

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 - Create initial list of stakeholders and set up one-on-one meetings - Launch empathy interviews to identify long range goals and objectives for the corridor - Create on-line survey to solicit feedback	Planning Division, CMO, Lean Innovation Team	CS-1.1 CS-1.7 CS-5.2 LU-1.4 LU-4 LU-4.1 LU-4.2 CS-5.2 HQL-5.1	Jun 2018		Through an outreach grant from the Davenport Institute, the City has partnered with Chabot College to interview over 200 community stakeholders. Staff has also launched a website and online survey, which can be found at: www.Hayward-ca.gov/TennysonThrives
		1.a.2. Host community visioning sessions - Design visioning process based on insight from empathy interviews - Host multiple visioning exercises/charrette-type activities with stakeholders at central meeting locations along the Corridor	Planning Division, CMO, Lean Innovation Team		Dec 2018		The FY19 budget included funding to continue supporting the partnership with the Chabot College Student Initiative Center, who will work with staff to host visioning sessions in fall of 2018.
		1.a.3. Ensure active stakeholder involvement in the creation of the Tennyson Road Complete Streets Feasibility Study - Set a goal for community involvement - Connect any relevant staff or consultants with stakeholders and coordinate appropriate outreach methods	Sr. Transportation Engineer	M-3.2 M-3.3 M-3.10	Dec 2018		The Tennyson Road Complete Streets Feasibility Study is postponed until there are sufficient staffing levels to manage the project. The anticipated start date is early in 2019.
	1.b. Identify funding options for future Tennyson Corridor planning, improvements, and infrastructure	1.b.1. City will collaborate with HARD on the utilization of F1 funding in the Tennyson Corridor	Planning Division	HQL-10.17 HQL-11.6 HQL-12.4	Dec 2017		Completed in past update Ongoing
		1.b.2. Research and make recommendations regarding the implementation of an Enhanced Infrastructure Financing District	CMO Analyst, E&T Analyst	M-12 M-12.3 M-12.4	Jun 2018		Staff has conducted preliminary research. Further research and recommendations are postponed until there is additional staff capacity.
		1.b.3. Research and make recommendations regarding assessment of Traffic Impact Fees for new development projects	Associate Transportation Engineer/Senior Planner	M-12 M-12.3 M-12.4	Jun 2018		Due to staffing shortages and competing priorities, this task has been delayed until FY20.

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		1.b.4. Research planning grants to conduct a “Specific Plan Light” planning process for the Tennyson Corridor - Work with regional partners to identify future planning grants - Identify local funding match for new Plan	Deputy Director of Development Services/Planning Division	M-8.7 M-12 M-12.1 M-12.2 M-12.3 M-12.4	Jun 2019		Staff is exploring a possible partnership with Cal Poly to support this work.
	1.c. Lead the development and construction of a new South Hayward Family Center (SHFC) in coordination with community stakeholders	1.c.1 Coordinate and participate in taskforce meetings comprised of community partners	Director of Library & Community Services	HQL 12.1-12.6, 12.8	Dec 2017		Completed in past update
		1.c.2 Coordinate and participate in governance group meetings comprised of community partners	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.3 Support the governance group to select facility operator(s) from among RFP respondents	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.4 Support the governance group the architectural design selection and procurement methods	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.5 Support the governance group in their capital funding development of the SHFC	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.6 Construction phase	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	June 2018		This phase of the project is moving forward, but is behind the originally stated due date.
		1.c.7 Project Close-Out	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2020		This phase of the project is moving forward, but is behind the originally stated due date.
1. Increase Pedestrian and Bicycle Safety	2.a. Enhance protected bike and pedestrian ways	2.a.1. Support and expand collaboration with Caltrans and Union Pacific to update crossings to increase safety - Create a list of desired safety features - Schedule regular check-ins with City Staff, Caltrans and Amtrak regarding high conflict crossings - Collaborate with partners to ensure that cyclist and pedestrian safety is represented in ways such as including bike lanes	Transportation Manager	M-1.1 M-1.6 M-2.3 M-2.4 M-3.1 M-3.10 M-5.6 M-5.7 M-7.2, M-7.6	Dec 2017		The Alameda County Transportation Commission (ACTC) is in the process of completing a series of recommendations to help mitigate the pedestrian fatalities that have occurred in the corridor. This report should be completed in the Fall of 2018 with recommendations and funding opportunities.
		2.a.2. Identify and pilot possible pedestrian and bike path improvements in coordination with development of the Complete Streets Feasibility Plan - Pop-up bike lanes - Adopt-A-Crosswalk Program - Bike rack installations	Transportation Division, Streets Manager, Environmental Services Manager, UES Management Analyst	M-1.1, M-9.1 M-1.2, M-1.6 M-3, M-3.1 M-3.2, M-3.3 M-3.10, M-3.12 M-5, M5.1 M-5.2, M-5.6 M-6.2, M-6.3	Jun 2018		This task has been folded into the on-going Bike-Ped Masterplan Update, which has a Technical Advisory Group that includes Bike East Bay. There will be several popup events in FY19 associated with this Update. Staff spent several dozen hours over the past six months assessing the costs and constraints associated with popup bike lanes and continues to evaluate where and when such an event would be most impactful with the least amount of risk. In addition,

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							staff partnered over the past six months to assist the planners of the Bike Rodeo on June 30th from 11am to 3pm at Mt. Eden Park.
		2.a.3. Add green paint on bike paths in conflict areas - Utilize existing data to determine the sections of bike path with the greatest need - Schedule upgrades to identified bike paths	Streets Manager	M-6.2 M-6.3 M-3	Jun 2018		Completed in past update: Green paint has been installed in the bike lanes on Tennyson from Mission to Hesperian at all conflict areas. Conflict areas are where bikes may need to interact with cars, such as the beginning and end of an intersection.
	2.b. Increase bicycle safety education	2.b.1 Partner with Bike East Bay to provide classes and safety equipment - Collaborate with Bike East Bay's "Eden Area" representative to expand their presence to currently scheduled City events such as the Summer Reading Fair, Words for Lunch - Collaborate with local wholesalers and BEB to develop a bike light giveaway and installation program	Environmental Services Manager	M-1.8 M-6.6	June 2018		See the comments for 2.a.2
		2.c.1. Grow participation in the Hayward EYES program Community outreach to private property owners to increase education and participation in the program	Crime Prevention Specialist	CS-2.1 CS 11.1	Sept 2018		
	2.c. Collaborate with community members to improve public safety	2.c.2. Expand the Coffee with a Cop and other engagement models to support community based public safety programs - Identify new locations for Coffee with Cops with higher community turn out - Hold additional Coffee with a Cop if warranted - Research holding a National Night Out Event - Support and improve resident use of Next Door - Explore and pilot new opportunities for positive interactions between public safety and the community	Crime Prevention Specialist, L&CS Management Analyst	CS 1.1 CS 1.2	Sept 2018		
		2.c.3. Work with BART police to expand on-site patrols at the South Hayward BART station and adjacent streets - Schedule regular check-ins with BART PD - Support and improve existing relationships with BART PD and HPD/COH Maintenance Dept - Identify and funding/MOU/or other resources necessary to increase patrolling by BART PD	HPD Staff Sergeant	CS 2.10	Jun 2018		HPD is in continuous contact with BART police. There are no current plans to exempt on-site patrols at the South Hayward station.
		2.c.4. Explore the need for increased HPD bike patrol along Tennyson - Analysis of outcomes of currently existing bike patrol officers (crime stats pre-post officer posting) - Analysis of gaps in service to the Tennyson Corridor that could be solved using additional patrol officers	Crime Analysis Unit	CS-2.2 CS-2.1 CS-2.3	Jun 2019		

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		Explore funding mechanisms for additional bike patrol or community policing officers in Tennyson Corridor					
	2.d. Improve safety through increased lighting	2.d.1. Create Lighting Incentive Program - Research incentive programs in other jurisdictions for private property owners to upgrade lighting - Identify rebates and funding opportunities for the lighting program (PG&E, East Bay Community Energy, etc) - Identify 3 pilot locations for test lighting incentive program	Economic Development Specialist, UES Management Analyst	CS-1.10 LU-4.4	Dec 2018		This incentive program is postponed indefinitely until there are sufficient staffing levels to design and test the concept.
		2.d.2. Install additional light poles in South Hayward BART JPA area to improve visibility on pedestrian walkways near public transit	South Hayward BART JPA		Dec 2017		Completed at past update
		3.a.1. Update existing landscaping along the Corridor - Shift focus of FY 18 landscaping to Tennyson Corridor - Install two weather-based irrigation controllers on Corridor for irrigation needs in Fall of 2019	Landscape Maintenance Manager	LU-4.11	Jun 2018		Staff has completed updates to the landscape surrounding the South Hayward BART Station. Staff has begun the manual preparations to upgrade medians on the eastern end of the Corridor. Staff will continue to upgrade medians throughout FY19.
	3.a. Enhance landscaping	3.a.2. Partner with Stopwaste and KHCG to apply for grant money to host at least one Pavement-to-Garden event - Identify stakeholder partners for pilot site - Design and implement pilot site - Based on lessons learned, design pavement-to-garden program to prepare for grant applications - Map possible future sites along Tennyson	UES Management Analyst	PFS-5.4 LU-4.11	Jun 2019		Staff has received a Disadvantaged Communities Outreach grant from the Department of Water Resources. Staff is working with CYES and Chabot to conduct outreach, at which point staff will complete applications for implementation funding.
3. Improve Community Appearance	3.b. Decrease dumping and litter	3.b.1. Use data and evidence driven approaches to address illegal dumping - 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		Over the past six months, staff has created data governance goals and a data inventory in partnership with Bloomberg Philanthropies' What Works Cities Initiative. Based on this work, staff has prioritized the evaluation of the Access Hayward structure.
		3.b.2 Expand the Downtown Streets Team program to the Tennyson Corridor	L&CS Management Analyst	ED-5.4	Dec 2017		The Downtown Streets team pilot continues to run along the Tennyson Corridor. Since January, DST has been cleaning Tennyson Rd every Wednesday-Friday from 8am-12pm. DST currently has 31

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		- Negotiate a pilot expansion of the Downtown Streets to the Tennyson Corridor - Annual reporting on accomplishments related to: assistance provided to participants, litter picked up, housing assistance to participants					Team Members. 10 individuals have reached beyond 90-day employment and 17 people have gone from homeless to housed. The DST team will provide an annual report at the end of the calendar year.
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		Cleanups at Tyrell Elementary on 2/24/18 and Ruus Park on 3/24/18 and the Annual City cleanup at Weekes Park on 5/12/18
		3.b.4. Run Litterati competition in partnership with Tennyson schools - Continue to build on the partnership with Tennyson High School to grow this annual competition to pick-up trash and increase anti-littering education - Expand to neighborhood middle schools	UES Management Analyst	ED-5.4 NR-18 NR-6.8	Jun 2018		The City held the 2018 Litterati contest in April. Staff is continuing to explore ways to increase participation in future years.
		3.b.5. Audit of pedestrian trash cans - Update the public trash can map along Tennyson - Coordinate with WMAC and AC Transit to ensure adequate trash service - Identify "hot spots" using data and update trash can locations as needed	Solid Waste Manager, UES Management Analyst	PFS-7.8 M-5.5 NR-6.8	Jun 2018		The Solid Waste Division maintains an ongoing map inventory of the City's public trash cans, which are serviced by Waste Management. The map included photos of existing conditions, including hot spots, and recommendations for moving or adding cans.
	3.c. Decrease blight	3.c.1. Support Code Enforcement to identify gaps in code compliance along the Corridor and work with property owners to abate violations - Assist Code Enforcement to develop a corridor improvement program event - Develop educational outreach (letters, mailers, media) before beginning enforcement efforts - Develop a research method to identify existing landscape & sign requirements for businesses that may be out of compliance	Code Enforcement Division	HQL-5.6	June 2018 and June 2019		Given current Code Enforcement priorities and staffing capacity, additional work along the Tennyson Corridor that is above-and-beyond daily operations has been placed on hold and will be reconsidered in spring 2019
		3.c.2. Target the Housing Rehabilitation Program to homes along the Corridor - Identify current housing conditions via housing stock study - Hold educational meetings for members of the community and COH Codes Enforcement Staff regarding the program - Targeted marketing and HEART team work in the Tennyson Corridor	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018 and 2019		The Housing Rehabilitation Program will be partnering with outside agencies to administer the program in FY 19. The housing stock study and targeted marketing components are postponed during this transition. Informational meetings for Code Enforcement will take place Fall FY 19.

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		Development of multi-lingual informational materials and applications regarding the Housing Rehab Program					
		3.c.3. Develop a façade improvement program for businesses - Design incentives to existing and new service/retail businesses to approve building appearances - Develop outreach campaign to Corridor business and property owners for improvements rebates - Develop application process for Corridor property owners and business tenants	Economic Development Specialist	SR1.D SR1.C ED-5.4	Jun 2018		Staff has conducted extensive outreach to all businesses on Tennyson Road to inform them of the City's façade improvement program. Thus far, 16 businesses have been approved for the program, at \$10,000 each. Three businesses have completed their upgrades.
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 - Interviews with residents and businesses regarding the mural program - Identify potential locations for murals - Develop a mural plan which creates a cohesive aesthetic along the Corridor - Work with local artists on the implementation of the Corridor mural plan - Assist HUSD in curating and identifying appropriate students to participate in mural arts program	Deputy Director of Development Services	ED-5.3 ED-5.4 HQL 5.1	Jun 2019		The City's mural program participated in the community resource fair at Weekes Park on May 12, 2018 to allow the community to view and vote on designs for public art. Staff completed a grant application for the Bloomberg Public Art Challenge, which would bring \$1,000,000 in art funding to South Hayward. The City will hear back by fall 2018.
	4.b. Increase city sponsored events and projects in the Tennyson Community	4.b.1. Facilitate a Cesar Chavez Day event - Identify appropriate timeline for event - Identify stakeholder and local business partners - Collaborate with Hayward Chamber to develop an event timeline - Identify sponsor organization	Economic Development Specialist	EDSP – BM3	Jun 2018		Due to lack of staff, there was no event in 2018. Staff is pursuing partnerships to host an event in 2019.
		4.b.2. Support and develop sustainable neighborhood based funding for small projects - Assist residents in applying for Neighborhood Improvement Program microgrants - Support community-based fundraising events	Assistant to the City Manager, Community Services Division	GP HQL -5.5 HQL 5.1	Jun 2018		The FY19 budget included additional NIP funding to support small neighborhood project. Staff will use lean innovation to improve the funding process model that the City uses.
		4.b.3. Explore possibility of a second Hayward farmer's market location along the Tennyson Corridor - Utilize HEART teams to determine need and potential locations for a Farmer's Market - Collaborate with partner organizations to host Farmers Market - Assist in the acquiring any necessary permitting for partner groups	Economic Development Specialist	GP HQL – 5.2 HQL -5.1 HQP 3.4	Jun 2018		Economic Development staff is in conversation with the Agricultural Institute of Marin about a potential second market in South Hayward. AIM is reviewing the feasibility.
		4.c.1 Conduct empathy work and pilot experiments to determine community interest in and feasibility of	Communications and Media Relations	GP HQL -5.5	Dec 2017		Completed in last update

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	4c. Explore using branding and signage to identify the corridor	neighborhood branding, gateway markers, and/or wayfinding signage - Reach out to business owners, residents, and other community members to learn about their needs - Identify possible appropriate branding and signage opportunities - Pilot promising projects and get feedback - Bring recommendations to community members and Council for final input and to collaboratively identify funding sources	Division, Economic Development Division				
		4.c.2 Work to rename a street (possibly Leidig Ct) to Cesar Chavez Street - 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. - Conduct empathy work and visioning exercises to understand community needs and desires - Explore partnerships to tap into innovative placemaking ideas and solutions (e.g., Urban Land Institute Technical Assistance Panels) - Conduct pilots/lean experiments - Identify appropriate placemaking projects and work with community members to secure funding for permanent installation	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		The Chabot Student Initiative Center will be distributing the NIP money this fall to neighborhood-led placemaking projects.
5. Increase Community Resiliency	5.a. Increase awareness of and access to City Services	5.a.1. Pilot "Mobile City Hall" at schools - Reconvene the lean innovation team - Conduct experiments and additional empathy work to test assumptions and refine solution - Design the outreach program based on lessons learned - Make recommendations, request resources and launch program	Mobile City Hall Lean Innovation Team	GP HQL 9.1 – 9.3 PFS 1 PFS 2.1	Jun 2018		This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
	5.b. Increase the number of residents with medical and dental service access	5.b.1. Firehouse clinic expanding to include dental services	Fire Chief	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1	Jun 2018		The dental chairs in in the process of being installed and the service should begin by late summer/early fall

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				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	Jun 2018		Staff has completed the webpage that links to the PBS Documentary. Postcards are in the works.
	5.c. Increase resident emergency preparedness	5.c.1. Increase opportunities to be become CERT/NERT certified - Increase CERT trainings held in Spanish language - Establish a Neighborhood Emergency Response Team (NERT) program in which community-based CERT certified individuals will train their neighbors - Determine the need/feasibility of CERT trainings in additional languages	CERT Coordinator	CS-5.4	Jun 2018		Staff has completed the development of the new Neighborhood Emergency Response Team (NERT) program, which will be rolled out in FY19 when the program budget becomes available. Staff has created a program webpage, map, and flyer and has begun recruitment. The target for FY19 is to host twelve NERT classes in South Hayward and to train 240 South Hayward community members.
		5.c.2. Support and expand outreach regarding CodeRED notification system and Nixle - Informational campaign and community outreach regarding programs - Increase the number of residents who are signed up for CodeRED and Nixle alerts	Fire PIO/HPD PIO/Communication s & Media Relations Division	CS 5.11	Dec 2017		Completed in past update Ongoing
		5.c.3. Expansion of the City's Brace and Bolt Program - Targeted outreach to homeowners in special populations and extremely low-income households - Explore funding mechanisms to expand the Brace and Bolt program, from CDBG funded home-owner based program, to allow for seismic retrofits for rental properties	CMO Management Analyst & L&CS Management Analyst	HAZ-2.9	Jun 2018		The program has expanded its pool of FEMA certified contractors available to complete projects. Targeted outreach to low-income census tracts with potential eligible applicants is ongoing.
	5.d. Increase access to effective public transit	5.d.1. Install GPS based traffic Signal Preemption for AC Transit buses - Develop and execute agreement with Alameda County Transit for the cost recovery associated with installation - Installation of GPS based preemption devices - Review and report out data regarding reduction in traffic wait times and ridership	Transportation Manager	HQL 4.2 M 7.2	Dec 2017		The installation has been completed. AC Transit currently working with City Staff for upgrading their system to use signal preemption on Hesperian and will explore other Corridors after that project is complete.
		5.d.2. Coordinate with local service providers and transit agencies to promote the City's Paratransit Program - Analysis in service gaps in the Corridor based upon currently existing Paratransit client database - Develop taxi service marketing campaign and materials in multiple languages - Public outreach using the HEART team	Community Services Manager/Paratransit Coordinator	HQL 6.7 HQL 4.2 M7.2 M 7.12	Jun 2018		The Community Services Division has commissioned a City of Hayward Needs Assessment to identify service gaps in the following areas: transportation, housing, health services and employment. The assessment is scheduled for completion in Fall FY 19. The HOP is partnering with the City of Fremont and LIFE Eldercare to contract with transportation network company LYFT to serve seniors and

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							people with disabilities. The service is scheduled to launch in Winter FY 19.
	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		Completed in past update Ongoing
		5.e.2. Develop business accelerator	Economic Dev Manager Community Services Manager	ED1-3	Jun 2018		The City has engaged a potential operator of a pilot business accelerator, but given current Economic Development and Community Services priorities, staffing capacity, and resources, the business accelerator pilot has been placed on hold and likely will not be re-initiated until FY20. Economic Development is currently prioritizing the façade improvement program along Tennyson.
	5.f. Reduce resident utility bills through efficiency	5.e.1. Pilot utilities “class” for multifamily property owners - Work with Stopwaste to create pilot curriculum - Identify ten property owners for pilot class - Host the class, which will teach ways to achieve utility savings for water, sewer, energy and garbage, including bill analysis, coaching, and tours If effective, expand pilot to reach more property owners	UES Management Analyst	NR-4	June 2018		This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
		5.e.2. Target outreach for the PAYS, CYES, Water Rebate, Grid Alternative and Sun Shares programs to residents and property managers along Tennyson - Map target blocks with service providers and collect baseline utility usage - Conduct marketing campaigns - Track program participation and utility savings to measure impact	UES Management Analyst	NR-4	Jun 2018		Staff has received grant funding to hire CYES staff to work specifically in the Tennyson neighborhoods in the 2018 summer. In addition, East Bay Energy Watch’s Smart Light Program visited 199 businesses, conducted 20 audits and are following up with 40 businesses.

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