

**TENNYSON CORRIDOR STRATEGY
TWO-YEAR BUSINESS PLAN (FY 2018 & 2019)**



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		
		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
		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		
		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)

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		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		
	1.c. Lead the development and construction of a new South Hayward Family Center (SHFC) in coordination with community stakeholders	1.c.1 Coordinate and participate in taskforce meetings comprised of community partners	Director of Library & Community Services	HQL 12.1-12.6, 12.8	Dec 2017		
		1.c.2 Coordinate and participate in governance group meetings comprised of community partners	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.3 Support the governance group to select facility operator(s) from among RFP respondents	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.4 Support the governance group the architectural design selection and procurement methods	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.5 Support the governance group in their capital funding development of the SHFC	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		
		1.c.6 Construction phase	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	June 2018		
		1.c.7 Project Close-Out	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2020		
2. Increase Pedestrian and Bicyclist Safety	2.a. Enhance protected bike and pedestrian ways	2.a.1. Support and expand collaboration with Caltrans and AMTRAK to update crossings to increase safety <ul style="list-style-type: none"> 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)

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		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		Aligns with Complete Streets Strategic Initiative (1.c.i)
		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)
	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		
	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)
		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)

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		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		
	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				Aligns with Complete Streets Strategic Initiative (2.a.i)
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		
		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 	UES Management Analyst	PFS-5.4 LU-4.11	Dec 2017		Survey area for site opportunities FY 18

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		<ul style="list-style-type: none"> Map possible future sites along Tennyson 					
	3.b. Decrease dumping and litter	3.b.1. Use data and evidence driven approaches to address illegal dumping <ul style="list-style-type: none"> Complete analysis of illegal dumping and bulky pickup maps using GIS Conduct empathy interviews with multi-family housing stakeholders Test program design changes, including possible rewards, in collaboration with landlords, tenants, and Waste Management Bring recommended changes to Council 	Maintenance Services, Code Enforcement, CMO Management Analyst, Solid Waste Manager	PFS-7.2 ED-5.4	Jun 2018		
		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		Can utilize additional CDBG Program Income that was not originally part of the FY 18 budget
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		
		3.b.4. Run Litterati competition in partnership with Tennyson schools <ul style="list-style-type: none"> 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		




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	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 <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 	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018		Measure A1 funds can be utilized for rehabilitation
		3.c.3. Develop a façade improvement program for businesses <ul style="list-style-type: none"> • Design incentives to existing and new service/retail businesses to approve building appearances • Develop outreach campaign to Corridor business and property owners for improvements rebates • Develop application process for Corridor property owners and business tenants 	Economic Development Manager	SR1.D SR1.C ED-5.4	Jun 2019		Aligns with Complete Communities Strategic Initiative (1.c.2)

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4. Foster a Cohesive Sense of Place	4.a. Identify possible locations and a cohesive theme for public art along the corridor	4.a.1. Public Art & Innovation Master Plan <ul style="list-style-type: none"> 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		Aligns with Complete Communities Strategic Initiative (1.c.3) Complete Communities is responsible for the timeline of the Master Art Plan
	4.b. Increase City sponsored events and projects in the Tennyson Community	4.b.1. Facilitate a Cesar Chavez Day event <ul style="list-style-type: none"> Identify appropriate timeline for event Identify stakeholder and local business partners, 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)
		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 	Communications and Media Relations Division, Economic Development Division	GP HQL -5.5	Dec 2017		Get HEART list from Stacey Bristow and ask to utilize the teams for survey and empathy work Prioritize creating neighborhood branding so this can be communicated to developers as new projects are built

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		<ul style="list-style-type: none"> 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 					
		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 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 	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		
5. Increase Community Resiliency	5.a. Increase awareness of and access to City Services	5.a.1. Pilot “Mobile City Hall” at schools <ul style="list-style-type: none"> 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	Dec 2017		

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				HQL 4.1 HQL1.2			
		5.b.2. Expand advertisement of Firehouse Clinic and education of resources for residents	Fire PIO/Communications & Media Relations Division	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1 HQL1.2	Dec 2017		New logo and postcards are in the works. PBS to film piece on the clinic and Brianne will make sure we have the footage
	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 • Increase the number of residents who are signed up for CodeRED and Nixle alerts 	Fire PIO/HPD PIO/Communications & Media Relations Division	CS 5.11	Dec 2017		
		5.c.3. Expansion of the City's Brace and Bolt Program <ul style="list-style-type: none"> • 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		Working with AC Transit on cost recovery

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		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
	5.f. Reduce resident utility bills through efficiency	5.e.1 Conduct outreach to encourage community members to not opt out of East Bay Community Energy, which should provide cheaper, greener energy to residents and businesses	Environmental Services Manager	NR-4	Jun 2018		
		5.e.2 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.3 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 stakeholders who support Council adoption of the Vision Plan when it is brought before Council
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