


Why Residents Have Not Participated in Programs at Matt Jimenez Community Center (In their own words)

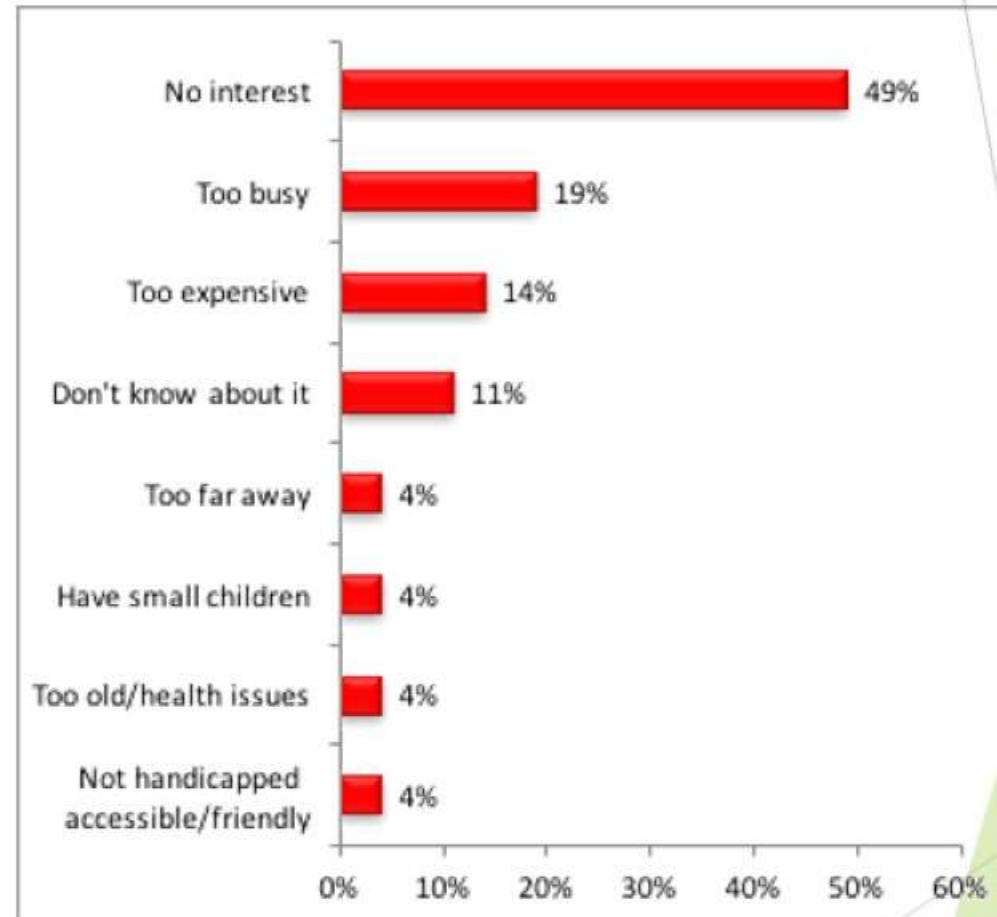
Participation in Programs

YMCA

- Seventeen percent (17%) of area residents claim to have participated in some type of YMCA program during the past 12 months.



Question: In the past 12 months have you or has anyone else in your home participated in any YMCA programs?



Why Residents Have Not Participated in Programs at YMCA (In their own words)

Reaction to a new multi-service youth & family center

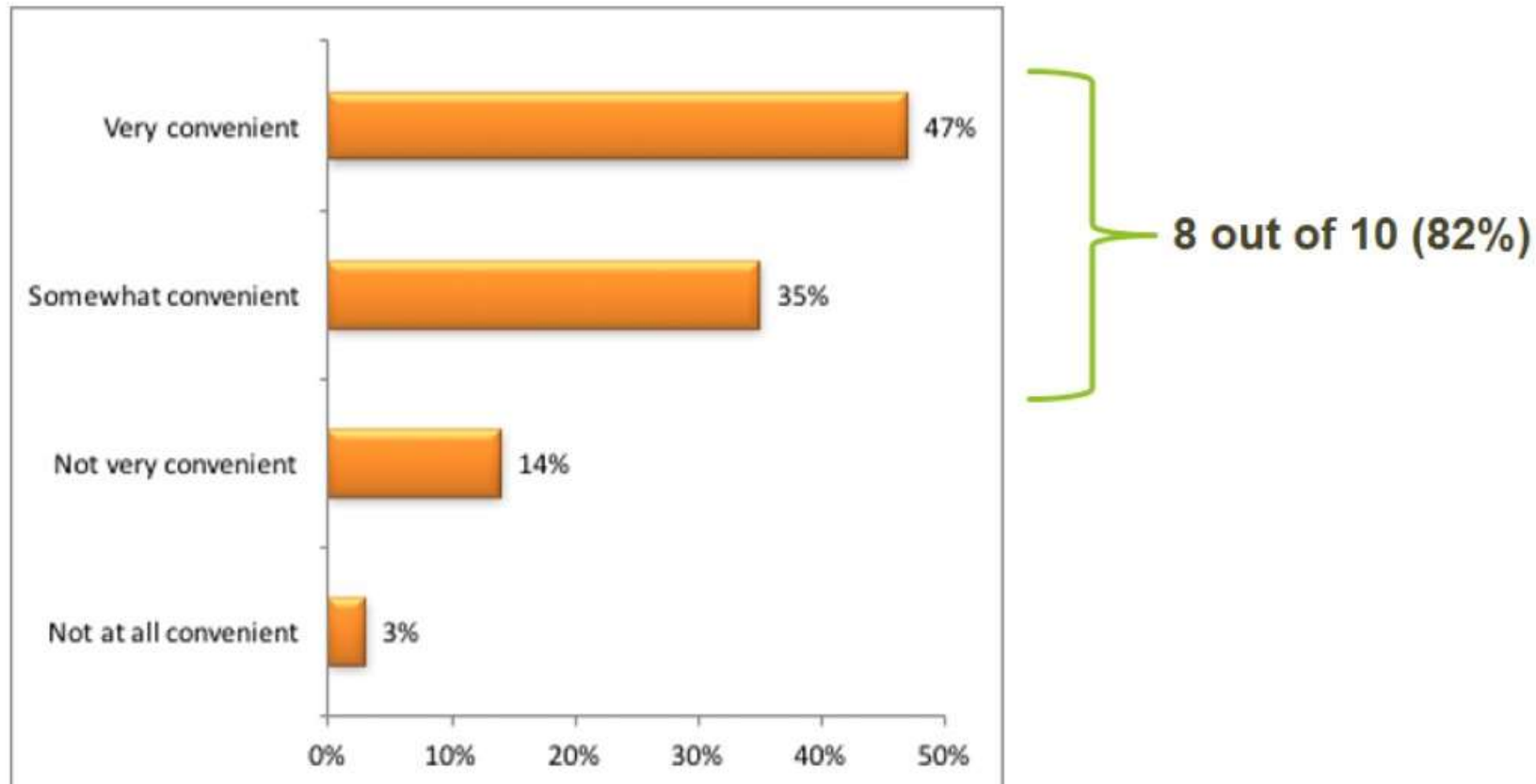
- Nearly nine out of ten (88%) of those questioned claim to have either have a very or somewhat positive reaction to having the new Multi-Service Youth and Family Center with many of the health and wellness services available at the current center that assist people in need to improve the quality in the community.
- Services include health care, dental, art and education services, mental health services, job placement for adults and teens, and legal services such as those provided by Eden Youth and Family Center (the current onsite service providers at EYFC) and the menu of services of La Familia.

	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Very positive	70	89	71	77	33
Somewhat positive	18	11	17	17	33
Neither	8	--	11	7	13
Somewhat negative	3	--	--	--	20

Question: This new state-of-the-art center will have ample free parking and will include many services to assist people in need including health care, dental, art and educational services, mental health services, job placement, legal services and more for families, adults, youth, and seniors. When this new center opens these services will be available at no cost. Overall, is your reaction to this new center at this location?

Convenience of proposed location

Respondents were provided with a description of where Tennyson Park is located and told that the new state-of-the-art Multi-Service Youth and Family Center will be built at the park. They were then asked to indicate how convenient they believe this location is for use by members of their household.



Question: This new state-of-the-art center will have ample free parking and will include many services to assist people in need including health care, dental, art and educational services, mental health services, job placement, legal services and more for families, adults, youth, and seniors. When this new center opens these services will be available at no cost. Overall, is your reaction to this new center at this location?

Interest in specific services

20% or more are
“very interested”

% Very Interested

	Total Sample (%)	Youth in Home (%)	No Children (%)
Outdoor sports facilities	44	82	20
Safe, drug-free facilities	37	56	25
Helping youth stay in school	37	56	25
Dental clinic for children	36	62	20
Career pathways for youth/young adults	35	62	18
Medical clinic for children	34	62	17
Programs for those facing illnesses	33	38	30
Multiple exercise studios	32	38	28
State-of-the-art fitness center	32	36	30
Services for families w/developmental difficulties	31	26	35
Mental health services for families	31	46	22
Programs to help at-risk youth	31	49	20
Teen Center with 21 st century technology	29	64	7
Healthy lifestyle choices for youth	29	56	12
Area for relaxing, meeting friends w/healthy snacks	26	44	15
Community vegetable garden	26	28	25
Outdoor splash pad with water park features	25	62	2
Employment services after jail or prison	23	23	23
Full court basketball gym	22	46	7
Cultural community events	21	23	20
Youth leadership development	20	38	8
No cost drop-in babysitting	17	36	5
Fully licensed childcare	17	33	7
Teaching kitchen for healthy cooking and nutrition	14	23	8
Tattoo removal services	8	8	8
Services for undocumented individuals/families	6	13	2
Services for unaccompanied immigrant youth	6	13	2

Base: Total area resident sample (400).

Question: And, how interested are you or members of your household in each of these programs?

See note on Slide #1

Interest in additional programs and services

20% or more are
“very interested”

<i>% Very Interested</i>	Total Sample (%)	Youth in Home (%)	No Children (%)
Youth employment services	37	62	22
Computer technology for adults	35	38	33
Help with finding jobs for adults	35	28	40
Computers for adults	32	38	28
Youth homework help/mentoring	32	56	17
Pilates, Zumba, and Yoga	27	28	27
Fitness classes for youth and adults	27	51	12
Health/wellness education programs	26	33	22
Classes to help with alcohol or drug addiction	25	21	28
Computer technology for youth/teens	25	46	12
Physical rehabilitation	23	33	17
Nutrition, diet, and weight loss	22	28	18
Fun activities to get youth off the couch	22	44	8
After-school youth programs	20	46	3
Senior social and exercise programs	18	10	23
Traditional art classes for youth and teens	19	33	10
Age-specific youth fitness	18	38	5
Parent/child programs	18	44	2
Summer day camp	16	36	3
Theatre/performing arts classes	15	31	5
Support groups for parents lead by parents	14	23	8
Sports leagues for youth	14	33	2
English as a second language	12	21	7
Sports leagues for adults	11	21	5
State-of-the-art sound production/recording studio	8	18	2
Core/functional training/boot camp	7	13	3
Martial arts	6	8	5

Base: Total area resident sample (400).
Question: Now I am going to read you a list of programs that may be offered at the new Youth and Teen Center in South Hayward. On a scale from 1 to 5, where 5 = very interested and 1 = not at all interested, how interested are you or are members of your household in each of these programs?

Of 27 programs/services tested that may be included in the new Center, most of which are now offered by La Familia, the YMCA, and/or Eden Youth and Family Center, those that draw the greatest level of interest from area residents are:

Very High (>30%) Interest Items

Program/Service
Outdoor Sports Facility
Youth Employment Services
Safe, Drug-Free Facilities
Helping Youth Stay in School
Dental Clinic for Children
Help with Finding Jobs for Adults
Career Pathways for Youth/Young Adults
Computers for Adults
Medical Clinic for Children
Programs for those Facing Illnesses
Youth Homework Help/Mentoring
Multiple Exercise Studios
State of the Art Fitness Center
Services for Families with Devel Disabilities
Mental Health Services for Families
Programs to Help At-Risk Youth

High (20-30%) Interest Items

Program/Service
Teen Center with 21 st Century Technology
Healthy Lifestyle Choices for Youth
Pilates, Zumba, and Yoga
Fitness Classes for Youth and Adults
Health/Wellness Education Programs
Area for Relaxing, Meeting Friends w/Healthy Snacks
Community Vegetable Garden
Classes to Help With Alcohol or Drug Addiction
Computer Technology for Youth/Teens
Outdoor Splash Pad w/Water Park Features
Physical Rehabilitation
Employment Services after Jail or Prison
Nutrition, Diet and Weight Loss
Fun Activities to Get Youth off the Couch
Full Court Basketball Gym
Cultural Community Events
After School Youth Programs
Youth Leadership Development

Likelihood of using new center

- Nearly 7 out of ten (68%) local residents claim that they or someone else in their household is either very likely or somewhat likely to use the new Center as described with the programs and services provided Eden Youth and Family Center and the menu of services of La Familia.

	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Very likely	40	56	58	23	13
Somewhat likely	28	44	17	40	13
Not very likely	27	--	17	37	67
Not at all likely	4	--	8	--	7

Question: How likely is it that you or someone else in your home will use this new center?

Reaction to inclusion of YMCA in new center

Respondents were read the following statements:

*Suppose that when the new center opens it includes, **at no cost**, all of the social service programs mentioned previously. It may also contain a YMCA offering family wellness, fitness, recreation and arts facilities. These YMCA offerings would require a monthly paid membership. This extra cost membership would give you access to programs and activities such as dance, music and performing arts classes, cardio and weight training and free weights, exercise studios for yoga, Zumba, and other group exercise classes, a gymnasium for basketball, volleyball, etc., locker rooms, and free child care while families participate in activities. This membership will offer a wide variety of classes and programs for families, seniors, adults, and youth.*

	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Very positive	35	50	47	27	7
Somewhat positive	22	11	22	30	20
Neither positive nor negative	39	39	28	43	60
Somewhat negative	3	--	3	--	13
Very negative	--	--	--	--	--

Question: Overall, is your reaction to including the YMCA family fitness, recreational activities and arts programming at this new Youth and Family Center in South Hayward

Likelihood of using fitness, recreation, and arts programming

One out of five (20%) households represented in this study claim that it is very likely that they would use fitness, recreation and arts activities if included in the new Multi-Services Center.

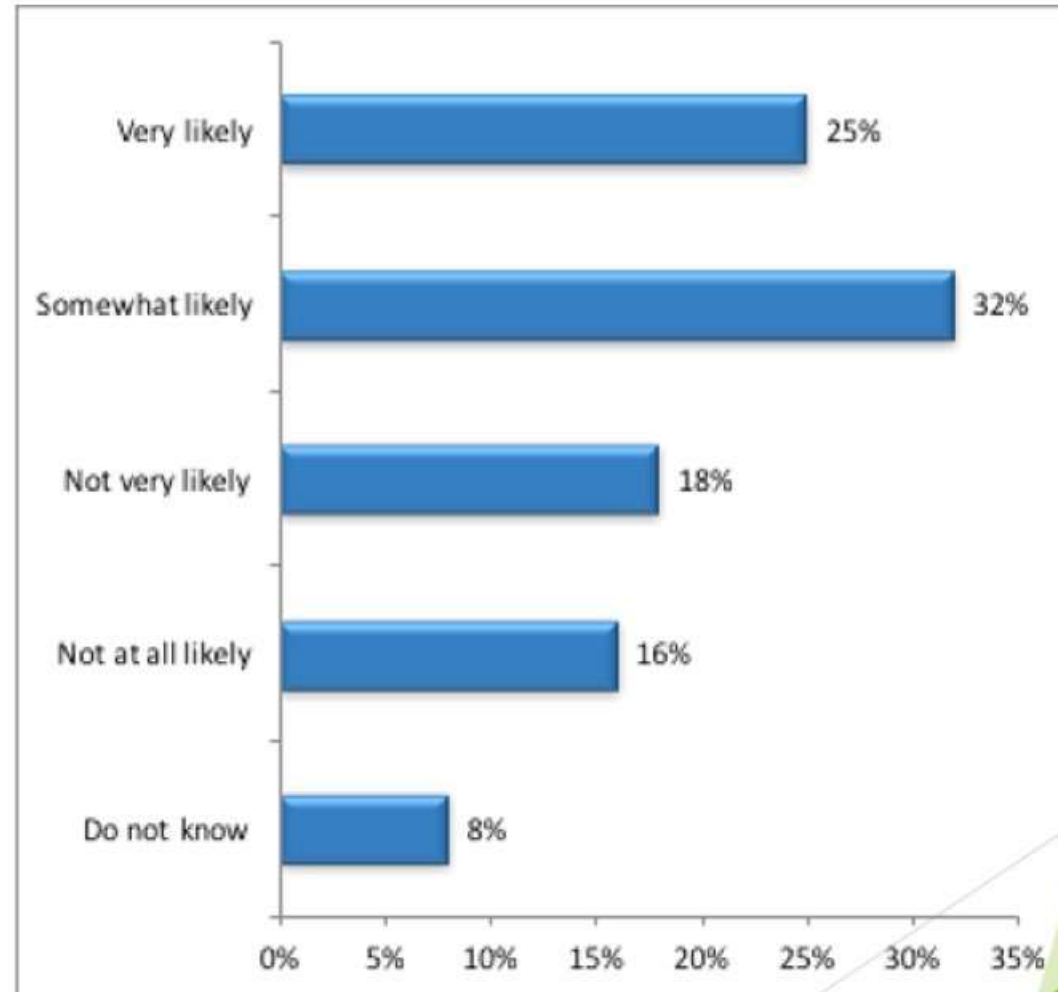
	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Very likely	20	11	39	13	--
Somewhat likely	24	28	25	27	13
Not very likely	51	56	31	60	73
Not at all likely	5	6	6	--	13

Question: How likely is it that you or someone in your home will use these fitness, recreation and arts activities at the new center?

Willingness to pay for a specialized class at Youth and Family Center

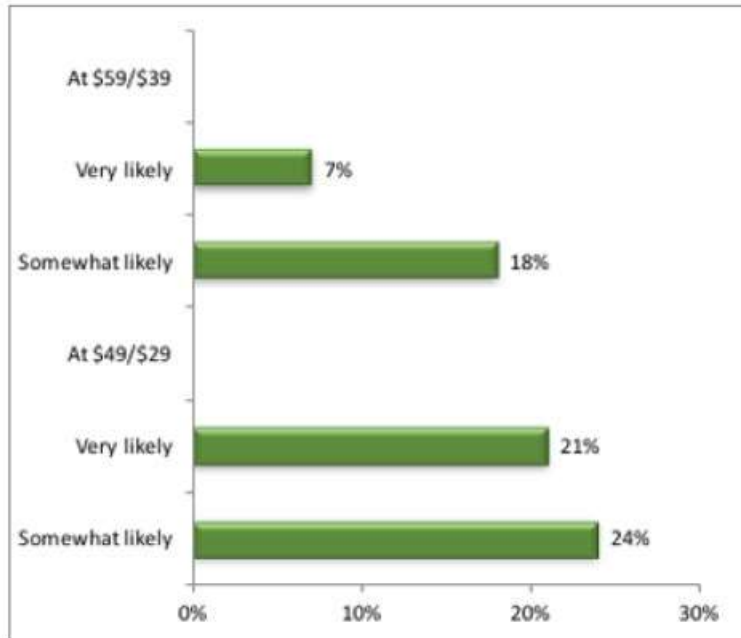
- If an 8-week class or program was offered at the new Multi-Service Center, that someone really wanted to attend was made available, 25% of those questioned claim they are very likely to pay \$25 for this class/program. Thus, just as found regarding YMCA membership, if a desirable, quality class or program is offered at the Center, a meaningful percentage (25%) of the South Hayward population claim to be willing to pay a reasonable amount to be able to participate.
- An additional 32% are somewhat likely to pay \$25 for a class or program they really want to attend.

Question: *If you found an eight week class or program that you were really interested in at this new center and it cost \$25 to help cover the cost of materials, how likely would you be to pay this \$25 and take the class?*



Area residents were told that as part of the YMCA mission YMCAs offer reduced cost membership to families and individuals who cannot afford a full price membership. The survey data indicate that a new center in Tennyson Park could expect considerable interest in membership if scholarship opportunities are promoted among lower income residents.

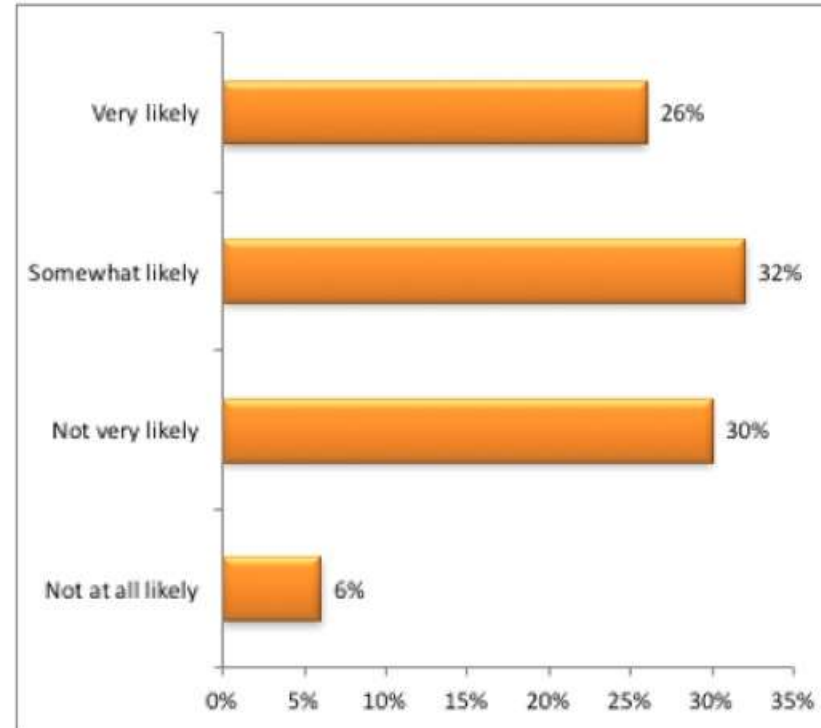
Likelihood of joining YMCA at full cost



Question: How likely is it that you will join the new fitness, recreation, and arts component of the new Center if a membership for a household costs \$59 per month and a single membership costs \$39 a month? Are you [READ SCALE] to join?

Question: How likely is it that you will join the new fitness, recreation, and arts component of this new Center, if a membership for a household costs \$49 per month and a single membership costs \$29 a month? Are you [READ SCALE] to join?

Likelihood of joining YMCA at 50% reduced cost



Question: If you were offered 50% off on the cost of the monthly membership to the fitness, recreation, and arts programming at the new Center, how likely would you be to join?

Likelihood of using retail services

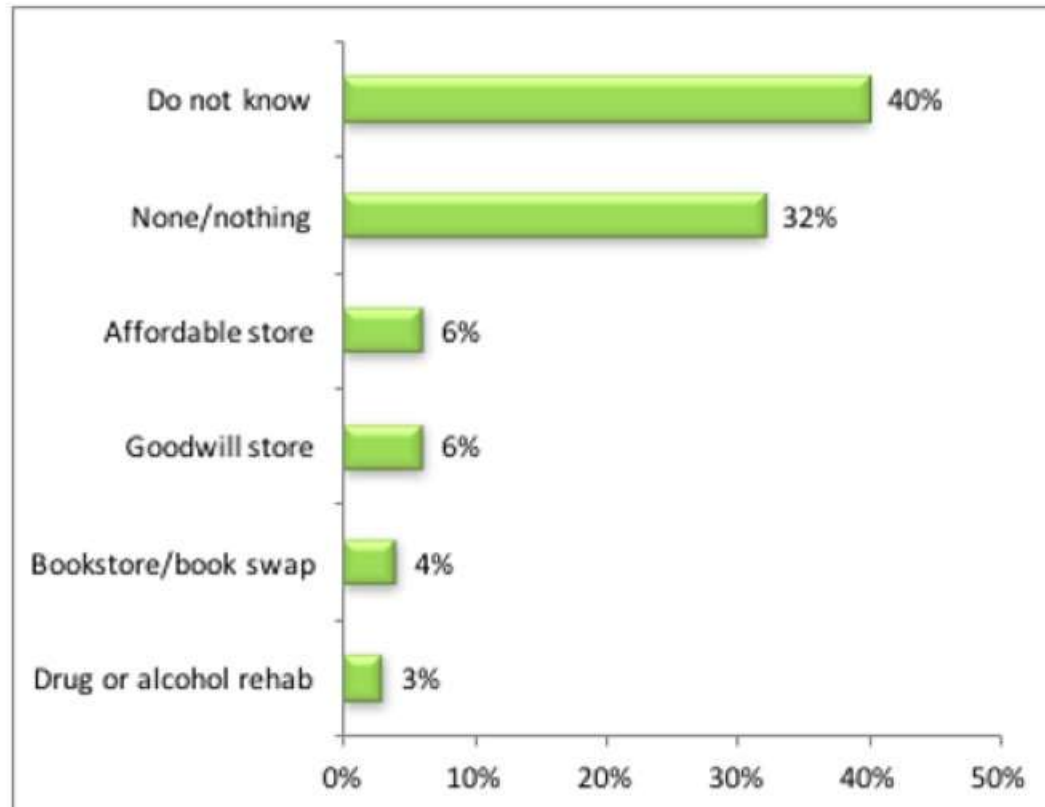
- Of four potential retail offerings that could be provided in the South Hayward area or in/near the new Multi-Service Center, the two likely to be most popular are a grocery store and some type of place to socialize.

	TOTAL SAMPLE (%)	18 - 34 (%)	35 - 54 (%)	55 - 69 (%)	70+ (%)
Grocery store	24	39	28	17	13
Place to socialize	20	39	25	17	13
Café/coffee shop	12	17	11	10	13
Bank or credit union	7	6	6	10	7

Question: On a scale from 1 to 5, where 5 = very likely and 1 = not at all likely, how likely are you to use each of the following retail services if they were to open at or near this new Youth and Family Center?

Other retail services (in their own words)

When respondents were asked to volunteer other possible retail offerings for the area, the following suggestions were made.



Question: Other than those mentioned, what other retail services would you like to see in this area?

NOTE: Only responses given by 3% or more of the sample are included in this chart.

Memorandum of Understanding

Between

CITY OF HAYWARD
(CITY)

And

COUNTY OF ALAMEDA
(COUNTY)

And

HAYWARD AREA RECREATION AND PARK DISTRICT
(HARD)

RECOGNITION

On the 26th day of January, 2016, authorized representatives of City of Hayward (CITY), County of Alameda (COUNTY) and Hayward Area Recreation and Park District (HARD) (and collectively, "Parties") made and entered into this Memorandum of Understanding.

RECITALS

WHEREAS, the Parties mutually recognize the South Hayward community's need for a youth and family center; and

WHEREAS, the Parties desire to work together to plan, finance, construct, and operate a new youth and family center to be called the "South Hayward Youth and Family Services Center"; and

WHEREAS, the South Hayward Youth and Family Services Center development project (Project) is in need of multi-agency governance during all three phases of the Project's development; and

WHEREAS, the CITY, the COUNTY and HARD are committed to working together to determine jurisdictional authority of the project, the identification of immediate and long-term resources for the project, and how to ensure that the project enhances and integrates with existing services in the areas; and

C-2016-5

WHEREAS, the areas being considered are within the boundaries of the CITY and as such the CITY maintains interest in ensuring effective and responsive services for the citizens; and

WHEREAS, the COUNTY is the deliverer and operator of similar centers elsewhere in Alameda County and as such brings expertise in the engagement of youth and families in decisions relevant to the Project; and

WHEREAS, the CITY is the owner of the Project property (“the Property”) and has primary jurisdictional authority over the site; and

WHEREAS, HARD is the partial owner of the Tennyson Park property adjacent to the Property and is the operator of the Matt Jimenez Community Center facility located on the Property; and

WHEREAS, the CITY, the COUNTY, and HARD recognize the need to partner and collaborate to oversee and direct the funding, design, and construction of a new South Hayward Youth and Family Services Center; and

WHEREAS, the CITY, the COUNTY, and HARD recognize that the formation of a Governance Group is of critical importance to the Project and to obtain the resources needed to complete and sustain it; and to ensure that the South Hayward Youth and Family Services Center successfully serves the Hayward community in conjunction with the existing Matt Jimenez Community Center, Tennyson Park, and Hayward Fire Station and Community Health Clinic; and

WHEREAS, the CITY, the COUNTY, and HARD have mutually agreed to form a Governance Group, comprised of authorized representatives from each agency, for the purposes of establishing and defining the aforesaid partnership and collaboration;

NOW THEREFORE, the CITY, the COUNTY, and HARD agree as follows:

AGREEMENT

(1) Term. This MOU shall become effective January 26, 2016, and shall remain in effect until the parties have negotiated and adopted a superseding agreement, or terminated in accordance with Article 6 of this MOU.

(2) Governance: The Governing Group is required to maintain a high level of interagency coordination, expertise, focus, nimbleness, and commitment to intensive investment of time and effort. To this end, the Governing Group will be comprised of one elected official and one senior staff member from each of the three primary stakeholder public agencies (the CITY, the COUNTY and HARD). Each agency will select its own representatives and shall notify the other partner agencies of its selections. These selections shall be made with the recognition that the Governing Group thus formed could potentially evolve into a Joint Powers Authority (JPA) or

similar governance agreement, if so needed and recommended by the Governing Group to the member agencies for adoption at a later date.

(3) Decision-making. It is the intent of the partnership to make decisions in a collaborative manner and by consensus, recognizing that support from each of the three jurisdictions is critical for the development of the project. The decisions made by the Governing Group are advisory in nature, and shall not be binding on the parties unless and until approved by each party's governing body. It is the parties' intent that the decisions and recommendations of the Governing Group with respect to the scope of issues identified in Article 4 will be memorialized in an agreement or agreements to be presented for approval by each party's governing body after consensus is reached. To facilitate the continued work of the Governing Group, the parties may also elect to modify the terms of this MOU pursuant to Article 10, or execute a superseding MOU or similar agreement, as needed.

(4) Scope. The Governing Group shall be responsible for deliberating, reaching agreement and making recommendations on the following phases:

Phase I: Conceptual Program/Project Development

- a) Articulate the vision of the Project and ensure that all members of the Group are in alignment with the vision.
- b) Resolve fund development shortfalls and develop financing mechanisms for the construction phase of the Project.
- c) Clarify legal and legislative issues, formulate policy recommendations, and identify governing actions needed to implement the Project.
- d) Define and finalize the Project requirements, including location, site footprint and ownership.
- e) Agree upon the types and scope of public services to be provided in the new facility.

Phase II: Construction Services Procurement and Plan of Finance for Construction and Operations

- a) Review and participate in RFP processes for selection of Bridging Architect, and Design Build entity.
- b) Develop a plan to secure sustainable operating funding for the facility and establish the governance and administrative structures to support facility operations and maintenance.

Phase III: Ongoing Operations and Governance

- a) Agree upon changes, if any, to the structure of the Governing Group in Phase III

- b) Identify issues to be resolved by the parties during Phase III.
- c) The Governance Group will use an open and transparent selection process to identify a qualified operator for the new facility through the use of an open and transparent selection process.

(5) Advisory Task Force. During Phase I, the Governing Group shall organize and convene an Advisory Task Force within sixty (60) days of the execution of this MOU. The Advisory Task Force shall be comprised of key South Hayward community stakeholders including residents, service organizations, service recipients, and business representatives. The Advisory Task Force shall:

- a) Build upon, but not duplicate, the voluminous community engagement work that has already been done for the Project.
- b) Advise the Governing Group on the types and scope of services to potentially be provided in the new facility, as indicated by the community engagement work referenced above.
- c) Advise and make recommendations to the Governing Group on service-related issues pertaining to the proposed South Hayward Youth and Family Services Center and adjacent related facilities including Matt Jimenez Community Center and Tennyson Park.

The Advisory Task Force shall be comprised of no more than fifteen (15) total members. Each party may appoint up to five (5) members each to serve on the Advisory Task Force.

(6) Termination. Each party to this MOU can terminate its involvement upon thirty (30) days' written notification to the other parties. In the event only one party terminates its involvement in accordance with this provision, the MOU shall remain in force and effect as between the remaining two parties. The MOU shall terminate upon two parties' exercise of the right to terminate in accordance with this provision or upon mutual agreement of all parties in writing.

(7) Indemnification. The CITY, the COUNTY, and HARD agree to mutual indemnification as follows:

- a) CITY will indemnify, defend, protect and hold harmless COUNTY and HARD, their respective officers, agents, and employees, from and against any and all liability, damage, expense cause of action, suits claims, and judgments arising from injury to or death of persons or loss of or damage to personal property based on performance pursuant to this MOU, unless such liabilities and obligations have arisen by reason of the negligence of willful misconduct of COUNTY or HARD, their officers, agents and employees.

- b) COUNTY will indemnify, defend, protect and hold harmless the CITY and HARD, their respective officers, agents, and employees, from and against any and all liability, damage, expenses, causes of action, suits claims, and judgments arising from injury to or death of persons or loss of or damage to personal property based on performance pursuant to this MOU, unless such liabilities and obligations have arisen by reason of the negligence of willful misconduct of the CITY or HARD, their officers, agents and employees.
- c) HARD will indemnify, defend, protect and hold harmless the COUNTY and the CITY, their respective officers, agents, and employees, from and against any and all liability, damage, expense causes of action, suits claims, and judgments arising from injury to or death of persons or loss of or damage to personal property based on performance pursuant to this MOU, unless such liabilities and obligations have arisen by reason of the negligence of willful misconduct of the COUNTY or the CITY, their officers, agents and employees.

(9) Accountability. The CITY, the COUNTY, and HARD shall collaboratively evaluate the success of the partnership on a regular schedule to be determined; and shall regularly and timely provide reports of the Project's progress to the governing bodies of their respective agencies.

(10) Amendments. This MOU may be amended and/or modified only by mutual agreement of all three parties, and any such amendments or modifications must be in writing and signed by duly authorized representatives of all three parties.

(11) Whole Agreement. This MOU has six (6) pages including the signature pages. This MOU constitutes the entire understanding and agreement of the parties. This MOU integrates all of the terms and conditions mentioned herein or incidental hereto with respect to all or part of the subject matter hereof.

(12) Counterparts. This MOU may be executed in counterpart.

IN WITNESS HEREOF, the parties hereto have entered into this agreement to be executed the day and year herein above first written.

CITY OF HAYWARD

By: _____

E. Frances David
City Manager

Date: _____

2/18/2016

Approved as to Form:

CITY OF HAYWARD

By: Michael S. Fann Date: 2/17/16
Michael Lawson,
City Attorney

Attest:

CITY OF HAYWARD

By: Miriam Lens Date: February 22, 2016
Miriam Lens,
City Clerk

HAYWARD AREA RECREATION AND PARK DISTRICT

By: Paul McCreary Date: February 22, 2016
~~John Gouveia~~ Paul McCreary
General Manager

COUNTY OF ALAMEDA

By: Scott Haggerty Date: 2/3/16
Scott Haggerty
President, Board of Supervisors

Approved as to form:

COUNTY OF ALAMEDA

Donna R. Ziegler
County Counsel

By: Andrew J. Massey Date: 1/19/16
Andrew J. Massey
Deputy



CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov

File #: WS 18-004

DATE: January 30, 2018

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Update on the Council Strategic Initiatives Two-Year Action Plans: Complete Streets, Complete Communities, and Tennyson Corridor

RECOMMENDATION

That Council accepts this progress report and suggested changes to the strategic initiative action plans.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Complete Streets Two-Year Action Plan
Attachment III	Complete Communities Two-Year Action Plan
Attachment IV	Tennyson Corridor Two-Year Action Plan



DATE: January 30, 2018

TO: Mayor & City Council

FROM: City Manager

SUBJECT Status Update on the Council Strategic Initiatives Two-Year Action Plans:
Complete Streets, Complete Communities, and Tennyson Corridor

RECOMMENDATION

That Council accepts this progress report and suggested changes to the strategic initiative action plans.

SUMMARY

On June 20, 2017, the City Council adopted three Two-Year Action Plans proposed to implement Council's Strategic Initiatives of Complete Communities, Complete Streets, and the Tennyson Corridor. In the adoption of the action plans, Council requested biannual reports on the implementation of each plan. Over the last six months, the interdepartmental staff teams facilitated and monitored the implementation of the goals and objectives outlined in each plan and with this report, will provide a status update.

Over the last six months of implementation, most of the milestones identified in each of the three two-year action plans are on target. A couple of the accomplishments from the Complete Streets Action Plan include the completion of the Shuttle Feasibility Study, which came before Council on September 19, 2017 and the rehabilitation of over 18 lane miles of pavement. Highlights of accomplishments over these past six months from the Complete Communities Action Plan include updating the affordable housing ordinance, changing Accessory Dwelling Unit requirements to allow for the creation of more affordable housing, and adopting a cannabis ordinance aligned with the new requirements of state law. Lastly, highlights from the Tennyson Corridor plan include the installation of green paint on bike paths in high-conflict areas to increase bicyclist and driver safety and the expansion of the Downtown Streets Team to the Tennyson Corridor. The Tennyson Corridor team also applied for and was awarded a \$35,000 grant from the Davenport Institute for Public Engagement and Civic Leadership. This grant will allow the City to partner with and employ Chabot College students to outreach to the Tennyson neighborhoods on a variety of topics related to the Strategic Initiatives.

A full list of accomplishments, as well as recommendations for modifications to certain timeframes, are detailed in the Discussion section of this report.

BACKGROUND

The Council has four priorities that guide City action: Safe, Clean, Green, and Thrive. These overarching priorities capture the City Council's vision for the Hayward community and have done so for many years.

In November 2016, the City Council held a Council priority setting retreat where they identified three strategic initiatives for the next two years: Complete Streets, Complete Communities and Tennyson Corridor. The identification of strategic initiatives helps to provide clear actions towards the accomplishment of the Council's priorities. In March 2017, the City Manager established interdepartmental strategy teams representing various departments to develop two-year action plans to further advance each of the strategic initiatives.

On June 20, 2017, the City Council adopted the three Strategic Initiative Two-Year Action Plans for Complete Communities, Complete Streets, and the Tennyson Corridor. Since that time, interdepartmental staff teams have continued to facilitate and monitor implementation of the workplans.

The two-year action plans detail each strategic initiative's goals, objectives, and performance measures. Status updates will be routinely presented to the Council on a biannual basis and to the City Management Team on a quarterly basis, affording the City Council and Management Team to track progress and identify any issues hindering the implementation of these plans. Further information on the City's prior activities and accomplishments related to Complete Communities, Complete Streets, and the Tennyson Corridor is detailed in the [June 20th Strategic Initiatives staff report](#).

DISCUSSION

Each of the strategic initiative two-year action plans identified goals and objectives to be completed over the next two years. This staff report details each team's accomplishments over the first six months of implementation, as well as any barriers to completing the tasks outlined in the action plans or recommended changes to the tasks and timeline.

COMPLETE STREETS STRATEGIC INITIATIVE

The Complete Streets Strategic Initiative two-year action plan identified the following three goals:

1. Prioritizing safety for all modes of travel.
2. Providing complete streets that balance the diverse needs of users of the public right-of-way.

3. Maintaining sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.

Accomplishments:

Over the last six months, the following tasks and milestones in the Complete Streets action plan were completed:

- Implementation of existing street repair and rehabilitation programs (Goal 2, Task 2.a.i)
 - Sidewalk Repair Program – repaired sidewalks in 125 locations, totaling 1,872 feet of sidewalk.
 - Pavement Rehab Program – rehabilitated 18.35 lane miles of pavement.
 - Wheelchair Ramp Program – installed 105 curb ramps.
- Complete Shuttle Feasibility Study (Goal 2, Task 2.a.vii)

The final study was presented to Council on September 19, 2017. The report identified a funding cap for full implementation of a shuttle program. Staff will reevaluate the need for a shuttle in two years.

Recommended Modifications:

Staff recommends the following change to the work plan under Goal 1:

- Complete Neighborhood Traffic Calming Study (Goal 1, Task 1.b.i)

This task was originally scheduled to be completed by December 2017. A key staff vacancy has delayed this milestone. A revised draft of the study is scheduled to be presented during an April 2018 Council Work Session. Staff anticipates that the study will be fully completed by Fall 2018.

COMPLETE COMMUNITIES STRATEGIC INITIATIVE

The Complete Communities Strategic Initiative two-year action plan identified the following three goals:

1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.
2. Provide a mix of housing stock for all Hayward residents and community member, including the expansion of affordable housing opportunities and resources.
3. Develop a regulatory toolkit for policy makers.

Accomplishments:

Since the adoption of the strategic initiatives, staff have completed the following tasks in the Complete Communities action plan:

- Adopt, finalize, and implement Business Incentive Program (Goal 1, Task 1.c.4.a)
City Council approved the Economic Development incentives program on November 7, 2017, including a small business grant program, the Commercial Building Improvement Reimbursement Program, and Business Rebate Program.
- Adopt Accessory Dwelling Unit (ADU) ordinance (Goal 2, Task 2.b.1.a)
On October 30, 2017, City Council approved an amendment to the zoning text updating regulations related to ADUs in accordance with state law, including adjusting parking requirements, requiring owner occupancy, and applying utility impact fees.
- Identify development projects to receive first round A1 funding (Goal 1, Task 2.b.1.b)
Staff presented Council with a summary description of affordable rental and home ownership projects in the pipeline and opportunities for leveraging A1 funding for those developments on December 12, 2017.
- Review/update affordable housing ordinance, including fee assessment (Goal 2, Task 2.d.1.a)
Council adjusted affordable housing requirements for new housing developments, including adjusting in-lieu impact fees on November 28, 2017.
- Introduce Cannabis ordinance/bring to Council to put forth standards aligned with State requirements (Goal 3, Task 3.c.2.a)
City Council approved a limit on cannabis retail dispensary permits, changes to the municipal code regarding cannabis sales, cultivation, smoking pollution control, and related land uses during the October 30, 2017 meeting. On December 5, 2017, Council adopted a commercial cannabis permit selection process.

Recommended Modifications:

Staff recommends the following changes to the action plan:

- Create a Housing Division to address and promote equal housing opportunities for all people (Goal 2, 2.a.1.a)
Recommend changing the due date from December 2017 to March 2018 to allow Housing Manager to fully staff division.
- Conduct research and compile a comprehensive list of items to be revised in preparation for updating the Form-Based Code (Goal 3, 3.a.4.a)
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.
- Explore expansion of a second farmer's market location (Goal 1, Task 1.b.2.b)
Recommend changing due date to June 2018 due to a temporary staffing shortage.

Tennyson Corridor Strategic Initiative

The Tennyson Corridor Strategic Initiative two-year action plan identified the following three goals:

1. Work with the community to create a vision plan for the Corridor and catalyst sites to serve as a foundation for long-term planning and policies.
2. Increase pedestrian and cyclist safety.
3. Improve community appearance.
4. Foster a cohesive sense of place.
5. Improve community resiliency.

Accomplishments:

Since the adoption of the strategic initiatives, staff have completed the following tasks in the Tennyson Corridor action plan:

- Work to understand community needs and desires for the Corridor (Goal 1, Objective 1.a)
 - A team of UC Berkeley Urban Planning Master's students worked with 110 students from Mt. Eden High School to discuss assets and challenges in the Tennyson neighborhood and create a map of assets and areas of opportunity in the neighborhood.
 - CSUEB students interviewed 20 business owners about their experiences owning or operating a business along the Tennyson Corridor to better understand what they valued and what concerned them about the neighborhood.

- Staff secured a \$50,000 Water Board grant to do outreach and visioning around the Ward Creek watershed and urban greening.
 - The City received a \$35,000 grant from the Davenport Institute for Public Engagement and Civic Leadership. This grant will allow the City to partner with and employ Chabot College students to conduct outreach to the Tennyson neighborhoods on a variety of topics related to the Strategic Initiatives.
- City will collaborate with Hayward Area Recreation and Parks District on the utilization of F1 funding in the Tennyson Corridor (Goal 1, Task 1.b.1)
City Planning staff has been working closely with HARD regarding upcoming improvements to HARD properties along the Corridor, which will be incorporated into HARD's Master Plan. Funding will be prioritized based on the Master Plan.
 - Lead the development and construction of a new South Hayward Family Center in coordination with community stakeholders (Goal 1, Task 1.c.5)
City staff has worked to coordinate and participate in taskforce meetings comprised of various community partners, participated in the governance group for the SHFC in developing policies, supported the governance group to select a facility operator from among the RFP respondents, participated in architectural design and procurement and supported the governance group in their capital funding development for the SHFC.
 - Support and expand collaboration with Caltrans and Amtrak/Union Pacific Railroad to update crossings to increase safety (Goal 2, Task 2.a.1)
City Staff from multiple departments have been working closely with Union Pacific and Caltrans regarding high conflict crossings in the Corridor. Caltrans will be installing flashing beacons, improving curb ramps and signing and striping at the crosswalks on Tennyson Road at the I-880 ramps in 2018. Staff is working with the Alameda County Transportation Commission to identify safety improvements along the Union Pacific tracks behind Tennyson High School.
 - Add green paint on bike paths in conflict areas (Goal 2, Task 2.a.3)
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.
 - Install additional light poles in the South Hayward Joint Powers Authority (JPA) area (Goal 2, Task 2.d.2)
The lighting upgrade under the overpass where BART crosses Tennyson is complete. Staff is currently evaluating the current lighting level to determine if additional lighting is needed between Dixon and Huntwood. If so, PG&E has already approved 6-8 additional street lights on the north side of Tennyson.
 - Apply for grant money to host pavement-to-garden event
Staff applied for and received a grant from the California Department of Water Resources to do outreach along Tennyson to determine water-related needs, including

urban greening projects like pavement-to-garden. The outreach grant will be completed by fall of 2018, at which point staff plans to apply to get implementation money.

- Expand the Downtown Streets Team to the Corridor (Goal 3, Task 3.b.2)
Secured funding and contracted with Downtown Streets Team for a two-year Tennyson Pilot program beginning January 2018.
- Partner with Keep Hayward Clean and Green (KHCG) on events in the Corridor (Goal 3, Task 3.b.3)
Partnered with KHCG to hold targeted cleanup events including Palma Ceia Park in October and Leidig Court in November. KHCG also works closely with Downtown Streets Team.
- Conduct empathy work and pilot experiments regarding neighborhood branding (Goal 4, Task 4.c.1)
Staff conducted empathy work on neighborhood branding utilizing the Lean Innovation methodology. More robust empathy work and pilot experiments will be conducted within the frame work of the Vision Plan that will be developed in Spring/Summer 2018. Hayward PD has been holding regular community meetings with Tennyson Corridor business owners.
- Completed tasks that align with Complete Communities tasks reported above:
 - Grow participation in the Hayward E.Y.E.S. program (Goal 2, Task 2.c.1)
 - Expand Coffee with a Cop (Goal 2, Task 2.c.2)
 - Expand CodeRED and NIXLE registration (Goal 5, Task 5.c.a)
 - Develop a façade improvement program for businesses (Goal 3, Task 3.c.3)
 - Adopt, finalize, and implement Business Incentive Program (Goal 5, Task 5.e.1)

Recommended Modifications:

Staff recommends the following changes to the work plan:

- Identify pedestrian and bike path improvements in development with the Complete Streets Feasibility Plan (Goal 2, Task 2.a.2)
City Planning staff is writing a MTC grant for submission in March 2018 for a more comprehensive Tennyson Corridor Plan than current funding levels would otherwise allow for, including pedestrian and bike path improvements.
- Partner with Bike East Bay and HUSD to provide classes and safety equipment (Goal 2, Task 2.b.1)
City staff is currently conducting empathy work and pilot experiments on barriers to bicycle usage with classes and safety equipment to be rolled out in Spring 2018 based upon Lean Accelerator findings.

- Partner with Stopwaste and KHCG on Pavement-to-Garden event (Goal 3, Task 3.a.1)
Staff recommends tabling Pavement-to-Garden events until further
community/business outreach and the Tennyson Road study is completed, with a new
due date of June 2019.

- Expand Firehouse Clinic services to include dental clinic (Goal 5, Task 5.b.1)
Firehouse Clinic dental services will be rolled out, with associated promotional campaign, in Spring 2018.
- Expand advertisement of Firehouse Clinic resources for residents (Goal 5, Task 5.b.2)
Staff is currently working with the County on an evaluation of the services and on clinic branding. The due date for this task is postponed to June 2018.
- Install GPS based signal preemption for AC Transit buses (Goal 5, Task 5.d.1)
The signal preemption system was installed in Summer 2017. AC Transit is currently working with Hayward staff upgrading their system to use signal preemption on Hesperian and will explore other Corridors after that project is complete.

Lean Accelerator Projects

In addition to the accomplishments listed above, the Strategic Initiative working groups have formed lean innovation teams to participate in an accelerator program to quickly advance projects related to their action plan goals using the lean innovation process. A two-day kick-off boot camp was held in October to begin the projects, and the teams are currently amid the 12-week intensive accelerator.

Lean Innovation: Complete Streets

The Complete Streets Lean Innovation team began by exploring ways to lessen the effect of street closures on downtown businesses. Staff was concerned with how pavement rehabilitation projects would impact customers' ability to access businesses and reached out to business owners to find out how the City could help mitigate problems caused by closing traffic. The team learned that what business owners wanted most was better communication about when the street closures would occur, how long they would last, and where customers and employees could park in the absence of on-street parking. The team is currently partnering with the Community and Media Relations Division to experiment with different modes of communication and discover what works best.

Lean Innovation: Complete Communities

Two Lean Innovation Accelerator teams are working on projects related to the Complete Communities Strategic Initiative.

One lean innovation team planned to innovate opportunities to leverage Community Development Block Grant (CDBG) funding to assist residents with Accessory Dwelling Unit (ADU) conversions and create more affordable housing in Hayward. As the team reached out to their target customers – homeowners who would be eligible for funding and interested in ADU conversions – they learned that residents who met eligibility requirements weren't interested in conversions, and residents interested in conversions tended to not meet eligibility requirements. Moving forward, the team is reaching out to residents who have

expressed interest in ADU conversions to learn how the City can help them move forward in the process.

Another team set out to pursue public safety issues in multifamily housing. While conducting their first round of empathy work, staff learned any public safety issues experienced by multifamily residents were overshadowed by concern about housing affordability and the cost of rent, a lack of parking, and poor housing conditions. Currently, the group is running a live experiment to determine whether residents who contact the City regarding housing issues are connected with the appropriate services for their situations with the goal of improving the City's service delivery.

Lean Innovation: Tennyson Corridor

The Tennyson Corridor lean innovation team is addressing bicycle and pedestrian safety along the Corridor. With the opportunity to provide bike safety education and equipment through Bike East Bay, staff wanted to ensure that the resources on offer were those that best met residents' needs. The team is reaching out to families through the Weekes Branch Library and homework support programs in elementary schools located near the Corridor to better understand what would help bicyclists feel safer traveling down the Corridor.

FISCAL IMPACT

Staff is currently reviewing the need for additional resources to complete the Strategic Initiative Two-Year Action Plans and will return with a full analysis of fiscal impacts that will be presented in the mid-year budget report.

NEXT STEPS

Staff will incorporate Council's feedback into the action plans and continue to implement the Strategic Initiatives. Staff will report back to Council in six months on implementation progress, including the performance metrics for each Strategic Initiative.

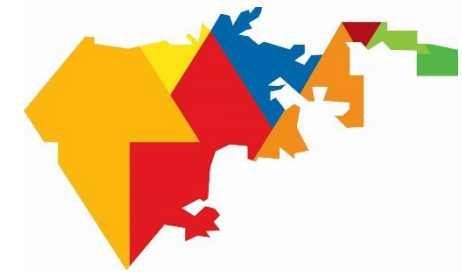
Prepared by: Erik Pearson, Environmental Services Manager
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Gary Nordahl, Building Official
Jeremy Lochirco, Senior Planner
Rachael McNamara, Management Analyst
Laurel James, Management Analyst

Recommended by: Maria A. Hurtado, Assistant City Manager

Approved by:

A handwritten signature in black ink, appearing to read "Kelly McAdoo". The signature is fluid and cursive, with the first name "Kelly" being more prominent than the last name "McAdoo".

Kelly McAdoo, City Manager






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 Complete Citywide Intersection Study	Sr. Transportation Engineer	General Plan Goal Mobility (M)-3; Complete Streets; GP Goal M-4, Local Circulation	June 2019	Green	Existing Conditions Analysis will be presented to Council Infrastructure Committee in 2018. Intersection Study will follow the development of Bike and Pedestrian Master Plan and adoption of Multi-Modal LOS policy.
	1.b. Reduce speeding and aggressive driving behavior through 4 E's i.e. Education, Enforcement, Empowerment and Engineering	1.b.i Complete Neighborhood Traffic Calming Study	Transportation Manager	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	December 2017	Yellow	Project delayed due to staff vacancy. A revised draft of the study will be presented at a Council Work Session in April, 2018. Anticipated date of study to be fully completed by Fall 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	June 2019	Green	Preparation of RFP in December 2018 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	Green	Aligns with the Tennyson Corridor Strategic Initiative. Develop a concept plan for Tennyson Road and apply for local, regional, and federal grant in Fall 2018.
		1.c.ii Hayward Blvd Traffic Calming and Safety Project.	Transportation Manager	GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation	December 2018	Green	Develop a concept plan for Hayward Blvd and apply for local, regional, and federal grant in Fall 2018.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
<p>2. Provide complete streets that balance the diverse needs of users of the public right-of-way.</p>	<p>2.a Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.</p>	<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 	<p>Sr. Civil Engineer</p>	<p>GP Goal M-5, Pedestrian Facilities</p>	<p>Ongoing</p>		<p>Sidewalk Repair Program – repaired sidewalks in 125 locations, totaling 1,872 feet of sidewalk.</p> <p>Pavement Rehab Program – rehabilitated 18.35 lane miles of pavement.</p> <p>Wheelchair Ramp Program – installed 105 curb ramps.</p>
		<p>2.a.ii Implement Main Street Complete Street Project</p>	<p>Sr. Civil Engineer</p>	<p>GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation</p>	<p>June 2019</p>		<p>Alameda CTC awarded a \$1.675 million grant towards the construction of this project.</p> <p>Funding has been delayed and will not be available until October 2018. RFP for detailed design will be issued in fall 2018.</p>
		<p>2.a.iii Mission Blvd Phase 2&3 Corridor Improvements</p>	<p>Sr. Civil Engineer</p>	<p>GP Goal M-3, Complete Streets; GP Goal M-4, Local Circulation</p>	<p>June 2019</p>		<p>Project delayed for PG&E’s undergrounding design work. Phase 2 construction contract was awarded on 1/16/2018.</p> <p>Project will add bike lanes, curb ramps, median landscaping, and streetlights. Sidewalk, crosswalk, bus stops will be added or enhanced.</p>
		<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>Will be developed as part of Citywide Multimodal LOS (Task 2.a.v)</p>

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
		2.a.v Develop a Multi-Modal Level of Service Standard.	Sr. Transportation Engineer	GP Goal M-1, Multimodal Systems; GP Goal HQL-2, Active Living	December 2018		Will be developed as part of Citywide Multimodal Plan (Task 2.a.iv)
		2.a.vi Develop a Bicycle and Pedestrian Master Plan and Safe Routes to School Plan	Transportation Manager	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; GP Goal M-7, Public Transit	March 2019		Will create a pedestrian masterplan and update the bicycle masterplan. Council authorized consultant contract on December 5, 2017.
		2.a.vii 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		Completed. 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.viii 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;	December 2018		Aligns with the Complete Communities Strategic Initiative. DTSP will contain a robust complete streets component.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	Policy Reference	DUE DATE	STATUS	COMMENT
				GP Goal M-6, Bikeways; GP Goal M-7, Public Transit			
		2.a.ix 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		This is an ongoing task to refine processes and train staff internally.
3. Maintain sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.	3.a Establish a sustainable funding mechanism and dedicated funding source to build complete streets network.	3.a.i Determine feasibility of Traffic Impact Fee as a permanent revenue source for development/retrofit of complete streets.	Sr. Transportation Engineer & Transportation Manager	GP Goal M-12, Funding	June 2019		Need to complete the City-wide Intersection Improvement and Multimodal LOS studies before moving forward with this task.
		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.	Sr. Transportation Engineer	GP Goal M-12, Funding	June 2018		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.
		3.a.iii Pursue regional, state and federal grant opportunities related to complete streets implementation.	Sr. Transportation Engineer	GP Goal M-12, Funding	Ongoing		Staff apply for grants every year. Proposed Traffic Impact Fees could be set aside that could provide matching funds for grants.
		3.a.iv Evaluate how complete streets projects can be incorporated into the CIP on a prioritized basis.	Transportation Manager & Public Work – Management Analyst	GP Goal M-12, Funding	Ongoing		All roadway projects will incorporate elements of Complete Streets Policy
	3.b Establish a maintenance plan for complete streets projects	3.b.i Develop and implement best practices related to ongoing maintenance of facilities.	Streets Maintenance Manager	Goal Public Facilities and Services (PFS)-1, General Public Facilities and Services	June 2019		

-  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

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



ATTACHMENT III

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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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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		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		<u>Adopted November 2017</u>
			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		Budgeted

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



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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		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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TWO-YEAR ACTION PLAN (FY 2018 & 2019)



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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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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
			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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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
			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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GOALS	OBJECTIVES	ACTION	TASK	LEAD STAFF	POLICY	DUE DATE	STATUS	COMMENT
		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/Expeditor	Ongoing: Consistent with GP GOAL ED1-6	September 2018		

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.

Status Color

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



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.

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



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		<p>A team of UC Berkeley Urban Planning Master’s students worked with 110 students from Mt. Eden High School to discuss assets and challenges in the Tennyson neighborhood and create a map of assets and areas of opportunity in the neighborhood.</p> <p>CSUEB 20 students interviewed business owners about their experiences owning or operating a business along the Tennyson Corridor to better understand what they valued and what concerned them about the neighborhood.</p> <p>Staff secured a \$50,000 Water Board grant to do outreach and visioning around the Ward Creek watershed and urban greening.</p> <p>Tennyson Corridor team applied for and was awarded a \$50,000 grant to support civic engagement from the Davenport Institute. This grant will allow the City to partner with Chabot College students to outreach to the Tennyson neighborhoods on a variety of topics related to the Strategic Initiatives.</p>
		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		Utilize existing groups along the Corridor to serve as liaisons and conveners, such as the South Hayward Collaborative, the Tennyson Corridor Committee, Glad Tidings, HUSD parent groups, and HARD. Will be completed through Davenport grant.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		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		Aligns with Complete Streets Strategic Initiative (1.c.i) Utilize existing groups along the Corridor to serve as liaisons and conveners.
	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		City Planning staff has been working closely with HARD regarding upcoming improvements to HARD properties along the Corridor, which will be incorporated into HARD's Master Plan. Funding will be prioritized based on the Master Plan.
		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		Aligns with Complete Streets Strategic Initiative (3.a.i)
		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		Once the Vision Plan has been completed through the Davenport Grant, staff will review the need and resources available for a "Specific Plan" for the Tennyson Corridor
		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		Completed
		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
		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
		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		On going

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		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"> • 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		Aligns with Complete Streets Strategic Initiative (1.c.i) City Staff from multiple departments have been working closely with Union Pacific and Caltrans regarding high conflict crossings in the Corridor. Caltrans will be installing flashing beacons, improving curb ramps and signing and striping at the crosswalks on Tennyson Road at the I-880 ramps in 2018. Staff is working with Alameda County Transportation Commission to identify safety improvements along the Union Pacific tracks behind Tennyson High School.
		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, 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 M-6.2, M-6.3 M-9, M-9.1	Jun 2018		City Staff is writing an MTC grant for submission in March 2018 for a more comprehensive Tennyson Corridor Plan than current funding levels would otherwise allow for, including pedestrian and bike path improvements. Aligns with Complete Streets Strategic Initiative (1.c.i) City Staff has been working closely with the community regarding cyclists and pedestrian needs, including community meetings regarding potential new greenways.
		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		Aligns with Complete Streets Strategic Initiative (2.a.i) 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.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	2.b. Increase bicycle safety education	2.b.1 Partner with Bike East Bay and HUSD 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	Dec 2017		Staff is currently conducting a Lean Accelerator regarding the scope of equipment and education that the community is interested in. Bike East Bay is ready to collaborate and has provided cost and educational information. Staff anticipates holding the actual classes in Spring of 2018
	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	Sep 2017 and 2018		Aligns with Complete Communities Strategic Initiative (1.a.1) Baseline data has been gathered.
		2.c.2. Expand the Coffee with a Cop, Neighborhood Alert, and other engagement models to support community based public safety programs <ul style="list-style-type: none"> • Increase outreach for Neighborhood Alert • Identify new locations for Coffee with Cops with higher community turn out, including schools and churches • 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	Sep 2017 and 2018		Aligns with Complete Communities Strategic Initiative (1.a.1 and 1.a.3) baseline data has been gathered.
		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		
		2.c.4. Explore the need for increased HPD bike patrol along Tennyson <ul style="list-style-type: none"> • Analyze outcomes of currently existing bike patrol officers (crime stats pre-post officer posting) • Analyze gaps in service to the Tennyson Corridor that could be solved using additional patrol officers • Explore funding mechanisms for additional bike patrol or community policing officers in Tennyson Corridor 	Crime Analysis Unit	CS-2.2 CS-2.1 CS-2.3	Jun 2019		

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	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		
		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"> • Shift focus of FY 18 landscaping to Tennyson Corridor • Install two weather based irrigation controllers on Corridor for irrigation needs in Fall of 201 	Landscape Maintenance Manager	LU-4.11	Jun 2018		New landscaping improvements at the South Hayward BART Station completed in Fall of 2017.
		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	Dec 2017		Staff recommends tabling Pavement-to-Garden events until further community/business outreach and the Tennyson Road study is completed, with a new due date of June 2019.
	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 	Maintenance Services, Code Enforcement, CMO Management Analyst, Solid Waste Manager	PFS-7.2 ED-5.4	Jun 2018		Launched What Works City team on illegal dumping in late 2017.

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Bring recommended changes to Council 					
		3.b.2 Expand the Downtown Streets Team program to the Tennyson Corridor <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 	L&CS Management Analyst	ED-5.4	Dec 2017		Secured funding and contracted with Downtown Streets Team for a 2-year Tennyson Pilot program beginning January 2018.
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		Partnered with KHCG to hold targeted cleanup events including Palma Ceia Park in October and Leidig Court in November. KHCG also works closely with Downtown Streets Team.
		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		
		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		
	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 2019		Focus on high impact parcels, such as bus stops, intersection at Hesperian and Union Pacific Railroad
		3.c.2. Target the Housing Rehabilitation Program to homes along the Corridor	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018		Measure A1 funds can be utilized for rehabilitation

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<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 Development of multi-lingual informational materials and applications regarding the Housing Rehab Program 					
		<p>3.c.3. Develop a façade improvement program for businesses</p> <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 Manager	SR1.D SR1.C ED-5.4	Jun 2019		<p>Aligns with Complete Communities Strategic Initiative (1.c.2)</p> <p>Adopted Business Incentive Program for Façade Improvements for local businesses. Economic Development has already begun reviewing applications for improvements.</p>
4. Foster a Cohesive Sense of Place	4.a. Identify possible locations and a cohesive theme for public art along the corridor	<p>4.a.1. Public Art & Innovation Master Plan</p> <ul style="list-style-type: none"> Continue expanding the mural program Identify potential locations for murals through Master Art Plan guidelines Create a cohesive public art theme along the Corridor as part of the Master Art Plan Work with local artists on the implementation of the Master Art Plan Work with HUSD to involve students in the mural program 	Deputy Director of Development Services	ED-5.3 ED-5.4 HQL 5.1	Jun 2019		<p>Aligns with Complete Communities Strategic Initiative (1.c.3)</p> <p>Book to Action mural is being developed for completion in May 2018 in collaboration with Cal State East Bay near Patrick Ave.</p>
	4.b. Increase City sponsored events and projects in the Tennyson Community	<p>4.b.1. Facilitate a Cesar Chavez Day event</p> <ul style="list-style-type: none"> Identify appropriate timeline for event Identify stakeholder and local business partners, including HUSD Collaborate with Hayward Chamber to develop an event timeline Identify sponsor organization 	Economic Development Specialist	EDSP – BM3	Jun 2018		Aligns with Complete Communities Strategic Initiative (1.e.1)

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		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		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"> 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	Dec 2018		Aligns with Complete Communities Strategic Initiative (1.b.2.b)
	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"> Reach out to business owners, residents, schools, 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 	Communications and Media Relations Division, Economic Development Division	GP HQL -5.5	Dec 2017		Conducted empathy work on neighborhood branding utilizing the Lean Innovation methodology. More robust empathy work and pilot experiments will be conducted within the frame work of the Vision Plan that will be developed in Spring/Summer 2018. Hayward PD has been holding regular community meetings with Tennyson Corridor business owners.
		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		
	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 	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> 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 5.a.1 Pilot “Mobile City Hall” at schools 					
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		
	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	Dec 2017		Dental Clinic is in place and should be opening shortly, Spring 2018
		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		Staff is currently working with the County on an evaluation of services and clinic branding. The due date for this task is postponed to June 2018.
	5.c. Increase resident emergency preparedness	5.c.1. Increase opportunities to be 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	Mar 2018		Aligns with Complete Communities Strategic Initiative (1.d.1.b)
		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 	Fire PIO/HPD PIO/Communications & Media Relations Division	CS 5.11	Dec 2017		Completed and ongoing

GOAL	OBJECTIVE	ACTION/TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Increase the number of residents who are signed up for CodeRED and Nixle alerts 					
		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		
	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		Installation completed, data collection is ongoing. 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		
	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		Aligns with Complete Communities Strategic Initiative (1.c.4.a)
		5.e.2 Develop business accelerator	Economic Dev Manager Community Services Manager	ED1-3	Jun 2018		Complete Communities is responsible for the timeline of these economic development programs Incentive program was approved by Council and incubator is currently under development with Economic Development team.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	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	Mar 2018		Aligns with Complete Communities Strategic Initiative (1.d.2)
		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	Mar and Sep 2018 and 2019		Aligns with Complete Communities Strategic Initiative (1.d.2)

- 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/mailed 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