

# **CITY OF HAYWARD**

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)



CITY OF  
**HAYWARD**  
HEART OF THE BAY

## **Agenda**

**Tuesday, September 19, 2017**

**7:00 PM**

**Council Chambers**

## **City Council**

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

**CITY COUNCIL MEETING****CALL TO ORDER Pledge of Allegiance: Council Member Peixoto****ROLL CALL****CLOSED SESSION ANNOUNCEMENT**

July 25, 2017

September 19, 2017

**PUBLIC COMMENTS**

*The Public Comment section provides an opportunity to address the City Council on items not listed on the agenda 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.*

**BOARDS AND COMMISSIONS**

1. [APPT 17-003](#) Appointments and Reappointments to the Community Services Commission, Downtown Hayward Business Improvement Area Advisory Board, Keep Hayward Clean and Green Task Force, Library Commission, and Planning Commission (Report from City Clerk Lens)

**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Resolution](#)

**ACTION ITEMS**

*The Council will permit comment as each item is called for the Consent Calendar, Public Hearings, and Legislative Business. In the case of the Consent Calendar, a specific item will need to be pulled by a Council Member in order for the Council to discuss the item or to permit public comment on the item. Please notify the City Clerk any time before the Consent Calendar is voted on by Council if you wish to speak on a Consent Item.*



## CONSENT

2. [MIN 17-123](#) Minutes of the Special City Council Meeting on July 11, 2017  
**Attachments:** [Attachment I Draft Minutes of 07/11/17](#)
3. [MIN 17-124](#) Minutes of the Special City Council Meeting on July 18, 2017  
**Attachments:** [Attachment I Draft Minutes of 7/18/17](#)
4. [MIN 17-125](#) Minutes of the Special City Council Meeting on July 25, 2017  
**Attachments:** [Attachment I Draft Minutes of 07/25/17](#)
5. [CONS 17-470](#) Recycled Water Project: Authorization for the City Manager to Submit a Financial Assistance Application and Execute Agreements for Funding for the Recycled Water Project through the United States Bureau of Reclamation Title XVI Water Recycling and Reuse Program  
**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Resolution](#)
6. [CONS 17-519](#) Approval of a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Rolling Orange for Website Development and Maintenance Professional Services  
**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Resolution](#)
7. [CONS 17-522](#) Re-Execution of Revised Cooperation Agreement for FYs 2018-2020 Between the City of Hayward and the County of Alameda to Participate in the Alameda County HOME Consortium  
**Attachments:** [Attachment I Staff Report](#)  
[Attachment II June 13, 2017 Staff Report](#)  
[Attachment III Resolution](#)

8.     [CONS 17-524](#)     Authorization for the City Manager to Execute a Memorandum of Understanding with the Alameda County Health Care Services Agency for Medi-Cal Administrative Activities Provided by the Youth and Family Services Bureau of the Hayward Police Department
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)
9.     [CONS 17-547](#)     Resignation of Janet Livingston from the Keep Hayward Clean and Green Task Force
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)  
                              [Attachment III Resignation Letter](#)
10.    [CONS 17-550](#)     Amendment No. 1 to Professional Services Agreement with CSG Consultants, Inc.
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)  
                              [Attachment III Resolution](#)
11.    [CONS 17-551](#)     FY 2017 Sidewalk Tripping Hazards Removal Project - Adoption of Resolution Authorizing the City Manager to Execute a Purchase Order Contract with BPR, Inc.
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)  
                              [Attachment III Location Map](#)
12.    [CONS 17-552](#)     Recycled Water Storage and Distribution System Project: Authorization to Execute an Amendment to Professional Services for Recycled Water Customer Retrofit Conversions to Increase the Contracted Amount for Additional Services
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)
13.    [CONS 17-562](#)     Pay As You Save (PAYS) Program Modification
- Attachments:**     [Attachment I Staff Report](#)  
                              [Attachment II Resolution](#)  
                              [Attachment III Location Map of PAYS Projects](#)

14.     [CONS 17-567](#)     Mission Boulevard Corridor Improvements Phase 2 Project - Approval of Plans and Specifications and Call for Bids

**Attachments:**     [Attachment I Staff Report](#)  
                          [Attachment II Resolution](#)  
                          [Attachment III Mission Blvd Corridor Phases](#)

## 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.*

15.     [WS 17-044](#)     Hayward Shuttle Study - Findings and Draft Final Recommendations (Report from Director of Public Works Fakhrai)

**Attachments:**     [Attachment I Staff Report](#)  
                          [Attachment II Draft Transit Connector Feasibility Study](#)  
                          [Attachment III Draft Concept Routes](#)  
                          [Attachment IV Winton Loop Hybrid Route](#)  
                          [Attachment V South Industrial Route](#)

## PUBLIC HEARING

16.     [PH 17-084](#)     Adoption of a Resolution of Intention and Introduction of an Ordinance Approving an Amendment to the Contract Between the City of Hayward and the California Public Employees Retirement System (CalPERS) for Miscellaneous Members in Unrepresented Executive and Council Appointed Officer Groups (Report from Human Resources Director Collins)

**Attachments:**     [Attachment I Staff Report](#)  
                          [Attachment II Resolution](#)  
                          [Attachment III Ordinance](#)  
                          [Attachment IV Sample Amendment](#)

**LEGISLATIVE BUSINESS**

17.     [LB 17-038](#)     Introduction of Ordinance Amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code to provide for increased membership to the Library Commission (Report from City Attorney Lawson and City Clerk Lens)

**Attachments:**    [Attachment I Staff Report](#)  
                          [Attachment II Draft Ordinance](#)

**CITY MANAGER'S COMMENTS**

An oral report from the City Manager on upcoming activities, events, or other items of general interest to Council and the Public.

**COUNCIL REPORTS, REFERRALS, AND FUTURE AGENDA ITEMS**

Oral reports from Council Members on their activities, referrals to staff, and suggestions for future agenda items.

**ADJOURNMENT**

**NEXT MEETING, September 26, 2017 – 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 if you file a lawsuit challenging any final decision on any public hearing or legislative business item listed in this agenda, the issues in the lawsuit may be limited to the issues that were raised at the City's public hearing or presented in writing to the City Clerk at or before the public hearing.*

**PLEASE TAKE FURTHER 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.*



# CITY OF HAYWARD

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**File #:** APPT 17-003

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Appointments and Reappointments to the Community Services Commission, Downtown Hayward Business Improvement Area Advisory Board, Keep Hayward Clean and Green Task Force, Library Commission, and Planning Commission

**RECOMMENDATION**

That the City Council adopts the resolution (Attachment II) confirming ten appointments and four reappointments to the City's Board, Commissions, and Task Force as follows: Community Services Commission (5); Downtown Hayward Business Improvement Area Advisory Board (1); Keep Hayward Clean and Green Task Force (5); Library Commission (2); and Planning Commission (1).

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



DATE: September 19, 2017

TO: Mayor and City Council

FROM: City Clerk

SUBJECT: Appointments and Reappointments to the Community Services Commission, Downtown Hayward Business Improvement Area Advisory Board, Keep Hayward Clean and Green Task Force, Library Commission and Planning Commission

## RECOMMENDATION

That the City Council adopts the resolution (Attachment II) confirming ten appointments and four reappointments to the City's Board, Commissions, and Task Force as follows: Community Services Commission (5); Downtown Hayward Business Improvement Area Advisory Board (1); Keep Hayward Clean and Green Task Force (5); Library Commission (2) and Planning Commission (1).

## BACKGROUND AND DISCUSSION

The recruitment to fill vacancies on the City's Board, Commissions, and Task Force was conducted from April 21 to July 10, 2017. A total of fifty-six applications were received by the application submission deadline and fifty applicants qualified to be considered for appointment.

On July 17, 2017, the Keep Hayward Clean and Green Task Force (KHC&G TF) Subcommittee, comprised of Members Jillian Hogan, Chuck Horner, and Linda Dobb, interviewed available applicants who had expressed interest in serving on the KHC&G TF by selecting this as the preference on their applications. Six individuals were invited to interview with the Subcommittee, three attended the interviews, one was unable to interview, one did not show, and one rescinded her application. After the interviews, the Subcommittee recommended that applicants Lawrence Latchman, Alison Divine, and Scott Schroder be appointed to the KHC&G TF.

At its July 18, 2017 Special City Council meeting, the Council reviewed staff's recommendation ([RPT 17-096](#)) and confirmed the process for selecting applicants who would be invited to interview with the City Council. Council Members would individually communicate their selections to the City Clerk by July 21, 2017 as follows: select up to five applicants for the Planning Commission vacancy; select up to eight applicants for the eight vacancies on the Community Services Commission; select up to nine applicants for the nine vacancies on the KHC&G TF; and select up to five applicants for the potential vacancy on the Library

Commission. The City Clerk was given direction and some autonomy to collect the responses and create a list of applicants who would be invited to interview with the City Council on July 25, 2017.

As provided in the City Council Member Handbook, the Council also accepted the three recommendations from the KHC&G TF Subcommittee. The Council reviewed four reappointment requests and reports created by staff liaisons of the Council's appointed bodies comprising all members' attendance records, completion of mandatory trainings, and overall performance. Based on the reports, the Council accepted the recommendations to accept reappointment requests for Community Services Commission Member Janet Kassouf; Downtown Hayward Business Improvement Area Advisory Board (DBIA) Member Martha Grogg; and Library Commission Member Iris Murillo. The Council directed staff to invite Library Commission Member Peter Bufete to interview with the City Council on July 25, 2017. The City Council also approved a request to declare one seat on the KHC&G TF vacant based on low attendance and lack of participation. Following review of the policy found in Resolution 73-235 related to term limits, Community Services Commission Member Fagalde was found ineligible to continue serving on the Commission.

It is worth noting that during the July review process, two additional vacancies were created on the KHC&G TF due to the resignations of KHC&G TF Members Anjani Varma and Alegra Angelo.

Following receipt of selections submitted by Council Members, the City Clerk invited twenty-seven applicants to interview with the City Council on July 25, 2017. During its July 25, 2017 Special Council meeting, the City Council interviewed a total of twenty-one applicants, five declined/were unable to interview, and one did not show. After the interviews, the Council selected individuals for service as outlined in the resolution (Attachment II). It is worth noting that one selected applicant for appointment to the Community Services Commission moved away from Hayward in August which made her ineligible to serve, and another applicant selected for service on the KHC&G TF withdrew his application.

The City Council also expressed interest in increasing the number of members on the Library Commission from seven to nine with the idea that such an increase would benefit the commission in light of the new 21<sup>st</sup> Century Library which is anticipated to create new services and directed staff to prepare the appropriate documents for Council to take action. The Council identified two individuals for the additional seats and directed staff to remain consistent with the staggered terms currently in place. A staff report to provide for increased membership to the Library Commission is presented as LB 17-038 on this same agenda.

## STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.



## FISCAL IMPACT

There is no fiscal impact associated with this report.

## PUBLIC CONTACT

The agenda for this item was posted in compliance with the California Brown Act.

## NEXT STEPS

If the City Council introduces the ordinance amending Chapter 2, Article 3, section 2-3.50 of the Hayward Municipal Code related to the Library Commission, the adoption will occur on September 26, 2017 followed by the new appointments to the Library Commission.

Prepared by Recommended by: Miriam Lens, City Clerk

Approved by:



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Kelly McAdoo, City Manager

## RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION CONFIRMING THE APPOINTMENT AND  
REAPPOINTMENT OF MEMBERS OF VARIOUS BOARDS,  
COMMISSIONS, AND TASK FORCES

BE IT RESOLVED that the City Council of the City of Hayward does hereby confirm the appointment and re-appointment of the following as members of the boards, commissions, and task forces so designated:

## APPOINTMENTS

Community Services Commission

Michael Francisco	(Succeeds Linda Moore)	September 2021
Arvindra Reddy	(Succeeds Annette DeJulio)	September 2021
Ernesto Sarmiento Jr.	(Succeeds Todd Davis)	September 2021
David Tsao	(Succeeds I. Elizabeth Samayoa)	September 2021

Keep Hayward Clean and Green Task Force

Jeffrey Haman	(Succeeds Natasha Neves)	September 2019
Rick Solis	(Succeeds Angelica Moore)	September 2019
Ginny DeLaney	(Succeeds Allen Zargar)	September 2020
Alison Divine	(Succeeds Anjani Varma)	September 2021
Scott Schroder	(Succeeds Alegra Angelo)	September 2021

Planning Commission

Ray Bonilla Jr.	(Succeeds Alan Parso-York)	September 2018
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## REAPPOINTMENTS

Community Services Commission

Janet Kassouf		September 2021
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Downtown Business Improvement Area Advisory Board

Martha Grogg		September 2021
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Library Commission

Peter Bufete

September 2019

Iris Murillo

September 2021

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017.

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



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**File #:** MIN 17-123

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Minutes of the Special City Council on July 11, 2017

**RECOMMENDATION**

That the City Council approves the minutes of the Special City Council meeting on July 11, 2017.

**ATTACHMENTS**

Attachment I Draft Minutes of July 11, 2017



**MINUTES OF THE SPECIAL CITY COUNCIL MEETING OF THE CITY OF  
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Council Chambers  
777 B Street, Hayward, CA 94541  
Tuesday, July 11, 2017, 7:00 p.m.**

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The Special City Council meeting was called to order by Mayor Halliday at 7:00 p.m., followed by the Pledge of Allegiance led by Council Member Salinas.

**ROLL CALL**

Present: COUNCIL MEMBERS Zermeño, Márquez, Mendall, Peixoto, Lamnin, Salinas  
MAYOR Halliday  
Absent: None

**CITY COUNCIL REPORTS, REFERRALS, AND FUTURE AGENDA ITEMS**

There was Council consensus to direct staff to investigate safe transfer zones for residents.

**CLOSED SESSION ANNOUNCEMENT**

City Attorney Lawson announced the Council convened in closed session regarding two matters: 1) Public employment pursuant to Government Code 54957 regarding the City Manager; and 2) Conference with legal counsel pursuant to Government Code 54956.9 regarding Paul Garcia, OAH Case No. 2017030634. Related to Item No. 1 the Council took no reportable action and regarding Item No. 2 the Council provided direction to staff.

**PUBLIC COMMENTS**

Ms. Lona Fryer thanked the City for the tree that was planted in her daughter's memory.

Ms. Kate Turney submitted a written statement regarding the Hayward airport's hangar rent increase.

Mr. Jerry Turney, Hayward airport hangar tenant, submitted a written statement regarding the Hayward airport's hangar rent increase.

Mr. Charlie Peters, Clean Air Performance Professionals representative, submitted a document for the record regarding autonomous cars.

Ms. Heather Reyes, Hayward resident, announced a fundraiser hosted by AMVETS Post 911 on August 5, 2017 at the Hayward Veterans Memorial Building.

Mr. Javier Delgadillo, Hayward resident, spoke about ongoing issues related to eviction notices at his apartment complex.

Mr. Jim Drake, Hayward resident, spoke about the replacement of trees on Santa Clara and Jackson streets.

Mr. Zachariah Oquenda, Hayward resident, introduced himself to the Council.

## **CONSENT**

Consent Item No. 5 was removed for separate vote.

1. Minutes of the City Council Meeting on June 13, 2017 **MIN 17-107**

It was moved by Council Member Márquez, seconded by Council Member Mendall, and carried unanimously, to approve the minutes of the City Council meeting on June 13, 2017.

2. Minutes of the Special Joint City Council/Hayward Redevelopment Successor Agency/Hayward Housing Authority Meeting on June 20, 2017 **MIN 17-103**

It was moved by Council/HRSA/HHA Member Márquez, seconded by Council/HRSA/HHA Member Mendall, and carried unanimously, to approve the minutes of the Special Joint City Council/Hayward Redevelopment Successor Agency/Hayward Housing Authority Meeting on June 20, 2017.

3. Minutes of the Special Joint City Council/Hayward Housing Authority Meeting on June 27, 2017 **MIN 17-108**

It was moved by Council/HHA Member Márquez, seconded by Council/HHA Member Mendall, and carried unanimously, to approve the minutes of the Special Joint City Council/Hayward Housing Authority Meeting on June 27, 2017.

4. Adoption of Ordinance Amending Chapter 10, Article 6 of the Hayward Municipal Code to Establish a New Airport Overlay Zoning Regulations **CONS 17-401**

Staff report submitted by City Clerk Lens, dated July 11, 2017, was filed.

It was moved by Council Member Márquez, seconded by Council Member Mendall, and carried unanimously, to adopt the following:

Ordinance 17-10, "An Ordinance Amending the Hayward Municipal Code to Establish a New Airport Overlay Zone Ordinance"

5. Adoption of Federal and State Legislative Priorities Program **CONS 17-405**

Staff report submitted by Assistant City Manager Hurtado, dated July 11, 2017, was filed.

Council Member Lamnin recommended that as the Council takes positions on legislation, that this information be posted on the City's website.



**MINUTES OF THE SPECIAL CITY COUNCIL MEETING OF THE CITY OF  
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Council Member Lamnin offered a motion per staff's recommendation with an amendment to the Legislative Program-City Public Policy Positions 1.6 (A) to read as follows, "Support legislation that aids or helps to fund the City and/or non-profit entities that provide support services, housing, and opportunities for self-sufficiency to people who are homeless, seniors, veterans and have disabilities."

It was moved by Council Member Lamnin, seconded by Council Member Zermeño, and carried unanimously, to adopt the following:

Resolution 17-106, "Resolution Adopting the City's Official  
Legislative Program"

### **JOINT CITY COUNCIL/PLANNING COMMISSION WORK SESSION**

Mayor Halliday welcomed Planning Commission Members Daniel Goldstein, Julius C. Willis Jr., Brian Schott, and Dianne McDermott, to join the Council at the dais.

6. Downtown Specific Plan - Design Charrette Outcome, Update & Discussion (Report from Interim Development Services Director Bristow) **WS 17-018**

Staff report submitted by Development Services Director Rizk and Interim Development Services Director Bristow, dated July 11, 2017, was filed.

Senior Planner Golubics, Lisa Wise with Lisa Wise Consulting, Inc., Patrick Siegman with Nelson Nygaard Consulting Associates, and Kathryn Slama with Lisa Wise Consulting, Inc., provided a synopsis of the staff report.

City Manager McAdoo disclosed owning property in Downtown, but noted she could participate in the work session discussion.

Mayor Halliday opened the public comments section at 8:01 p.m.

Mr. Jim Drake, Hayward resident, spoke about the Downtown Specific Plan indicating that crime should be a priority to address in the Downtown.

Mayor Halliday closed the public comments section at 8:04 p.m.

Discussion ensued among Planning Commission Members, City Council Members, City staff, and team members of Lisa Wise Consulting, Inc., and Opticos Design, Inc.

City Council and Planning Commission members expressed appreciation for the work done around the Hayward Downtown Specific Plan (Plan).

There was general agreement about the vision and alternatives for the Plan. Planning Commission and City Council members offered the following suggestions related to the Plan: consider having boutique shops and more sit down restaurants; have more BART police presence at the station to increase safety and engage BART representatives to mitigate graffiti and litter and encourage them to develop the vacant property across from the station; continue to consider converting streets back to two-way streets; protect parking for Downtown businesses; continue to reduce traffic congestion and boost public transportation ridership; implement the Plan sooner than anticipated and consider ways to implement it in phases; reorder the Vision Statement by prioritizing public transportation; include a cultural and education center in Downtown; take into account businesses when planning roundabouts; emphasize Hayward as a destination; have a more multimodal approach and focus on pedestrians and bikes; emphasize making Downtown a destination for families; make Downtown aesthetically pleasing; increase connectivity to Downtown; partner with Hayward educational institutions to have satellite campuses in Downtown; have more student and affordable housing; explore grant funding for shuttle services to bring people to Downtown; activate sidewalks on Main Street by allowing businesses to have outdoor seating; consider including a hotel, banquet facility, or conference center in Opportunity Site 1 – City Center; provide more materials and diagrams prior to meetings; partner with AC Transit to enhance bus services; reduce auto congestion; add the word “employment” in the options provided in the Vision Statement; be strategic about making open space active with outdoor gyms and gardens; have ADA parking regulations at the BART station; have “wayfinding” signage in the Plan; use garden boxes as buffers for traffic; have small recreation destinations and child care; continue to engage with property owners in the Downtown; include the vision of businesses along B Street in discussions for the Plan; reduce the speed limit in Downtown; have less expensive food choices but be cautious about bringing unhealthy options; consider closing or blocking traffic in Downtown on weekends to improve economic activity; respect the historical legacy in Downtown; and find better connectivity to areas such as the Japan Garden.

## **WORK SESSION**

7. Biennial Review of the Community Development Block Grant Program and Recommended Reallocations of One-Time Available Fund Balance in FY 2018 and FY 2019 (Report from Library and Community Services Director Reinhart) **WS 17-035**

Staff report submitted by Library and Community Services  
Director Reinhart, dated July 11, 2017, was filed.

Library and Community Services Director Reinhart and Community Services Manager Bailey provided a synopsis of the staff report.

There being no public comments, Mayor Halliday opened and closed the public comments section at 9:47 p.m.





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Council Members were in general agreement with staff's project options for reallocation of one-time available fund balance in FY 2018 and FY 2019, noting the process was an improvement compared to previous years.

Council Members offered additional suggestions: consider using funds to help Books on B; further consider the recommendation for accessory dwelling units; consider murals for the commercial façade improvement in the Tennyson Corridor; place greater effort in identifying vacant properties that could be converted to housing for homeless persons and shelters where they could receive skill development and job training; prioritize the demolition of the old Main Library and move it to the Tier 1 list; present the project list to the Community Services Commission (CSC) in a written report format prior to the CSC meeting; develop a project list for Council, the CSC and everyone to review earlier in the biennial cycle; include an opportunity for the community to provide input about program options; consider folding the reallocation of one-time available funds process into the annual allocation process; consider a work session during the off year; include in the Downtown Streets Team contract coordination with the Police and Maintenance Services departments to achieve greater synergy; strategize using available funds to address food access and explore guaranteeing three meals a day for each of the people identified in the survey; continue to focus on economic development activities; and consider how to generate food opportunities for low-income or no income individuals.

## **PUBLIC HEARING**

8. Recommended FY 2018 and FY 2019 Water and Sewer Service Rates (Report from Director of Utilities & Environmental Services Ameri) **PH 17-067**

Staff report submitted by Utilities and Environmental Services  
Director Ameri, dated July 11, 2017, was filed.

Utilities and Environmental Services Director Ameri provided a synopsis of the staff report.

Discussion ensued about the water bill comparison for local agencies with little or no San Francisco Public Utilities Commission (SFPUC) water.

Mayor Halliday opened the public hearing at 10:53 p.m.

Mr. Amarjit Sidhy, Hayward resident, spoke about the drought and protested the proposed water and sewer rate increase.

Mayor Halliday closed the public hearing at 10:57 p.m.

It was moved by Council Member Mendall, seconded by Council Member Salinas, and carried unanimously, to adopt the following:

Resolution 17-107, "Resolution Amending the Master Fee Schedule and Approving Water and Sewer Rates"

## **LEGISLATIVE BUSINESS**

9. Introduction of an Ordinance that Would Amend the Currently Adopted Hayward Building Code by Establishing Expedited Permitting Procedures for Electric Vehicle Charging Stations as Required by California Government Code Section 65850.7 (AB 1236) (Report from Interim Development Services Director Bristow) **LB 17-023**

Staff report submitted by Interim Development Services Director Bristow, dated July 11, 2017, was filed.

Acting Building Official Nordahl provided a synopsis of the staff report.

Discussion ensued between Council Member Márquez and staff regarding Attachment III – Electric Vehicle Charging Devices for Single-Family Homes.

There being no public comments, Mayor Halliday opened and closed the public hearing at 11:03 p.m.

It was moved by Council Member Zermeno, seconded by Council Member Mendall, and carried unanimously, to adopt the following:

Introduction of Ordinance 17-\_, "An Ordinance Mandated by California Government Code Section 65850.7 (Assembly Bill 1236), Amending Sections 9-1.01 and 9-1.02 of the Hayward Municipal Code to Add Section 105.3.1.2 "Expedited Electric Vehicle Charging Station Permitting"

10. Designation of Voting Delegates and Alternates for the League of California Cities 2017 Annual Conference (Report from City Clerk Lens) **LB 17-031**

Staff report submitted by City Clerk Lens, dated July 11, 2017, was filed.

City Clerk Lens provided a synopsis of the staff report.

There being no public comments, Mayor Halliday opened and closed the public hearing at 11:06 p.m.



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It was moved by Mayor Halliday, seconded by Council Member Mendall, and carried unanimously, to designate Council Member Márquez as the voting delegate, Council Member Salinas as the first alternate and Council Member Lamnin as the second alternat;, and adopt the following:

Resolution 17-108, "A Resolution Designating a Voting Delegate and Two Alternate Voting Delegates as Hayward's Representatives to the League of California Cities 2017 Annual Conference"

**CITY MANAGER'S COMMENTS**

City Manager McAdoo announced that the California Department of Housing and Community Development awarded funds to enhance community parks, and the Hayward's Historic Heritage Plaza project was one that will receive funds.

**COUNCIL REPORTS, REFERRALS, AND FUTURE AGENDA ITEMS**

Council Member Márquez reminded the public to take advantage of the bulky pickup service provided by Alameda County Waste Management.

Council Member Salinas reported on another successful year for the summer programs: Let's do Lunch Hayward... and breakfast too and Words for Lunch.

**ADJOURNMENT**

Mayor Halliday adjourned the meeting at 11:13 p.m.

**APPROVED:**

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Barbara Halliday  
Mayor, City of Hayward

**ATTEST:**

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Miriam Lens  
City Clerk, City of Hayward



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** MIN 17-124

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Minutes of the City Council Meeting on July 18, 2017

**RECOMMENDATION**

That the City Council approves the minutes of the City Council meeting on July 18, 2017

**ATTACHMENTS**

Attachment I Draft Minutes of July 18, 2017



**MINUTES OF THE SPECIAL CITY COUNCIL MEETING OF THE CITY OF  
HAYWARD  
Council Chambers  
777 B Street, Hayward, CA 94541  
Tuesday, July 18, 2017, 7:00 p.m.**

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Mayor Halliday announced that Council Member Salinas was unable to participate via teleconference from Mexico City and Council Member Zermeño was on vacation.

The City Council meeting was called to order by Mayor Halliday at 7:00 p.m., followed by the Pledge of Allegiance led by Council Member Márquez.

**ROLL CALL**

Present: COUNCIL MEMBERS Márquez, Mendall, Peixoto, Lamnin  
MAYOR Halliday  
Absent: COUNCIL MEMBERS Zermeño, Salinas

**PRESENTATION**

Mayor Halliday read a proclamation declaring July 18, 2017 as Nelson Mandela Day in honor of Nelson Mandela and his contributions to peace, conflict resolution, promotion of human rights, international democracy, reconciliation and addressing of racial issues. Elder Bowa Tucker and members of the New Bridges Presbyterian Church accepted the proclamation.

Mayor Halliday presented a certificate of recognition to Mr. Michael Emerson in recognition of his public service to Hayward, the AMVET Post, and the 9/11 Hayward Fallen Heroes Memorial.

**PUBLIC COMMENTS**

Mr. Eduardo Padilla, Hayward resident, referred to an email related to Accessory Dwelling Unit regulations and fees that make it unbearable to build a unit for his ill father.

Mr. Jerry Turney, Hayward airport hangar renter, submitted a written statement related to concerns with the hangar rent increase.

Ms. Kate Turney submitted a written statement urging the Council to engage with people who express concerns.

Ms. Wynn Grcich, Hayward resident, submitted newspaper articles regarding utility poles that would turn into cell towers under Senate Bill 649.

Ms. Laurel Pascual, former Hayward business owner, spoke in opposition to the City's Sanctuary City designation.

Mr. Sonny Alvarado, Hayward resident, asked that the Residential Rent Stabilization Ordinance be amended to include a section requiring the landlord to provide a copy of the Ordinance and contact information for eviction attorneys upon issuance of eviction notices.

Mr. Javier Delgadillo, Hayward resident, urged for stronger regulations and no-fault eviction protection with relocation assistance.

Mr. Jim Drake, Hayward resident, spoke about the trees that need to be replaced on Santa Clara and Jackson streets.

Mr. Evan Coons, Hayward resident, requested that the Lot 2 Steelwave construction off Industrial Boulevard be put on hold to address height issues.

Ms. Julia Lang, Downtown Streets Team program manager, thanked the City for considering the Downtown Streets Team for the unspent Community Development Block Grant Program funds.

Council Member Mendall clarified a comment noting that the City uses recycled water for industrial uses and landscaping.

Council Member Márquez, also Alameda County Mosquito Abatement District Board Trustee, reported that the District released information about a dead bird infected with West Nile virus.

Mayor Halliday congratulated Police Chief Mark Koller on his recent appointment and City Manager McAdoo spoke about the selection process.

## **CONSENT**

1. Report and Special Assessment for Residential Rental Inspection Program Fees Past Due **CONS 17-366**

Staff report submitted by Interim Director of Development Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-109, "Resolution Confirming the Report and Special Assessment List and Authorizing Transmittal of Assessments to the County Auditor for Collection Associated with Overdue Residential Rental Inspection and Program Fees for Calendar Year 2016 and Through May 2, 2017"



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2. Report and Special Assessment for Community Preservation Fees Past Due **CONS 17-367**

Staff report submitted by Interim Director of Development  
Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-110, "Resolution Confirming the Report and Special Assessment List Associated with Overdue Community Preservation Charges for the Period from January 1, 2016 through May 2, 2017"

3. Filing Nuisance Abatement/Municipal Code Liens with the County Recorder's Office for Non-Abatable Code Violations **CONS 17-368**

Staff report submitted by Interim Director of Development  
Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-111, "Resolution Confirming the Report and Non-Abatable Code Violations and Penalties Liens List Associated with the Code Enforcement Division and Community Preservation/Rental Housing Programs"

4. Approval of Final Map Tract 8240 (Harvest Park), associated with the previously approved Vesting Tentative Tract Map and proposed development of 50 townhome-style condominium homes on a 2.6-acre site located at 31 W Jackson Street, (APN 443-0050-006-00); Harvest Park Hayward, LLC (Applicant/Owner) **CONS 17-411**

Staff report submitted by Interim Director of Development  
Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-112, "Resolution Approving Final Map for Tract 8240 and Authorizing the City Manager to Execute a Subdivision Agreement"

5. Median Landscape Improvement Project (Industrial Parkway West - Hesperian Boulevard to I-880) - Award of Contract **CONS 17-418**

Staff report submitted by Director of Public Works Fakhrai, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-113, "Resolution Approving Award of Contract for the Median Landscape Improvement Project (Industrial Parkway West – Hesperian Boulevard to I-880) FY 2017, Project No. 05263 to Elite Landscape Construction, Inc."

Resolution 17-114, "Resolution Amending Resolution 17-063, the Budget Resolution for Capital Improvement Projects for Fiscal Year 2018, Relating to an Appropriation of Funds from the Street System Improvements Fund (Fund 450) to the Median Landscape Improvement Project, Project No. 05263"

6. Report and Special Assessment for Delinquent Sewer Bills and Water Bills Incurred by Property Owners **CONS 17-420**

Staff report submitted by Director of Utilities and Environmental Services Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-115, "Resolution Confirming the Report and Special Assessment List Associated with Delinquent Water and Sewer Bills and Authorizing the Delinquent Charges to Become a Special Assessment Against the Properties If Not Paid by August 1, 2017"

7. Sustainable Groundwater Management: Authorization for the City Manager to execute a Memorandum of Understanding with the East Bay Municipal Utility District (EBMUD) Regarding Joint Preparation of a Groundwater Sustainability Plan for the East Bay Plain Subbasin and Support for EBMUD's Grant Application **CONS 17-422**





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Staff report submitted by Director of Utilities and Environmental Services Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-116, "Resolution Authorizing the City Manager to Execute a Memorandum of Understanding with the East Bay Municipal Utility District to Work Cooperatively to Develop a Single Groundwater Sustainability Plan that Covers the Entire East Bay Plain Subbasin, and Supporting EBMUD's Grant Application for Funding Assistance to Prepare a Groundwater Sustainability Plan"

8. Approval of Final Map Tract 8289 (Maybeck Place), associated with the previously approved Tentative Tract Map and proposed development of 16 residential condominium units on a 0.8-acre site located at 24755 O'Neil Avenue, (APN 444-0036-013-02); Cypress Group (Applicant/Owner) **CONS 17-423**

Staff report submitted by Interim Director of Development Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-117, "Resolution Approving Final Map for Tract 8289 and Authorizing the City Manager to Execute a Subdivision Agreement"

9. Water Service Area: Consent to East Bay Municipal Utility District's Filing of a Change of Organization Application with the Alameda County Local Agency Formation Commission to Update EBMUD's Service Area Boundaries **CONS 17-424**

Staff report submitted by Director of Utilities and Environmental Services Director Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-118, "Resolution Consenting to the Filing of a Change of Organization Application with the Alameda County Local Agency Formation Commission by the East Bay Municipal Utility District"

10. Resolution Authorizing the City Manager to Negotiate, Execute, and Amend the Agreement with CEL Consulting Inc. **CONS 17-427**

Staff report submitted by Director of Utilities and Environmental Services Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-119, "Resolution Authorizing the City Manager to Execute an Amendment to the Agreement with CEL Consulting, Inc., for On-Site Plan Check Services for an Amount Not to Exceed \$93,000"

11. Report and Assessment for Delinquent Garbage Bills Incurred by Property Owners of Single-Family Households **CONS 17-428**

Staff report submitted by Director of Utilities and Environmental Services Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:

Resolution 17-120, "Resolution Confirming the Report and Special Assessment List Associated with Delinquent Garbage Bills Incurred by Residential Property Owners with Cart Service"

12. Cast Iron Water Pipeline Replacement Project: Approval of Additional Funds to Pay Contract's Retention and Close the Project **CONS 17-432**

Staff report submitted by Director of Utilities and Environmental Services Ameri, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeno and Salinas absent, to adopt the following:



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Resolution 17-121, "Resolution Amending the Contract for the Cast Iron Water Pipeline Replacement Project, Project No. 07005, with California Trenchless, Inc."

13. Authorization to Negotiate and Execute an Agreement with Chabot-Las Positas Community College District for PEG Broadcasting Services **CONS 17-438**

Staff report submitted by Director of Information Technology/CIO Kostrzak, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-122, "Resolution of the City Council of the City of Hayward Authorizing the City Manager to Negotiate and Execute an Agreement Between the City of Hayward and Chabot-Las Positas Community College District for PEG Broadcasting Services"

14. Adoption of Ordinance Mandated by California Government Code Section 65850.7 (Assembly Bill 1236), Amending Sections 9-1.01 and 9-1.02 of the Hayward Municipal Code to Add Section 105.3.1.2 "Expedited Electric Vehicle Charging Station Permitting" **CONS 17-443**

Staff report submitted by City Clerk Lens, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Ordinance 17-11, "An Ordinance Mandated by California Government Code Section 65850.7 (Assembly Bill 1236), Amending Section 9-1.01 and 9-1.02 of the Hayward Municipal Code to Add Section 105.3.1.2 "Expedited Electric Vehicle Charging Station Permitting""

15. Authorization to Negotiate and Execute an Agreement with Lisa Wise Consulting for Preparation of the Downtown Specific Plan Development Code **CONS 17-445**

Staff report submitted by Interim Director of Development Services Bristow, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-123, "Resolution of the City Council of the City of Hayward Authorizing the City Manager to Negotiate and Execute an Agreement Between the City of Hayward and Lisa Wise Consulting for Preparation of the Downtown Specific Plan Development Code"

16. Approval of FY 2018 Measure B/BB Annual Paratransit Program Plan **CONS 17-446**

Staff report submitted by Director of Library and Community Services Reinhart, dated July 18, 2017, was filed.

It was moved by Council Member Peixoto, seconded by Council Member Márquez, and carried unanimously with Council Members Zermeño and Salinas absent, to adopt the following:

Resolution 17-124, "Resolution Authorizing the City Manager to Implement an Annual Paratransit Plan and Negotiate and Execute All Documents Related to and In Support of Paratransit Activities Including the Administration of the Hayward Operated Paratransit (The HOP) Program"

**WORK SESSION**

17. Policy Direction Regarding Community Facilities Districts (Report from Finance Director Claussen) **WS 17-037**

Staff report submitted by Director of Finance Claussen, dated July 18, 2017, was filed.

Finance Director Claussen and City Attorney Lawson provided a synopsis of the staff report.

There being no public comments, Mayor Halliday opened and closed the public comments section at 8:07 p.m.

Discussion ensued among Mayor and Council Members regarding establishing a citywide Community Facilities District (CFD) with a low unit count threshold; CFDs for existing households and new developments; and San Ramon's Mello-Roos Community Facilities District.



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Some Council members were in support of continuing forming CFDs for new development projects, establishing a lower threshold of perhaps 50 to 100 units; others were amenable to exploring other options such as placing a moratorium on the formation of new CFDs; and one member suggested exploring a citywide CFD.

**LEGISLATIVE BUSINESS**

18. Commercial Cannabis Businesses in Hayward: Discussion of Proposed Regulatory and Land Use Framework; Authorizing the City Manager to Begin Accepting Permit Applications; Resolution Establishing Application Processing Fee for Commercial Cannabis Permits (Report from City Attorney Lawson and Interim Development Services Director Bristow) –Report will be available no later than Monday, July 17, 2017  
**LB 17-036**

Staff report submitted by Senior Assistant City Attorney Vigilia and Principal Planner Lochirco, dated July 18, 2017, was filed.

City Attorney Lawson announced the report and introduced Senior Assistant City Attorney Vigilia and Principal Planner Lochirco who provided a synopsis of the staff report.

Discussion ensued among Council Members and City staff related to the proposed regulatory and land use framework for cannabis businesses; business proposals and community benefits; the three-business permit limitation and business types; lottery system; conditional use permit (CUP) process; enforcement of business practice; and State and local regulations.

Mayor Halliday opened the public hearing at 9:20 p.m.

Ms. JoAnn Irons, Eden Youth and Family Center Program Coordinator, asked to consider the distance between cannabis businesses and schools, parks, and youth gatherings; distance between cannabis businesses and the impact on neighborhoods and parks; and procedures for monitoring sales to adults.

Mr. Richard Fierro, Hayward resident and Teamsters Local 70 representative, recommended conditions for the proposed regulations such as delivery, receiving, and bona fide workers compensation.

Mr. Dan Georgatos, local business representative and counsel for Cannabis Collective, recommended consideration for cannabis businesses in commercial zones and development of local regulations before enactment of the State's regulatory scheme.

Mr. Julio Romero, Hayward resident and business owner, expressed concern about the proposed lottery system and supported allowing cannabis businesses in Downtown.

Ms. Denise Martellacci expressed concern about the lottery system and outdoor cultivation, and suggested consideration for local hire and expanding beyond existing dispensaries.

Mr. Chad Hagle, retail developer, suggested focusing on separation of uses in the appropriate designation areas and putting forward a clear distinction for growth plan.

Mr. Michael Resendez, veteran, opposed prohibiting outdoor cultivation for personal use.

Mr. Tony Bowles, medical cannabis activist, opposed the three-business limit, lottery system, and prohibition of outdoor cultivation.

Mr. Dan Szigeti, with a testing laboratory business in Hayward, recommended allowing three permits per business type and local hire.

Mr. Hector Villasenor, prospective business owner, offered a document for the record with recommended changes for the proposed ordinance.

Mr. Brent Alfieri, Hayward property owner, did not favor the proposed three permit limit for cannabis business.

Ms. Mei Wong, Hayward property owner, did not favor the proposed three permit limit for cannabis business.

Mayor Halliday closed the public hearing at 9:50 p.m.

Senior Assistant City Attorney Vigilia indicated that the proposed resolution amending the Master Fee Schedule regarding the commercial cannabis permit application processing fee needed to be amended to reflect the fee as \$2,000 to be in line with the staff report.

Council Member Mendall noted that a three permit limit for business type could make sense with a lottery system, preferred a merit system for the potential community benefits, was agreeable to the \$2,000 processing fee with a recovery plan over three to five years through annual fees; was amenable to considering good businesses in areas that matter to Hayward; and suggested establishing a partnership with a local bank in area(s) of need.

Council Member Lamnin recommended having a robust RFQ process and weigh in community benefits; having three permits per business type; having requirements for delivery and receiving; allowing limited number of businesses in commercial corridors; evaluating if flowers needed to be included in types of product; and having consistency with tobacco regulations.

Council Member Lamnin offered a motion approving the resolution amending the Master Fee Schedule establishing an application processing fee of \$2,000; having a robust RFQ process that allows to weigh in community benefits; and authorizing the City Manager to begin accepting applications.



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Council Member Mendall seconded the motion.

Council Member Peixoto supported the motion and suggested having in place an expeditious and smooth process.

Council Member Márquez supported the motion and suggested being more flexible to business opportunities; being mindful of where businesses are allowed; revisiting prohibiting outdoor cultivation for personal use; managing the competitive process; and raising the \$2,000 processing fee to recover costs.

Council Member Mendall offered a friendly amendment to increase the permit application processing fee to \$5,000, noting the difference could be refundable should staff costs be less than that amount.

Council Member Lamnin was amenable to the motion.

Mayor Halliday supported the motion noting that an evaluation system on merits would be more effective in selecting participants; and recommended being careful where retail establishments are placed, consider establishing a partnership with local banks, and reevaluate prohibiting outdoor cultivation for personal use.

Discussion ensued about location of cannabis businesses. Council Members were in general agreement of retail operations in commercial areas and being restrictive in terms of locations. City Manager McAdoo was directed to ask input from Council Members Salinas and Zermeño on the proposal.

Council Member Lamnin restated her motion authorizing the City Manager to begin accepting applications for cannabis permits; adopting a resolution amending the Master Fee Schedule to establish a processing fee of \$5,000 that is refundable; having a robust RFQ selection process that allows to weigh in community benefits as opposed to a lottery system; and including retail uses in certain commercial corridors.

It was moved by Council Member Lamnin, seconded by Council Member Mendall, and carried with the following vote, to adopt the resolution:

AYES:	Council Members Márquez, Mendall, Peixoto, Lamnin MAYOR Halliday
NOES:	None
ABSENT:	Council Members Zermeño, Salinas
ABSTAINED:	None

Resolution 17-125, "Resolution Amending the Master Fee Schedule to Add a Commercial Cannabis Permit Application Processing Fee"

19. Adoption of Final Fiber-Optic Master Plan (Report from City Manager McAdoo) **LB 17-018**

Staff report submitted by Economic Development Manager Hinkle, dated July 18, 2017, was filed.

City Manager McAdoo announced the report and introduced Management Analyst Stefanski who provided a synopsis of the report.

There being no public comments, Mayor Halliday opened and closed the public hearing at 10:35 p.m.

It was noted that the Council Technology Application Committee fully vetted the item.

It was moved by Council Member Mendall, seconded by Council Member Peixoto, and carried with the following vote, to adopt the resolution:

AYES: Council Members Márquez, Mendall, Peixoto,  
Lamnín  
MAYOR Halliday  
NOES: None  
ABSENT: Council Members Zermeño, Salinas  
ABSTAINED: None

Resolution 17-126, "Resolution of the City Council Approving the Adoption of the Hayward Fiber-Optic Network Master Plan"

**PUBLIC HEARING**

20. Biennial Review of the Community Development Block Grant Program and Authorization of Reallocations of One-Time Available Fund Balance in FY 2018 and FY 2019 (Report from Library and Community Services Director Reinhart) **PH 17-071**

Staff report submitted by Director of Library and Community Services Reinhart, dated July 18, 2017, was filed.

Library and Community Services Director Reinhart announced the report and introduced Community Services Manager Bailey who provided a synopsis of the report.

In response to Council Member Márquez's recommendation to have a work session during off years in preparation for next available funding, staff agreed to incorporate a work session in





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the next upcoming plan.

Discussion ensued about the existing Housing Manager position and Measure A1 project match funding; and emergency care and shelter facility rehabilitation.

Mayor Halliday opened the public hearing at 10:44 p.m.

Mr. Zachariah Oquenda, Hayward resident, pointed out there was a typographical error in the proposed resolution noting the amount \$1,289 was missing the word "million."

Mayor Halliday closed the public hearing at 10:46 p.m.

Council Member Mendall offered a motion to approve the Tier 1 recommended list of projects with the addition of an alternate project, the demolition of the library, that would receive funds in the event funds are not allocated toward Tier 1 projects.

The motion died for lack of a second.

Discussion ensued about alternate projects such as the demolition of the existing library and/or the South Hayward Youth and Family Center, and staff noted that during the work session in one year staff could provide an update on the progress of Tier 1 projects and have further discussion.

Council Member Lamnin offered a motion per staff recommendation with the addition of the word "million" to the \$1,289 amount in the resolution; and development of a community list through an inclusive process.

Council Member Márquez seconded the motion.

Mayor Halliday supported the motion and commented on the need for shelters for single people.

It was moved by Council Member Lamnin, seconded by Council Member Márquez, and carried with the following vote, to adopt the resolution:

AYES:	Council Members Márquez, Mendall, Peixoto, Lamnín MAYOR Halliday
NOES:	None
ABSENT:	Council Members Zermeño, Salinas
ABSTAINED:	None

Resolution 17-127, "Resolution Authorizing the City Manager to Amend the Action Plan to Allocate \$1.289 Million in Unexpended Community Development Block Grant (CDBG) Funds Accumulated in the City's Line of Credit"

### **CITY MANAGER'S COMMENTS**

City Manager McAdoo made four announcements from the Hayward Police Department about upcoming events: the Hayward Neighborhood Alert's Car-A-Van on July 24, 2017; the Annual Night of Honor to honor first responders at Redwood Chapel in Castro Valley on July 24, 2017; the San Francisco Giant's Law Enforcement Appreciation Night at AT&T Park on July 25, 2017; and the National Night Out on August 1, 2017.

### **COUNCIL REPORTS, REFERRALS, AND FUTURE AGENDA ITEMS**

Council Member Márquez announced the Keep Hayward Clean and Green Community clean-up and park beautification event at Birchfield Park on July 22, 2017.

Council Member Lamnin noted July 22, 2017 was the anniversary of the loss of Sergeant Scott Lunger. Ms. Lamnin reminded the audience that [stopwaste.org](http://stopwaste.org) has information about recycling and sites for drop off.

Mayor Halliday announced that the Council will convene a special meeting on July 25, 2017 to interview applicants for the Council's appointed bodies. The Mayor also announced that the Council will be in recess for the month of August and will reconvene on September 19, 2017.

### **ADJOURNMENT**

Mayor Halliday adjourned the meeting at 10:58 p.m.

### **APPROVED:**

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Barbara Halliday  
Mayor, City of Hayward

### **ATTEST:**

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Miriam Lens  
City Clerk, City of Hayward



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** MIN 17-125

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Minutes of the Special City Council Meeting on July 25, 2017

**RECOMMENDATION**

That the City Council approves the minutes of the Special City Council meeting on July 25, 2017.

**ATTACHMENTS**

Attachment I Draft Minutes of July 25, 2017



**MINUTES OF THE SPECIAL CITY COUNCIL MEETING OF THE CITY OF  
HAYWARD  
Conference Room 2B  
777 B Street, Hayward, CA 94541  
Tuesday, July 25, 2017, 4:00 p.m.**

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The Special City Council meeting was called to order by Mayor Halliday at 4:00 p.m.

**ROLL CALL**

Present: COUNCIL MEMBERS Márquez, Mendall, Peixoto, Lamnin, Salinas  
MAYOR Halliday  
Absent: COUNCIL MEMBERS Zermeño

**PUBLIC COMMENTS**

Mr. Zachariah Oquenda, Hayward resident, urged the Council to select applicants who are dedicated to serving the City and address youth participation.

**ACTION**

**1. Commissions and Task Force Interviews CONS 17-105**

City Council Members and the City staff discussed the logistics for the interviews. The Council was amenable to conducting a telephone interview in response to a request that was received by the City Clerk. Three correspondences were received in support of reappointing Mr. Peter Bufete to the Library Commission.

The City Council interviewed a total of twenty-one applicants from a pool of fifty qualified applications received by the City Clerk. Twenty-seven were pre-selected by the City Council, five declined/were unable to interview, and one did not interview.

**2. Selection of New Members**

At the conclusion of the interviews, the City Council identified fifteen individuals for service on the Council's appointed bodies: Community Services Commission (6), Library Commission (2), Planning Commission (1), and Keep Hayward Clean and Green Task Force (6). Six individuals for service on the Task Force were selected by the City Council and three of them were also recommended for appointment by the Keep Hayward Clean and Green Task Force Subcommittee. The selection of one identified member for the Community Services Commission was subject to further screening due to a potential conflict of interest. The selection of two applicants for service on the Library Commission was subject to staff's analysis to expand the membership on the Library Commission. The formal appointment and swearing-in of the fifteen individuals was scheduled to occur at the Council meeting on September 19, 2017.

Mayor Halliday noted that she would be convening an ad hoc committee to review term limits for members of boards and commissions.

**ADJOURNMENT**

Mayor Halliday adjourned the meeting at 9:30 p.m.

**APPROVED:**

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Barbara Halliday  
Mayor, City of Hayward

**ATTEST:**

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Miriam Lens  
City Clerk, City of Hayward



# CITY OF HAYWARD

Hayward City Hall  
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**File #:** CONS 17-470

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Utilities & Environmental Services

**SUBJECT**

Recycled Water Project: Authorization for the City Manager to Submit a Financial Assistance Application and Execute Agreements for Funding for the Recycled Water Project through the United States Bureau of Reclamation Title XVI Water Recycling and Reuse Program

**RECOMMENDATION**

That Council adopts the attached resolution authorizing the City Manager to submit a financial assistance application and execute agreements with the United States Bureau of Reclamation (USBR) for funding for the Recycled Water Project through the USBR Title XVI Water Recycling and Reuse Program, in an amount not to exceed \$3,300,000.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Draft Resolution



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Utilities & Environmental Services

SUBJECT Recycled Water Project: Authorization for the City Manager to Submit a Financial Assistance Application and Execute Agreements for Funding for the Recycled Water Project through the United States Bureau of Reclamation Title XVI Water Recycling and Reuse Program

#### RECOMMENDATION

That Council adopts the attached resolution authorizing the City Manager to submit a financial assistance application and execute agreements with the United States Bureau of Reclamation (USBR) for funding for the Recycled Water Project through the USBR Title XVI Water Recycling and Reuse Program, in an amount not to exceed \$3,300,000.

#### SUMMARY

On July 17, the USBR announced a funding opportunity (BOR-DO-17-F028) for water recycling projects that have been determined to be feasible by the USBR. The City's Recycled Water Project is eligible to compete for this funding, and staff prepared and submitted an application for financial assistance by the deadline of August 17. Unfortunately, the short deadline coincided with Council's break and staff was not able to include in the application package a resolution authorizing the City Manager to submit the application and execute agreements with the USBR, if the City's application is successful. The USBR recognized that the short application period posed a problem for many agencies and provided an extension on the deadline for submitting the authorizing resolution. This report provides information about the funding opportunity and requests that Council adopt the attached resolution authorizing the City Manager to submit the financial assistance application and execute related agreements, if the City is awarded funding from the USBR.

## BACKGROUND

The City's current Capital Improvement Program, adopted in June 2017, includes the Recycled Water Project that would deliver approximately 290 acre-feet per year of drought-proof water supplies to about twenty-four customers for irrigation. Customers would include parks, schools and industrial parks within a three-mile radius of the City's Water Pollution Control Facility (WPCF). Once the initial distribution and storage system is constructed, there may be opportunities to expand the system and include more customers in future phases. The project as currently envisioned does not include a recycled water treatment facility. Rather than the City producing its own tertiary treated recycled water, staff is currently negotiating a recycled water supply agreement with the Russell City Energy Center (RCEC) to utilize surplus tertiary treated recycled water produced at RCEC's Recycled Water Facility, located adjacent to the City's WPCF, as the source of supply for the City's project.

The total capital cost of the Hayward Recycled Water Project is estimated at \$20 million. Staff has been aggressively pursuing outside funding to help pay for the cost of the project. In May 2017, the City executed an agreement for up to \$5.8 million in grant funding from California Proposition 1 (Water Bond) and \$13.5 million in low interest loans from the State's Clean Water State Revolving Fund to help finance the project. Staff has also been working to position the Recycled Water Project for grant funds administered through the USBR's Title XVI Water Recycling and Reuse Program (Title XVI). In June 2017, the USBR determined that the City's Recycled Water Project met the feasibility requirements of Title XVI.

On July 17, 2017, the USBR released a new funding opportunity (BOR-DO-17-F028) for Title XVI water recycling projects under the Water Infrastructure Improvements for the Nation (WIIN) Act. The WIIN Act was enacted in December 2016 to address water resources infrastructure that is critical to the nation's economic growth, health, and competitiveness. The WIIN Act includes \$50 million for water recycling projects to be administered through Title XVI in multiple funding cycles. A total of \$10 million is available under the funding opportunity released on July 17. Only water recycling projects that were determined to be feasible by the USBR and were transmitted in a report to Congress on July 12, 2017 are eligible to compete for funding under the WIIN Act. The City's Recycled Water Project meets the USBR's eligibility requirements for applying for Title XVI funding under the WIIN Act.

## DISCUSSION

Based on the USBR funding opportunity guidelines, applicants may apply for up to 25% of total project costs that are estimated to occur between July 12, 2017 and September 30, 2019. Recipients are responsible for 75% of project costs. The grant funding application was due on August 17, 2017, which allowed only thirty days between the announcement and submittal deadline. While this constrained time frame presented challenges, staff, with consultant assistance, prepared and submitted a complete application for \$3,263,000 (25% of the estimated construction contract amount) that meets the requirements of the USBR funding announcement.

Unfortunately, the short deadline coincided with Council's break and staff was not able to obtain a resolution from Council that would authorize the City Manager to commit the City to the



financial and legal obligations associated with receipt of a financial assistance award under this funding opportunity. The USBR recognized that this would be an issue for many agencies, and granted an extension for submitting the required resolution until mid-September. Submitting the grant application by the August 17 deadline in no way obligated the City to enter into an agreement with USBR. Staff is requesting that Council approves the attached resolution, which, if approved, will be submitted to the USBR to complete the application process.

There are over forty recycled water projects throughout the western United States that are eligible to apply for the \$10 million available under the Title XVI funding opportunity that was released on July 17. Given the extremely limited amount of total grant funds available and the highly competitive nature of this grant cycle, it is unlikely that the City will receive the full eligible amount, and, in fact, the City may not be successful at all during this round. However, even if the City is not successful in this funding cycle, a key benefit of submitting an application is that the USBR provides feedback to unsuccessful applicants on how to strengthen applications for future funding opportunities.

Project proponents may continue to apply for Title XVI financial assistance until the total grant amount awarded reaches the maximum eligible amount. Thus, staff anticipates continuing to apply for Title XVI funding as additional opportunities are announced. The USBR currently anticipates releasing a second funding opportunity for Title XVI funding under the WIIN Act in late 2017/early 2018.

## ECONOMIC IMPACT

The economic impact of the Recycled Water Project will depend, in large measure, on the costs to implement the project, including planning, design, construction, acquisition of recycled water, and ongoing operation and maintenance costs. To the extent that the project is funded by grants, the overall cost impact to customers will be reduced. Once the costs are finalized and funding sources are in place, staff will recommend a rate structure that would provide a balance between recovering costs over the life of the project and offering an incentive to customers who are able to receive recycled water. The community as a whole will benefit from this project through greater diversity and reliability of water supplies, especially during periods of drought.

## STRATEGIC PRIORITIES

This agenda item supports the Tennyson Corridor Strategic Initiative. The purpose of this initiative is to develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement with residents, businesses and community partnerships. There are two sites located in the Tennyson Corridor that are proposed to be connected to the recycled water system, and would therefore support the following goal and objectives:

Goal 3: Improve Community Appearance.

Objective 1: Enhance landscaping.

Objective 3: Decrease blight.

The use of recycled water will help create attractive outdoor spaces in the Tennyson Corridor. Since recycled water is a sustainable and drought-proof source of supply, customers will be able to maintain their landscaping during water supply shortages when drinking water supplies are limited.

## FISCAL IMPACT

The Recycled Water Project is included in the current Ten-Year Capital Improvement Program with total funding of \$19.3 million. As noted in the Background, the City has secured \$5.8 million in State Proposition 1 grant funding and \$13.5 million in a low interest Clean Water State Revolving Fund loan. Any grant funds obtained from the USBR Title XVI Program would reduce the loan amount from the State. This project will not utilize any General Fund monies.

## SUSTAINABILITY FEATURES

The use of recycled water will reduce the demand for drinking water and improve the reliability and availability of drinking water, while providing a sustainable and drought-proof water supply for some irrigation uses. It will also reduce the volume of wastewater and associated residual pollutants discharged to San Francisco Bay, which is required to meet increasingly stringent discharge regulations.

## PUBLIC CONTACT

Public contact related specifically to the financial assistance application included outreach to interested partners to request letters of support. A total of eight letters, including those from the Hayward Area Park and Recreation District (HARD), the East Bay Dischargers Authority (EBDA), the Bay Area Water Supply and Conservation Agency (BAWSCA), and the Hayward Chamber of Commerce, were received and included with the application.

The City continues to work closely with potential recycled water customers, including HARD and the Hayward Unified School District, to initiate site surveys and prepare retrofit designs to connect customers to the recycled water system. Staff will also be implementing educational efforts to train site supervisors on the use of recycled water to ensure a smooth transition.

## NEXT STEPS

If Council concurs with staff's recommendation, the adopted resolution will be submitted to the USBR to complete the financial assistance application process. Staff will monitor the application review process and inform Council of developments, as well as continue to pursue additional funding opportunities related to the Recycled Water Project.

Prepared by: Jan Lee, Water Resources Manager

Recommended by: Alex Ameri, Director of Utilities & Environmental Services

Approved by:

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

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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-\_\_\_\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO SUBMIT A FINANCIAL  
ASSISTANCE APPLICATION AND EXECUTE AGREEMENTS FOR FUNDING  
THROUGH THE UNITED STATES BUREAU OF RECLAMATION TITLE XVI  
WATER RECYCLING AND REUSE PROGRAM, IN AN AMOUNT NOT TO EXCEED  
\$3,300,000

WHEREAS, the Hayward City Council approved the Fiscal Year 2018 Capital Improvement Program, which includes the Recycled Water Storage and Distribution System, Project No. 07507 (Recycled Water Project); and

WHEREAS, the City has secured a grant from California Prop 1 (Water Bond) and a low interest loan from the California State Water Resources Control Board under the Clean Water State Revolving Fund Water Recycling Project No. C-06-8091-110, and

WHEREAS, the United States Bureau of Reclamation (USBR) has determined that the City's Recycled Water Project is feasible under the requirements of the USBR's Title XVI Water Recycling and Reuse Program (Title XVI); and

WHEREAS, the Congress of the United States enacted the Water Infrastructure Improvements for the Nation (WIIN) Act in December 2016, which authorized expenditures of \$50 million in multiple cycles to address critical water resources infrastructure; and

WHEREAS, the USBR released Funding Opportunity BOR-DO-17-F028 on July 17, 2017 for up to \$10 million in financial assistance for Title XVI projects under the WIIN Act; and

WHEREAS, the City's Recycled Water Project meets all eligibility requirements for Funding Opportunities under Title XVI and the WIIN Act;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward hereby authorizes the City Manager to apply for financial assistance under Funding Announcement BOR-DO-17-F028, and execute all documents related to a grant or cooperative agreement with the United States Bureau of Reclamation, in an amount not to exceed \$3,300,000; and

BE IT FURTHER RESOLVED that the City Council of the City of Hayward hereby verifies that the City Manager or designee has reviewed the application and supports its submittal; and

BE IT FURTHER RESOLVED that the City Council of the City of Hayward hereby verifies that the City of Hayward has the capability to provide the funding and in-kind contributions specified in the spending plan; and

BE IT FURTHER RESOLVED that the City Council of the City of Hayward hereby verifies that the City of Hayward will work with the Bureau of Reclamation to meet all established deadlines for entering into a grant or cooperative agreement.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

Hayward City Hall  
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**File #:** CONS 17-519

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT**

Approval of a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Rolling Orange for Website Development and Maintenance Professional Services

**RECOMMENDATION**

That the City Council approves the attached resolution (Attachment II), authorizing the City Manager to negotiate and execute agreements with Rolling Orange for annual website development and maintenance professional services in an amount not to exceed \$105,000.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



DATE: September 19, 2017

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Approval of a Resolution Authorizing the City Manager to Negotiate and Execute an Agreement with Rolling Orange for Website Development and Maintenance Professional Services

#### RECOMMENDATION

That the City Council approves the attached resolution (Attachment II), authorizing the City Manager to negotiate and execute an agreement with Rolling Orange for annual website development and maintenance professional services in an amount not to exceed \$105,000.

#### BACKGROUND

In 2015, the City entered into an agreement with Rolling Orange to completely rebuild and redesign the City's official website. The new website went live in February of 2016. Since that time, the new website has received much acclaim and was awarded as one of the "Best of the Web." As a result, municipalities throughout the country are aware of Hayward's web presence, often times contacting staff asking about our web development process.

Following the release of the new website, the City attempted to recruit a Digital Applications Developer to maintain and continue to evolve the website. Following several failed recruitments, the City retained Rolling Orange to help with ongoing maintenance and development.

On June 20, 2017, the City Council approved a resolution authorizing the City Manager to negotiate and execute an agreement with Rolling Orange for website development and maintenance professional services in an amount not to exceed \$90,000.

#### DISCUSSION

Rolling Orange is a website developer based out of Campbell, CA. In the past, they have developed websites for UCLA, SF Arts Commission, SFMTA, SF Assessor-Recorder, and many more.

Rolling Orange will provide design, front-end programming, and project management services necessary to deliver a site that meets the City's needs. Additionally, Rolling Orange will be developing a new, cutting edge Economic Development website to be hosted at

HaywardUpward.com. Staff hopes to have the new Economic Development website live by the end of fiscal year 2018 and to enter it for a Best of the Web award in 2018.

While the Council authorized the City Manager to execute maintenance and development agreements for Rolling Orange in June, the scope of work pertaining to the Economic Development website has changed, increasing the total not to exceed amount of the contract from \$90,000 to \$105,000.

After further discussion with Rolling Orange and other internal departments, staff recommends expanding the original scope of work presented in June to encompass additional functionality that will have applicability for every department. Examples of the new functionality include step-by-step content types designed to assist in explaining city processes, advanced forms and surveys, and deeper integration of interactive GIS maps within the website.

This staff report and accompanying resolution clarifies and authorizes the new total amount for the Rolling Orange maintenance and development contract for FY 2018 with a not to exceed amount of \$105,000 versus the original approved amount of \$90,000.

## STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Priorities.

## FISCAL IMPACT

The total cost of these contracts will not exceed \$105,000 for the fiscal year and will be paid using previously budgeted funds for the Digital Applications Developer position in the City Manager's Office which remains vacant. Additional funding will come from the Economic Development Division's budget for the Economic Development site.

## NEXT STEPS

Following Council approval of the attached resolution, the City Manager will negotiate and execute a contract with Rolling Orange for FY2018 services.

Prepared and Recommended by: John Stefanski, Management Analyst II

Approved by:



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Kelly McAdoo, City Manager



HAYWARD CITY COUNCIL

RESOLUTION NO. 17-  
Introduced by Council Member

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH ROLLING ORANGE FOR WEBSITE DEVELOPMENT AND MAINTENANCE PROFESSIONAL SERVICES, IN AN AMOUNT NOT TO EXCEED \$105,000.

WHEREAS, On June 20, 2017, the City Council approved a resolution authorizing the City Manager to negotiate and execute an agreement with Rolling Orange for website development and maintenance professional services in an amount not to exceed \$90,000; and,

WHEREAS, while the Council authorized the City Manager to execute maintenance and development agreements for Rolling Orange in June, the scope of work pertaining to the Economic Development website has changed, increasing the total not to exceed amount of the contract from \$90,000 to \$105,000; and,

WHEREAS, the purpose of this resolution and its accompanying staff report is to clarify and authorize the new total amount for the Rolling Orange maintenance and development contracts for FY 2018.

NOW THEREFORE, BE IT RESOLVED, that the City Council directs and authorizes the City Manager to negotiate and execute a professional services agreement with Rolling Orange for website development and maintenance professional services, in an amount not to exceed \$105,000.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

**ATTACHMENT II**

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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**File #:** CONS 17-522

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Library and Community Services Director

**SUBJECT**

Re-Execution of a Revised Cooperation Agreement for FYs 2018-2020 Between the City of Hayward and the County of Alameda to Participate in the Alameda County HOME Consortium

**RECOMMENDATION**

That the City Council adopts the attached resolution (Attachment III) authorizing the City Manager to re-execute the Cooperation Agreement (the Agreement) and all other implementing documents to enable the City of Hayward to participate in the Alameda County HOME Consortium.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	June 13, 2017 Staff Report
Attachment III	Resolution



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Library and Community Services

SUBJECT Re-Execution of a Revised Cooperation Agreement for FYs 2018-2020 Between the City of Hayward and the County of Alameda to Participate in the Alameda County HOME Consortium

#### RECOMMENDATION

That the City Council adopts the attached resolution (Attachment III) authorizing the City Manager to re-execute a Cooperation Agreement and all other implementing documents to enable the City of Hayward to participate in the Alameda County HOME Consortium.

#### BACKGROUND

On June 13, 2017, the City Council adopted a resolution authorizing the City Manager to execute a Cooperation Agreement (the Agreement) to enable the City's continued participation in the Alameda County HOME Consortium (the Consortium) for the next three federal fiscal years – October 1, 2017 through September 30, 2020. Soon thereafter, the City Manager executed the Agreement and staff mailed it to the Alameda County Department of Housing and Community Development (HCD), the lead administrative agency of the Consortium.

As explained in the June 13, 2017 staff report (see Attachment II), upon receipt, HCD executes the Agreement and forwards it to the Department of Housing and Urban Development (HUD) along with other forms and the resolutions from member jurisdictions approving participation in the Consortium. All this documentation is referred to as the "Requalification Package."

#### DISCUSSION

Upon its review of the Requalification Package, HUD determined that the Agreement did not meet certain statutory requirements for a HOME Consortium agreement. Consequently, HUD requested that the Consortium resubmit the Agreement along with a new resolution. HUD is firm about the latter. For this reason, staff recommends that the City Council adopts the attached resolution authorizing the City Manager to re-execute the Agreement and enable the

City's continued participation in the Consortium for the next three federal fiscal years – October 1, 2017 through September 30, 2020.

## ECONOMIC IMPACT

The re-execution of the Agreement approving the City's continued participation in the Consortium allows the City to receive an annual allocation of HOME program funds which continues to be critical to further the City's Housing Element goal of providing affordable housing opportunities to all the socio-economic segments of the City's population.

## STRATEGIC PRIORITIES

This agenda item supports the Complete Communities strategic initiative. 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. This item supports the following goal and objectives:

Goal 2: Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.

Objective 1: Centralize and expand housing services.

Objective 2: Facilitate the development of diverse housing types that serve the needs of all populations.

Objective 4: Increase supply of affordable, safe and resilient housing in Hayward.

## FISCAL IMPACT

The re-execution of the Agreement does not represent an impact to the City's General Fund; however, the City's participation in the Consortium allows it to receive an annual allocation of HOME funds from HUD for both project implementation and a portion of administrative costs associated with the implementation of program activities.

## PUBLIC CONTACT

The adoption of the attached resolution is required by HUD to acknowledge the re-execution of the Agreement which, in turn, will allow the City's continued participation in the Consortium. Thus, both the adoption of the resolution and the re-execution of the Agreement are only steps of an administrative procedure to comply with HUD's request. Neither HUD nor the County requires a public hearing or other public contact for the execution or re-execution of the Agreement.

## NEXT STEPS

Future commitments and appropriation of HOME funds for program-eligible activities will require Council approval. Staff will later return to Council to recommend the allocation of HOME funds to eligible housing projects or programs as they are identified but none has been identified for this Agreement term yet.

Upon execution by the City Manager, the Agreement will be sent to the County for execution. Both the Agreement and the attached resolution will form part of the Consortium's Requalification Package that the County will forward to HUD.

Prepared by: Omar Cortez, Housing Development Specialist

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

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', is written over a horizontal line.

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Kelly McAdoo, City Manager



**DATE:** June 13, 2017

**TO:** Mayor and City Council

**FROM:** Director of Library and Community Services

**SUBJECT:** Execution of Cooperation Agreement for FYs 18-20 Between the City of Hayward and the County of Alameda to Participate in the Alameda County HOME Consortium

## **RECOMMENDATION**

That the City Council:

- 1) Adopts the attached resolution (Attachment II) authorizing the City Manager to execute the Cooperation Agreement (the Agreement) and all other implementing documents to enable the City of Hayward to participate in the Alameda County HOME Consortium.

## **BACKGROUND**

Since 1991, the City of Hayward has been part of the Alameda County HOME Consortium (the Consortium), which includes Unincorporated Alameda County and the cities of Alameda, Fremont, Livermore, Pleasanton, San Leandro, and Union City. Hayward's participation in the Consortium has assured the City a total allocation of approximately \$11.4 million of federal HOME Investment Partnership funds since FY 1992.

HOME funds must be used for HOME-eligible housing assistance activities, including acquiring, rehabilitating, and constructing housing affordable to low-income households, as well as providing homebuyer and tenant-based rental assistance. HOME program regulations require that 100% of HOME funds be used to assist households with incomes at or below eighty percent (80%) of the area median income (AMI) adjusted for household size. The current Alameda County eighty percent of AMI income limit for a family of four is \$75,150.

## **DISCUSSION**

The City's participation in the Consortium assures the City an annual allocation of HOME funds and alleviates the administrative burden of the funds. As the representative of the

Consortium, the County of Alameda acts as the lead member for administrative and federal reporting purposes and coordinates the production of the Consolidated Annual Performance and Evaluation Report (CAPER) required by the Department of Housing and Urban Development (HUD). Several other reporting activities are also carried out in a joint effort by the participating jurisdictions.

The overall objective of the program is to provide high-quality, sustainable affordable housing. In previous years, HOME funds were used to help finance the construction of the Glenn Berry and Sara Conner Court Apartments, the rehabilitation of Huntwood Commons and Tennyson Gardens Apartments, the acquisition and rehabilitation of Leidig Court Apartments, and the acquisition of Cypress Glen Apartments. Most recent HOME funding commitments include a \$775,000 loan for the Weinreb Place (aka Hayward Senior Housing II) affordable senior complex completed early in 2015, and a \$900,000 loan for the Alta Mira Affordable Family and Senior Apartments (aka the South Hayward BART affordable housing project) which opened in the fall of 2016. For almost nine years, funds have also been set aside to pay for rental subsidies for participants of Project Independence, a program that provides services and rental subsidies to emancipated youth (youth from 18 to 24 who have aged out of the foster care system).

Staff recommends that the City Council approve the continued participation in the Alameda County HOME Consortium for the next three federal fiscal years – October 1, 2017 through September 30, 2020. Future individual project funding commitments will come to the Council for approval.

## **ECONOMIC IMPACT**

By making sure that its residents have access to decent, safe and sanitary housing, the City helps prevent homelessness and housing crises. These conditions are not only damaging to the physical, mental, and economic health of individuals and families, but have serious costs to the community as well. The costs to the community include the costs of providing emergency housing, mental health crisis services, emergency medical care, etc. Therefore, providing for affordable housing opportunities is an important part of an overall strategy to prevent homelessness and a goal of the City's Housing Element. Despite recent significant reductions by the federal government<sup>1</sup>, HOME funding continues to be critical to further this goal to the extent that it must be used to acquire, rehabilitate, and construct affordable housing. This is especially important given the reduction or elimination of other sources of funding for affordable housing such as Redevelopment.

## **FISCAL IMPACT**

Hayward's participation in the Consortium allows the City to receive an annual allocation of HOME program funds from HUD. The City's FY 2017 (federal fiscal year October 1st, 2016 to

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<sup>1</sup> During the first part of the 2000's, Hayward's annual allocations averaged approximately \$550,000. Towards the later part of the 2000's, that average was almost \$500,000. Starting in 2010, the City's annual allocations have been reduced to about half that amount, as illustrated by the 2017 allocation noted in the Fiscal Impact section of this report.



September 30, 2017) allocation for project implementation is \$266,894. Ten percent (approximately \$27,000 in FY 2017) of the total allocation may be used to fund administrative expenses associated with the HOME program. Of the funds that may be used for administrative costs, 50% or approximately \$13,500 are retained by the County. The County acts as the lead administrative agency for the Consortium, providing administration and reporting on its behalf. The remainder of the HOME administrative fund allocation is used by the City to pay for a portion of the costs associated with the City's administration of ongoing and implementation of new HOME program activities.

## **SUSTAINABILITY FEATURES**

To be competitive for the major sources of funding, affordable housing development proposals must be located near transit and include energy-efficient and sustainable features that exceed the applicable standards. These two are major criteria in the Low-Income Housing Tax Credit Program, for example.

The requirement to include energy-efficient and sustainable features is intended to guarantee that affordable developments are financially viable for the long term. Energy-related savings are essential to achieve that long-term viability – besides guaranteeing that the housing expenses of tenants are low or minimal.

Additionally, as housing becomes increasingly unaffordable, many households are forced to move out of their communities and, as they move farther away, they have to spend a larger part of their incomes on transportation while adding further pressure to the already congested system of roads and freeways. Thus, the requirement to be located near transit helps reduce traffic congestion and frees up income of very low and extremely low income households to pay for other expenses such as education, childcare, and food. Therefore, to the extent that HOME and other local moneys will help Hayward affordable housing projects or program proposals compete for and/or leverage other sources of funding, this would help: a) reduce area traffic impacts, and b) achieve other local sustainability goals.

## **PUBLIC CONTACT**

This is a standard three-year Agreement, purely administrative in nature, allowing the City to participate in the Alameda County HOME Consortium. This contract does not commit any funding to projects. Neither HUD nor the County requires a public hearing or other public contact for this Agreement. Therefore, this Council resolution comprises the first and only required public contact for this Agreement.

## **NEXT STEPS**

Project-related funds will be used for HOME-eligible housing-assistance activities. Future commitments and appropriation of those funds for such activities will require Council approval. Staff will later return to Council to recommend the allocation of HOME funds to eligible housing projects or programs when they are identified. No projects or programs have been identified for this Agreement term.

Upon execution by the City Manager, the Agreement will be sent to the County for execution. The County will forward the signed Agreement to HUD's headquarters.

*Prepared by:* Omar Cortez, Housing Development Specialist

*Recommended by:* Sean Reinhart, Director of Library and Community Services

*Approved by:*

A handwritten signature in black ink, appearing to read 'K. McAdoo', is positioned above a horizontal line.

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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

A RESOLUTION AUTHORIZING THE CONTINUED PARTICIPATION OF THE CITY OF HAYWARD IN THE ALAMEDA COUNTY HOME CONSORTIUM FOR HOME FUNDS AND AUTHORIZING EXECUTION OF THE NECESSARY DOCUMENTS TO MAINTAIN THE ELIGIBILITY OF THE CONSORTIUM FOR HOME PROGRAM FUNDS IN ACCORDANCE WITH THE NATIONAL AFFORDABLE HOUSING ACT OF 1990.

WHEREAS, the Congress of the United States has enacted the Cranston-Gonzalez National Affordable Housing Act of 1990 and Federal regulations have been adopted pursuant thereto, hereinafter called the "Act"; and

WHEREAS, Title II of the Act creates the HOME Investment Partnership Program hereinafter called "HOME," that provides funds to participating jurisdictions for acquisition, rehabilitation, new construction of affordable housing, homebuyer and tenant-based rental assistance; and

WHEREAS, the Act allows local governments to form consortia for receiving and administering HOME funds and carrying out purposes of the Act; and

WHEREAS, the cities of Alameda, Fremont, Hayward, Livermore, Pleasanton, San Leandro and Union City have expressed their interest in joining with the Alameda County Urban County (consisting of the cities of Albany, Dublin, Emeryville, Newark, Piedmont, and the unincorporated County) to continue in the Alameda County HOME Consortium for federal fiscal years 2018, 2019 and 2020;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward, as follows:

Section 1. The above recitals are true and correct.

Section 2. The City Council of the City of Hayward hereby authorizes the continued participation of the City of Hayward in the Alameda County HOME Consortium.

Section 3. The City Council of the City of Hayward hereby authorizes the City Manager to execute the necessary documents to maintain the eligibility of the Consortium for HOME program funds in accordance with the National Affordable Housing Act of 1990.

Section 4. This resolution shall take effect immediately upon its adoption.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES:            COUNCIL MEMBERS:  
                     MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
                 City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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**File #:** CONS 17-524

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT**

Authorization for the City Manager to Execute a Memorandum of Understanding with the Alameda County Health Care Services Agency for Medi-Cal Administrative Activities Provided by the Youth and Family Services Bureau of the Hayward Police Department

**RECOMMENDATION**

That Council authorizes the City Manager to: (1) Execute the FY17-18 Medi-cal Administrative Activities Memorandum of Understanding with the Alameda County Health Care Services Agency and (2) accept between \$300,000 and \$400,000 in reimbursement for services provided under this agreement.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution Authorizing Agreement



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Chief of Police

SUBJECT: Authorization for the City Manager to Execute a Memorandum of Understanding with the Alameda County Health Care Services Agency for Medi-Cal Administrative Activities Provided by the Youth and Family Services Bureau of the Hayward Police Department

## RECOMMENDATION

That Council authorizes the City Manager to: (1) Execute the FY17-18 Medi-Cal Administrative Activities Memorandum of Understanding with the Alameda County Health Care Services Agency and (2) accept between \$300,000 and \$400,000 in reimbursement for services provided under this agreement.

## BACKGROUND

Since 2006, the Youth and Family Services Bureau (YFSB) of the Hayward Police Department has had an annual Memorandum of Understanding with the Alameda County Health Care Services Agency to provide Medi-Cal Administrative Activities (MAA).

To ensure the proper and efficient administration of the Medi-Cal Program, the State of California entered into a contract with the County of Alameda Health Care Services Agency. The State recognizes the unique relationship that the County Health Care Services Agency has with Medi-Cal Eligible Individuals.

The Health Care Services Agency recognizes the unique relationship that certain other departments and entities in the County, including the City of Hayward Youth and Family Services Bureau, have with Medi-Cal Eligible Individuals. It further recognizes their expertise in identifying and assessing the health care needs of the Medi-Cal Eligible Individuals they serve.

To take advantage of the Youth and Family Services Bureau's expertise and relationship with Medi-Cal Eligible Individuals, the County Health Care Services Agency provides reimbursement for the Medi-Cal Administrative Activities performed by the Youth and Family Services Bureau.

The amount of this reimbursement varies year to year, but it is expected to be between \$300,000 and \$400,000 for FY17-18.

## DISCUSSION

The Youth and Family Services Bureau staff play a critical role in connecting community members to Medi-Cal covered services. In recognition of this function, the County provides an annual reimbursement for the cost of staff time spent providing this service. This reimbursement funding is re-invested to support YFSB programming which contributes to the overall strength and success of the YFSB model. Providing alternatives to youth involvement in the juvenile justice system is a critical issue locally and nationally. The literature clearly shows that more restrictive juvenile justice interventions such as youth incarceration contribute to poorer outcomes and increased rates of recidivism. Conversely, offering alternatives such as family counseling, case management and diversion, not only reduces recidivism but also leads to better outcomes for youth and families overall. The execution of this agreement and the acceptance of the associated funding will allow the Youth and Family Services Bureau of the Hayward Police Department to continue to play a crucial role in keeping youth out of the juvenile justice system and contributing to the overall safety and well-being of Hayward families.

## ECONOMIC IMPACT

As stated above, improving community safety and keeping youth out of the juvenile justice system by supporting them to lead productive and healthy lives will strengthen our local economy and will improve every aspect of it.

## STRATEGIC PRIORITIES

This agenda item supports the Complete Communities Strategic Initiative. 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. This item supports the following goal and objectives:

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.

Objective 1: Increase neighborhood safety and cohesion

Objective 4: Create resilient and sustainable neighborhoods

## FISCAL IMPACT

The funds that the City will receive from this agreement will help to offset the expenses of administering care for recipients. It is estimated that reimbursements will be between \$300,000 and \$400,000, similar to the amounts the City has received from the County for administering the portion of the MAA program in recent fiscal years.

## NEXT STEPS

If the Council authorizes this action, staff will work to execute the agreement with the Health Care Services Agency to provide Medi-Cal Administrative Activities for FY17-18.

Prepared by: Emily Young, Youth and Family Services Bureau Administrator

Recommended by: Mark Koller, Chief of Police

Approved by:



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Kelly McAdoo, City Manager



HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A MEMORANDUM OF UNDERSTANDING WITH THE ALAMEDA COUNTY HEALTH CARE SERVICES AGENCY FOR MEDI-CAL ADMINISTRATIVE ACTIVITIES PROVIDED BY THE YOUTH AND FAMILY SERVICES BUREAU OF THE HAYWARD POLICE DEPARTMENT.

WHEREAS, the Hayward Police Department's Youth and Family Services Bureau plays a critical role in connecting the Hayward community to Medi-Cal covered services; and

WHEREAS, executing an agreement with the Alameda County Health Care Services Agency is necessary to continue to provide these services and generate the associated reimbursement revenue;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute contracts, and any supporting documents, with the Alameda County Health Care Services Agency for services provided by the Hayward Police Department's Youth and Family Services Bureau. This authorization is for the acceptance of revenue in the amount of \$400,000.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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Hayward, CA 94541  
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**File #:** CONS 17-547

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Clerk

**SUBJECT**

Resignation of Janet Livingston from the Keep Hayward Clean and Green Task Force

**RECOMMENDATION**

That the City Council adopts a resolution accepting the resignation of Ms. Janet Livingston from the Keep Hayward Clean and Green Task Force effective immediately.

**ATTACHMENTS**

Attachment I Staff Report  
Attachment II Resolution  
Attachment III Resignation Letter



DATE: September 19, 2017

TO: Mayor and City Council

FROM: City Clerk

SUBJECT: Resignation of Janet Livingston from the Keep Hayward Clean and Green Task Force

#### RECOMMENDATION

That the City Council adopts a resolution accepting the resignation of Ms. Janet Livingston from the Keep Hayward Clean and Green Task Force effective immediately.

#### BACKGROUND

Ms. Janet Livingston was appointed to the Keep Hayward Clean and Green Task Force on September 13, 2016. Ms. Livingston's resignation becomes effective immediately per her resignation letter (Attachment III). Her vacated position will be filled as part of the annual appointment process for the City's appointed officials to Boards, Commissions, Committees, and Task Forces.

#### STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

#### FISCAL IMPACT

There is no fiscal impact associated with this report.

Prepared and Recommended by: Miriam Lens, City Clerk

Approved by:

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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION ACCEPTING THE RESIGNATION OF JANET LIVINGSTON FROM  
THE KEEP HAYWARD CLEAN AND GREEN TASK FORCE

WHEREAS, Ms. Janet Livingston was appointed to the Keep Hayward Clean and Green Task Force on September 13, 2016;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the Council hereby accepts the resignation of Janet Livingston from the Keep Hayward Clean and Green Task Force; and commends her for her civic service to the City.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017.

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
                  City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

From: Janet Livingston  
Sent: Saturday, August 26, 2017 7:04 AM  
To: Todd Rullman <[Todd.Rullman@hayward-ca.gov](mailto:Todd.Rullman@hayward-ca.gov)>; Jillian Hogan  
Cc: Angela Andrews; Kimberly De Land <[Kimberly.DeLand@hayward-ca.gov](mailto:Kimberly.DeLand@hayward-ca.gov)>  
Subject: KHCG resignation - Janet Livingston

Good morning Todd, Jillian, Angela and Kimberly,

Please let me know if there is a form to fill out to resign from the Task Force or whether this email is acceptable notice.

Thank you.

Janet



# CITY OF HAYWARD

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Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** CONS 17-550

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Amendment No. 1 to Professional Services Agreement with CSG Consultants, Inc.

**RECOMMENDATION**

That Council adopts the attached resolutions (Attachments II and III):

1. Authorizing the City Manager to execute Amendment No. 1 to the Professional Services Agreement with CSG Consultants, Inc.; and
2. Increasing the Public Works Administration Consultant budget by \$425,000

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Resolution



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Public Works

SUBJECT: Amendment No. 1 to Professional Services Agreement with CSG Consultants, Inc.

#### RECOMMENDATION

That Council adopts the attached resolutions (Attachments II and III):

1. Authorizing the City Manager to execute Amendment No. 1 to the Professional Services Agreement with CSG Consultants, Inc.; and
2. Increasing the Public Works Administration Consultant budget by \$425,000

#### BACKGROUND

Public Works staff is responsible for reviewing grading plans, subdivision maps, improvement plans, and soils and geological reports for private development projects. An agreement was entered with CSG Consultants on November 18, 2016 to provide these services on a temporary basis due to staff vacancies and significant private development workload.

#### DISCUSSION

CSG Consulting, Inc. (CSG) is currently providing temporary development review services in an amount not-to-exceed \$75,000 over the term of the one-year agreement. The services were initially needed due to the vacancy of an Assistant Civil Engineer and increased workload due to multiple large developments currently being planned in the City. The position has been filled; however, the Assistant City Engineer who oversaw Development Review resigned at the end of March. A CSG consultant is now temporarily providing necessary oversight and support of the division due to the increased workload.

Due to the extended need for CSG services, the original amount of \$75,000 in the agreement has been expended. Staff anticipates that these services will continue to be needed until the end of the fiscal year. Therefore, staff is requesting an amendment to the current agreement with CSG for an additional amount of \$425,000 and an extension of the termination date to June 30, 2018.

## STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

## FISCAL IMPACT

This amendment would increase the agreement's not-to-exceed amount from \$75,000 to \$500,000 for Development Review Services. The addition of \$425,000 to the Public Works – Engineering and Transportation Administration Consultant Services FY18 budget will be offset by charges to developers and salary savings from the vacant Deputy Director position (previously Assistant City Engineer). Because the expenses incurred will be reimbursed by charges to developers, there will be no net impact to the General Fund.

## SUSTAINABILITY FEATURES

CSG does not provide any physical improvements to the City's infrastructure. Therefore, this section is not applicable.

## NEXT STEPS

If Council approves this request, the City Manager will execute an amendment to the agreement with CSG to increase the contract amount to \$500,000 and extend the term to June 30, 2018.

Prepared by: Karyn Neklason, Management Analyst II

Recommended by: Morad Fakhrai, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager



HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE AGREEMENT WITH CSG CONSULTANTS, INC. FOR ADDITIONAL SERVICES ASSOCIATED WITH THE CITY OF HAYWARD DEVELOPMENT REVIEW.

WHEREAS, the aforesaid parties have entered into that certain Agreement dated the 18th day of November, 2016, entitled "Agreement for Professional Services between the City of Hayward and CSG CONSULTANTS, Inc.", for temporary Development Review Services; and

WHEREAS, the City and the Consultant desire to amend the Agreement in certain respects; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute, on behalf of the City of Hayward, an amendment to the agreement with CSG CONSULTANTS., for additional services not-to-exceed \$425,000 associated with the City of Hayward temporary Development Review Services and extending the term to June 30, 2018.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AMENDING RESOLUTION 17-086, THE RESOLUTION APPROVING THE OPERATING BUDGET OF THE CITY OF HAYWARD FOR FISCAL YEAR 2018, RELATING TO INCREASED EXPENDITURE IN THE PUBLIC WORKS – ENGINEERING AND TRANSPORTATION ADMINISTRATION CONSULTANT BUDGET.

BE IT RESOLVED by the City Council of the City of Hayward that Resolution 17-086, the Resolution for adopting the Operating Budget of the City of Hayward for Fiscal Year 2018, is hereby amended by approving an additional \$425,000 in the Public Works – Engineering and Transportation Administration Consultant Budget.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# CITY OF HAYWARD

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**File #:** CONS 17-551

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

FY 2017 Sidewalk Tripping Hazards Removal Project - Adoption of Resolution Authorizing the City Manager to Execute a Purchase Order Contract with BPR, Inc.

**RECOMMENDATION**

That Council adopts the attached resolution (Attachment II) authorizing the City Manager to negotiate and execute a Purchase Order contract with BPR, Inc. for the FY 2017 Sidewalk Tripping Hazards Removal Project.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Location Map



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Public Works

SUBJECT: FY 2017 Sidewalk Tripping Hazards Removal Project – Adoption of Resolution Authorizing the City Manager to Execute a Purchase Order Contract with BPR, Inc.

## RECOMMENDATION

That Council adopts the attached resolution (Attachment II) authorizing the City Manager to negotiate and execute a Purchase Order contract with BPR, Inc. for the FY 2017 Sidewalk Tripping Hazards Removal Project.

## BACKGROUND

The City's annual Sidewalk Rehabilitation Program has two components. One is the removal of tripping hazards caused by sidewalk displacements or offsets that are less than one and three-quarter ( $1\frac{3}{4}$ ) inches. These hazards are removed by saw cutting or grinding the uplifted sidewalk panel across the width of the sidewalk to produce a smooth and uniform surface that meets ADA slope requirements. The trip hazard removal is performed under a purchase order contract following a Request for Proposal (RFP) that is sent to contractors who do this type of work. The other component of the program removes and replaces, with new concrete, all sidewalk displacements exceeding  $1\frac{3}{4}$  inches. This work is performed under a separate public bid contract process.

Each year, \$200,000 of the Sidewalk Rehabilitation Program budget is used for removing tripping hazards along the City's sidewalks. The RFP sought a contractor that would complete the work at the least possible unit price per location to maximize the number of locations to be repaired.

## DISCUSSION

On July 11, 2017, the City's Purchasing Division sent an RFP to nine (9) contractors that perform concrete grinding and saw cutting work. Three (3) contractors responded with BPR, Inc. submitting the low price of \$26.90 per location, which is 7% below the engineer's estimate of \$29.00. The second low bid submitted was in the amount of \$27.71 per location.

This year's Sidewalk Trip Removal Program will remove tripping hazards in the Tennyson Road South (District 6) and the Winton Grove Thelma Neighborhood (District 9) (See

Attachment III). Approximately 6,900 locations of uplifted sidewalks will be repaired with this project. Because a preliminary inspection of streets within these two districts indicates that there will be fewer than 6,900 locations requiring repairs, repairs may be conducted in Schafer Park and Fairway Park Rancho Verde (Districts 4 and 5) to the extent possible.

All bid documents and licenses are in order. Staff recommends award of contract to the low bidder, BPR, Inc.

## STRATEGIC PRIORITIES

This agenda item supports the Complete Streets Strategic Initiative. The purpose of the Complete Streets initiative is 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. This item supports the following goals and objective:

Goal 1: Prioritize safety for all modes of travel.

Objective 3: Ensure that roadway construction and retrofit programs and projects include complete streets elements.

Goal 2: Provide Complete Streets that balance the diverse needs of users of the public right-of-way.

Objective 1: Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.

## FISCAL IMPACT

The estimated project costs are as follows:

Construction Contract	\$200,000
Design, Inspections & Construction Administration	\$25,000
TOTAL	\$225,000

The Adopted FY 2017 Capital Improvement Program (CIP) includes \$960,000 for the Sidewalk Rehabilitation Project in the Street System Improvements Fund. \$225,000 of this budget will be used to fund this project. The balance will be used for the FY 2017 Sidewalk Rehabilitation Project.

## SUSTAINABILITY FEATURES

This project requires that all material generated during sidewalk demolition be sent to designated facilities for recycling. Recycled Portland Cement Concrete will be used as aggregate base for the concrete curb, gutter and sidewalk on other City projects. The improvements made to the sidewalks will encourage the public to walk more as opposed to

driving their vehicles. This reduces both carbon emissions and carbon footprints, which is beneficial for the environment.

This project is categorically exempt from environmental review pursuant to Section 15301(c) of the CEQA Guidelines in that it is a project consisting of repair, maintenance or minor alteration of existing structures or facilities and involves negligible or no expansion of the existing use.

#### PUBLIC CONTACT

The contractor will send notices to property owners adjacent to the work area at least seventy-two (72) hours in advance of the start of work.

#### NEXT STEPS

Begin Work	September 18, 2017
Complete Work	January 31, 2018

Prepared by: Kevin Briggs, Acting Assistant City Engineer

Recommended by: Morad Fakhrai, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A PURCHASE ORDER CONTRACT WITH BPR, INC. TO REMOVE SIDEWALK TRIPPING HAZARDS.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to execute an agreement with BPR, Inc. to remove and replace sidewalk tripping hazards in Districts 4, 5, 6, and 9

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the project is categorically exempt under section 15301(c) of the California Environmental Quality Act Guidelines for the operation, repair, maintenance, or minor alteration of existing facilities.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS

ABSTAIN: COUNCIL MEMBERS

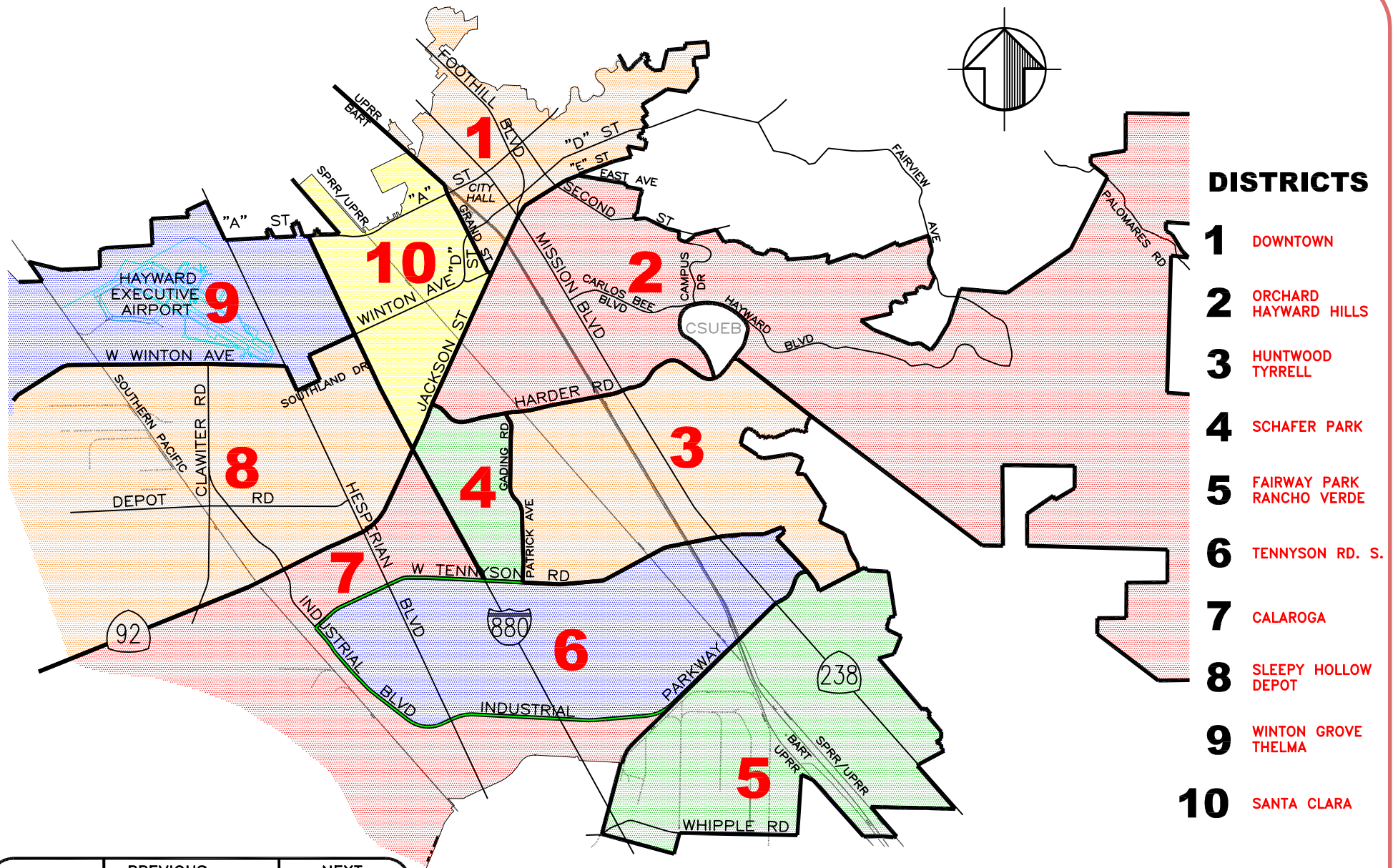
ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward





DISTRICTS	PREVIOUS REPAIRS	NEXT SCHEDULED
2 AND 3	2001, 2006, 2011	2017, 2022
6 AND 9	2002, 2007, 2012	2018, 2023
4 AND 5	2003, 2008, 2013	2019, 2024
7 AND 10	2004, 2009, 2015	2020, 2025
1 AND 8	2005, 2010, 2016	2021, 2026



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**File #:** CONS 17-552

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Utilities & Environmental Services

**SUBJECT**

Recycled Water Storage and Distribution System Project: Authorization to Execute an Amendment to Professional Services for Recycled Water Customer Retrofit Conversions to Increase the Contracted Amount for Additional Services

**RECOMMENDATION**

That Council adopts the attached resolution authorizing the City Manager to amend the professional services agreement (PSA) with HydroScience Engineers, Inc., (HydroScience) to increase the contract amount by \$150,000 to a not to exceed amount of \$860,000, to provide additional support services.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution



**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Utilities & Environmental Services

**SUBJECT:** Recycled Water Storage and Distribution System Project: Authorization to Execute an Amendment to Professional Services for Recycled Water Customer Retrofit Conversions to Increase the Contracted Amount for Additional Services

#### RECOMMENDATION

That Council adopts the attached resolution authorizing the City Manager to amend the professional services agreement (PSA) with HydroScience Engineers, Inc., (HydroScience) to increase the contract amount by \$150,000 to a not to exceed amount of \$860,000, to provide additional support services.

#### BACKGROUND

The City's current Capital Improvement Program includes the Recycled Water Treatment and Distribution System Project (Recycled Water Project), which would provide a locally sustainable and drought-proof supply of recycled water to customers for irrigation and industrial uses. The Recycled Water Project includes the design of irrigation system retrofits necessary to convert customers from the City's potable drinking water system to the new recycled water system. There are a significant number of supporting tasks that must also be completed to comply with State regulations for use of recycled water, including conducting site visits, properly training site supervisors on the use of recycled water, and testing and inspecting the installed customer retrofits to ensure complete separation of the recycled water and potable drinking water systems. The field work includes retrofitting the piping on a customer's property for the site to be able to use recycled water. This specialized work requires extensive knowledge and experience with recycled water regulations and customer irrigation systems.

On January 6, 2017, a request for proposals was issued to qualified consulting firms to assist with the design and other related tasks required to convert customers to recycled water. On February 28, 2017, Council approved execution of an agreement with HydroScience in an amount not to exceed \$710,000.

On March 20, 2017, the City and HydroScience entered into a PSA for HydroScience to provide engineering, design, and construction support services to retrofit customer sites to use recycled water.

## DISCUSSION

The site retrofit work requires close coordination with customers, regulatory agencies, and the consultant designing the storage and distribution system. Staff has requested that HydroScience provide additional related support services, not anticipated when the PSA was executed, including:

- Permitting assistance, including preparing the City's Recycled Water Use Guidelines to comply with State regulations for use of recycled water and instruct customers on the proper design, construction, operation, and maintenance requirements for using recycled water.
- Reviewing and developing customer outreach and educational materials on the use of recycled water for irrigation and industrial purposes.
- Evaluating and reviewing site plans for new customers where the City has or may require use of recycled water as a condition of approval.
- Reviewing the storage and distribution system final design submittals and providing comments to the City on ways to improve the cost-effectiveness and constructability of the Recycled Water Project.
- Preparing a complete and responsive application for funding assistance under the Bureau of Reclamation Title XVI Water Recycling Funding Opportunity No. BOR-DO-17-F-028.

The cost of the additional support services requested to date is approximately \$100,000, of which approximately \$75,000 is related to added work for permitting and design of the Recycled Water Project, and \$25,000 is related to assisting in the preparation of a Title XVI grant application. Due to the extremely short deadline of just 30 days, staff requested HydroScience's assistance in preparing the grant application, given their success and familiarity with the Title XVI funding process.

The contract with HydroScience was negotiated assuming that approximately 35 customers would be determined feasible to connect to the recycled water system. The final number of customers retrofitted will be determined based on overall feasibility and the customer's willingness to commit to using recycled water. Given the uncertainty in the number of customers to be retrofitted and the level of effort expended so far during the planning and design phase, the existing contract amount appears insufficient to absorb the estimated \$100,000 needed to compensate HydroScience for additional services already requested by staff.

In addition, given the higher than anticipated effort required so far to respond to regulatory and permitting requirements, staff anticipates continuing to utilize support from HydroScience to address recycled water permitting requirements and design issues as the Recycled Water Project progresses into construction. Therefore, staff is recommending an additional allowance of \$50,000 be included in the increased contract amount for future work to be authorized by staff, for a total budget increase of \$150,000 for additional support services and a total not to exceed

contract amount of \$860,000. A breakdown of the recommended increase in budget requested is shown in Table 1.

Table 1. Proposed HydroScience Contract Increase

Additional Support Services	Estimated Cost
Permitting	\$35,000
Customer outreach	\$5,000
New customer evaluations	\$5,000
Design review and coordination	\$30,000
Grant application	\$25,000
Subtotal	\$100,000
Additional future support services (estimated)	\$50,000
TOTAL	\$150,000

## ECONOMIC IMPACT

There are no economic impacts to Hayward customers.

## STRATEGIC PRIORITIES

This agenda item supports the Tennyson Corridor Strategic Initiative. The purpose of this initiative is to develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement with residents, businesses and community partnerships. There are two sites located in the Tennyson Corridor that are proposed to be connected to the recycled water system, and would therefore support the following goal and objectives:

Goal 3: Improve Community Appearance.

Objective 1: Enhance landscaping.

Objective 3: Decrease blight.

The use of recycled water will help create attractive outdoor spaces in the Tennyson Corridor. Since recycled water is a sustainable and drought-proof source of supply, customers will be able to maintain their landscaping during water supply shortages when drinking water supplies are limited.

## FISCAL IMPACT

The Recycled Water Project, which includes the work being performed by HydroScience, is included in the current Ten-Year Capital Improvement Program with total funding of \$19.3 million. The City has secured \$5.8 million in California Proposition 1 grant funding and \$13.5 million in a low interest Clean Water State Revolving Fund loan to help finance the project. The City is also pursuing federal grant funding through the Bureau of Reclamation's Title XVI Water

Recycling and Reuse Program. The Recycled Water Project will not utilize any General Fund monies.

## SUSTAINABILITY FEATURES

The use of recycled water will reduce the demand for drinking water and improve the reliability and availability of drinking water, while providing a sustainable and drought-proof water supply for some irrigation uses. It will also reduce the volume of wastewater and associated residual pollutants discharged to San Francisco Bay, which is required to meet increasingly stringent discharge regulations.

## PUBLIC CONTACT

The City and HydroScience are working closely with potential recycled water customers, including the Hayward Area Parks and Recreation District (HARD) and the Hayward Unified School District, to initiate site surveys and prepare retrofit designs. HydroScience will also be implementing educational efforts to train site supervisors, including City staff, on the use of recycled water to ensure a smooth transition.

## NEXT STEPS

If Council approves the \$150,000 increase in the contract amount with HydroScience, staff will increase the budget with HydroScience to a not to exceed amount of \$860,000 for additional recycled water support services.

Prepared by: Jan Lee, Water Resources Manager

Recommended by: Alex Ameri, Director of Utilities & Environmental Services

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-\_\_

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER TO AMEND THE AGREEMENT WITH HYDROSCIENCE ENGINEERS, INC., TO INCREASE THE CONTRACT AMOUNT FOR PROFESSIONAL SERVICES RELATED TO RECYCLED WATER BY \$150,000 TO A NOT TO EXCEED AMOUNT OF \$860,000

WHEREAS, the City of Hayward Recycled Water Storage and Distribution Project No. 07507 ("Recycled Water Project") would reduce the demand for potable water and provide a sustainable and drought-proof water supply for some irrigation and industrial uses; and

WHEREAS, the City entered into an Agreement with HydroScience Engineers, Inc. ("HydroScience") on March 20 for HydroScience to provide engineering, design, and construction services for the Recycled Water Project, in an amount not to exceed \$710,000; and

WHEREAS, the City requires additional support services related to the Recycled Water Project and the City does not have the expertise or resources to perform this work; and

WHEREAS, HydroScience has demonstrated technical expertise and applicable experience; and has reasonable labor hours and hourly rates; and

WHEREAS, HydroScience is willing to provide such additional support services for the Recycled Water Project; and

WHEREAS, the cost of the additional support services are \$35,000 for project permitting, \$10,000 for customer outreach and evaluations, \$30,000 for design review and coordination, \$25,000 for preparation of grant application and \$50,000 for additional future support services, for a total of \$150,000; and

WHEREAS, the Capital Improvement Program Sewer Improvement Fund includes sufficient funding for HydroScience to perform the additional support services required by the City.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Hayward that City Manager is hereby authorized to amend the professional services agreement with HydroScience Engineers, Inc., to increase the contract amount for professional services related to recycled water by \$150,000, to a total not to exceed amount of \$860,000.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS

ABSTAIN:       COUNCIL MEMBERS

ATTEST: \_\_\_\_\_  
                  City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward





# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** CONS 17-562

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Utilities & Environmental Services

**SUBJECT**

Pay As You Save (PAYS) Program Modification

**RECOMMENDATION**

That City Council adopts the attached resolution to modify the program to add additional flexibility to the duration of the PAYS<sup>®</sup> pilot program repayment terms.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Location Map of PAYS Projects



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Utilities & Environmental Services

SUBJECT: Pay As You Save (PAYS) Program Modification

## RECOMMENDATION

That City Council adopts the attached resolution to modify the program to add additional flexibility to the duration of the PAYS® pilot program repayment terms.

## SUMMARY

The Green Hayward PAYS® (Pay-As-You-Save) Pilot Program launched in September of 2015. The program allows multifamily property owners to install water and energy efficiency upgrades and repay the cost through a surcharge on their water bills. After two years of implementation, program participation has been well below what had been projected. Staff reached out to prospective customers to better understand barriers to participation. Based on customer input, staff is recommending adding additional flexibility to the duration of the PAYS® repayment terms.

Currently, PAYS® customers repay the cost of the property upgrades over ten years. Staff is recommending allowing property owners to select a repayment period between three to ten years and allowing customers to prepay without penalty. The goal of this change is to save customers money by reducing the amount of interest they would pay over the life of their repayment. At its July meeting, the Council Sustainability Committee voted to recommend that the City Council adopt these changes.

## BACKGROUND AND DISCUSSION

On February 18, 2014, Council [approved a resolution](#) authorizing the Green Hayward PAYS® On-Bill Conservation and Efficiency Financing Pilot Program. Because PAYS® could not secure private financing, on [June 23, 2015](#) Council allocated \$1,000,000 from the Water Improvement Capital Fund to cover the upfront costs associated with installing conservation and efficiency measures at multifamily properties. As currently approved, this money will be paid back over ten years through a surcharge on each participating customer's water bill. For more details about the PAYS® Program, including frequently asked questions, please visit [www.Hayward-ca.gov/PAYS](http://www.Hayward-ca.gov/PAYS).

Program participation has so far been well below what had been projected. Based on input from prospective participants, on July 10, 2017, the Council Sustainability Committee [received a staff report](#) recommending adding additional flexibility to the duration of the PAYS® repayment terms. At that meeting, the Committee unanimously recommended that Council adopt the recommended flexibilities, as explained in this staff report.

### Current Program Design

Following a competitive process, the City selected a preferred contractor, Bottom Line Utilities Solutions (BLUS), and suppliers to perform the installations and supply water conservation products on behalf of the City. In addition, the City selected a Certification Agent, BKi (now doing business as Frontier Energy, Inc.), to provide program administration and quality assurance. BLUS and Frontier conduct outreach to Hayward multifamily property owners and managers with assistance from the City. Once a customer expresses interest in the PAYS® program, BLUS does an assessment of the property and estimates water, sewer, and energy savings. Frontier checks BLUS's estimates and calculates the cost of the surcharge that will appear on the customer's bill, which must be less than 80% of the customer's estimated bill savings.

Customers can either select BLUS to complete the upgrades or select their own contractor, with the stipulation that their contractor cannot cost more than BLUS. Customers then repay program costs over ten years through a surcharge on their bi-monthly water bills. The goal is that the customer will realize an immediate net reduction in their bills. If a property were to change hands, the surcharge would stay with the property.

### Program Participation

As of June 2017, two years past PAYS® authorization, only four properties have completed upgrades, totaling 138 units and using \$130,452 of the \$1,000,0000 dedicated to the program. In addition, eight properties are actively considering proposals they have received from PAYS® to perform updates, totaling 515 units and using \$221,222. These properties are summarized in the table on page three and their locations are shown on the map in Attachment III.

## Completed Projects and Active PAYS® Proposals

	# of Units	Cost of PAYS® Upgrades	Surcharge/Bill	Projected Net Savings/Bill
Completed Projects				
1	34	\$9,100	\$211	\$329
2	24	\$12,261	\$285	\$230
3	12	\$6,483	\$151	\$434
4	68	\$102,608	\$2,382	\$17,440
Subtotal	138	\$130,452	\$3,029	\$18,309
Active Proposals				
5	102	\$53,311	\$1,238	\$5,044
6	33	\$14,694	\$341	\$773
7	45	\$20,001	\$464	\$1,069
8	30	\$8,898	\$207	\$201
9	8	\$3,174	\$74	\$76
10	41	\$20,422	\$474	\$819
11	68	\$31,370	\$728	\$2,449
12	188	\$69,352	\$1,610	\$7,317
Subtotal	515	\$221,222	\$5,136	\$17,748
TOTAL	653	\$351,675	\$8,165	\$36,057

In addition to the properties above, two multifamily properties totaling twenty-three units completed upgrades on their own due in part to the marketing efforts of the PAYS® Program. These properties received assessments from the PAYS® contractor and decided to complete the upgrades, but declined to use the on-bill financing.

### Bill Analysis for Completed Projects

Staff conducted bill analyses for the first three completed projects, which is summarized in the table below. Staff does not have sufficient billing data yet to assess the performance of the fourth property's upgrades. Properties one and two have twelve months of billing data. Property three has seven months of billing data. Bills savings are calculated using an estimate of what the customer would have paid had they not completed the upgrades. This estimate is based on two years of historic billing data for the property.

For properties one and two, staff only looked at water bills because the owner was new and thus did not have access to two-years of historic PG&E bills. For property three, staff looked at water and energy bills.

As an example, property two installed twenty-four new toilets, thirteen showerheads, thirty-one aerators, and sixty-three in-unit LEDs in twenty-four units. In addition, they replaced sixty-three common area lighting fixtures and added a hot water demand controller and pipe insulation. The cost of the PAYS® upgrades was \$12,261. This amount will be paid back with interest over ten years through a bi-monthly surcharge of \$285. The projected net water savings (after subtracting the surcharge) for this property was \$230 per bill. The actual

average net water savings has been \$487 per bill (\$257 greater than projected). Actual savings are calculated by comparing consumption during a billing period to two years of historic water consumption during that same billing period. As stated above, staff was unable to calculate actual energy savings for this property because we did not have access to historic PG&E bills.

Completed Projects	Cost of PAYS® Upgrades	Surcharge /Bill	Projected Net Savings/Bill*	Average Actual Net Savings/Bill*	Surcharge as % of Bill Savings**
1	\$9,100	\$211	\$329	\$845	20%
2	\$12,261	\$285	\$230	\$487	37%
3	\$6,483	\$151	\$434	\$177	46%
TOTAL	\$27,844	\$647	\$993	\$1,509	

\*Net savings is the total savings minus the cost of the surcharge

\*\*Surcharge as % of Bill Savings is calculated by dividing the surcharge by the average actual full savings (net savings + surcharge); A lower number represents more net savings

Measures Installed	Property 1	Property 2	Property 3
Toilets	33	24	10
Showerheads	19	13	9
Bathroom Aerators	24	12	9
Kitchen Aerators	21	19	9
Hot Water Demand Controller	0	1	1
Hot Water Pipe Insulation	0	1	1
Common Area Lighting	22	63	40
In-Unit LEDs	48	63	36

Staff's conclusions from the above data:

1. All three of the properties are saving money and were well below the "80%" threshold. In other words, only 20%, 37%, and 46% of the savings realized by these customers went to pay their surcharges. The remaining savings went back to these customers.
2. The average net bill savings (after subtracting the surcharge) realized by these customers ranged from \$177 to \$845. In contrast, the average bill savings for the two properties who completed the toilet upgrades on their own were \$136 and \$279.
3. The first two properties have achieved actual bill savings higher than their projected bill savings. The projected savings were calculated with very conservative estimates of existing measures with uniform characteristics.
4. The third property achieved lower actual savings than what BLUS had projected. This customer achieved reductions in their water usage, but the energy upgrades did not deliver expected savings based on misreported existing conditions. BKi and BLUS have updated their protocols to minimize this error for future properties.

### Program Modifications to Address Low Participation

While the properties that have been completed are performing well thus far, the PAYS® program has had substantially less participation than projected. When the program launched in October 2015, the program partners projected that thirty-seven properties with 2,000 units would be completed in the first year. Two years after launch, only four properties have been completed.

Staff has identified a few barriers that may account for this slower rollout. Many of the larger property management companies have several layers of administration. This has delayed the signing of agreements and the onsite installations. In addition, some larger properties, including some owned by Eden Housing, have already updated their toilets. Finally, small to medium sized properties, which are more likely to need the financing, have expressed concern about the amount of interest they would be paying over ten years of financing. The current program design requires a payback period of ten years.

To address that last barrier, staff is recommending the following updates to the PAYS® program:

1. Allow flexible repayment terms from three to ten years, up to the point that the surcharge will be no more than 100% of savings for property owners (rather than 80%). Shorter repayment terms result in higher bi-monthly surcharges, but the property owner will end up saving more over the life of the repayment due to less interest (see example below).
2. Allow for prepayment without penalty.

Below is an example of a real property in Hayward with ten units. The City's PAYS® contractor gave this property owner a quote to do \$12,712 worth of upgrades on her property. She declined to participate in the program because she felt the ten-year payment term would result in her paying too much interest. If her payment term was shortened to five years, she would have saved \$2,586 in interest, per the table below. If she had been able to prepay without penalty, she could have further reduced the interest amount.

Number of Payments	Surcharge/Bill	Total Surcharge over 10 years	Total interest over 10 years	Estimated Net Savings/Bill*	Surcharge as % of Bill Savings**
Cost of Surcharge with 60 bi-monthly payments (10 years)					
60	\$295	\$17,708	\$4,996	\$239	55%
Cost of Surcharge with 30 bi-monthly payments (5 years)					
30	\$504	\$15,122	\$2,410	\$30	94%
Difference	\$209	-\$2,586	-\$2,586		

\*Net savings is the total savings minus the cost of the surcharge

\*\*Surcharge as % of Bill Savings is calculated by dividing the surcharge by the average actual full savings (net savings + surcharge); A lower number represents more net savings

## ECONOMIC IMPACT

The Green Hayward PAYS® Program allows residents and property owners to improve energy and water efficiency in their homes with no up-front costs and no projected increases in their overall utility bills. Flexible repayment terms would decrease the total amount owed by customers, which would save them more money in the long term. In the short term, the customer's bi-monthly bills would be higher due to a higher surcharge amount.

## STRATEGIC PRIORITIES

This agenda item supports the Complete Communities strategic initiative, with a purpose 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. This item supports the following goal and objective:

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods

Objective 1.d: Create resilient and sustainable neighborhoods.

This agenda item also supports the Tennyson Corridor strategic initiative, which has a purpose of developing an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses and community partnerships. This item supports the following goal and objective:

Goal 5: Increase Community Resiliency.

Objective 5.f: Reduce resident utility bills through efficiency.

## FISCAL IMPACT

The funding for the program is \$1,000,000 from the Water Improvement Capital Fund, which will be paid back over time with interest through a surcharge on each participating customer's water bill. The City is currently receiving money back through the surcharges on the four completed projects. If customers select reduced repayment terms, the City would receive less interest over the life of the repayment. However, the Water Fund would receive its money back sooner.

## SUSTAINABILITY FEATURES

Water: Access to on-bill financing through the PAYS® program enables water upgrades, which will reduce Hayward's per capita water consumption. The hope is that there will be greater participation in the PAYS® program if flexible repayment terms are introduced.

Energy: Access to on-bill financing through the PAYS® program enables energy efficiency upgrades, which will reduce the community's reliance on fossil fuels.

## NEXT STEPS

If Council adopts the attached resolution, then staff will complete the program updates and notify potential customers of the change.

Prepared by: Mary Thomas, Management Analyst

Recommended by: Alex Ameri, Director of Utilities & Environmental Services

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', is positioned above a horizontal line.

---

Kelly McAdoo, City Manager



HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING THE CITY MANAGER AND DESIGNATED STAFF  
TO ADD ADDITIONAL FLEXIBILITY TO THE REPAYMENT TERMS IN THE  
GREEN HAYWARD PAYS ON-BILL FINANCING PROGRAM

WHEREAS, on February 18, 2014, the City of Hayward City Council approved the Green Hayward PAYS® (Pay As You Save) pilot program; and

WHEREAS, on June 23, 2015, the City of Hayward City Council authorized the City Manager to execute professional services agreements with Bevilacqua Knight, Inc., Bottom Line Utility Solutions, and Niagara Conservation to provide services for the implementation of the PAYS® pilot program; and

WHEREAS, City of Hayward staff has evaluated the PAYS® pilot program after two years of implementation and has identified a need to add flexibility to the length of the program's repayment terms; and

WHEREAS, on July 10, 2017, the Hayward Council Sustainability Committee unanimously recommended providing additional flexibility to the length of the PAYS® repayment terms.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Hayward hereby approves the update to the Green Hayward PAYS® pilot program to 1) allow customers to select a repayment term of three to ten years, so long as the customer's surcharge will be no more than 100% of their bill savings, and 2) to allow customers to prepay their repayment amount without penalty.

BE IT FURTHER RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to execute any agreement amendments related to the above program update.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

NOES:           COUNCIL MEMBERS:

ABSTAIN:       COUNCIL MEMBERS:

ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
                  City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# PAYS Project Status 2017-06

Attachment III

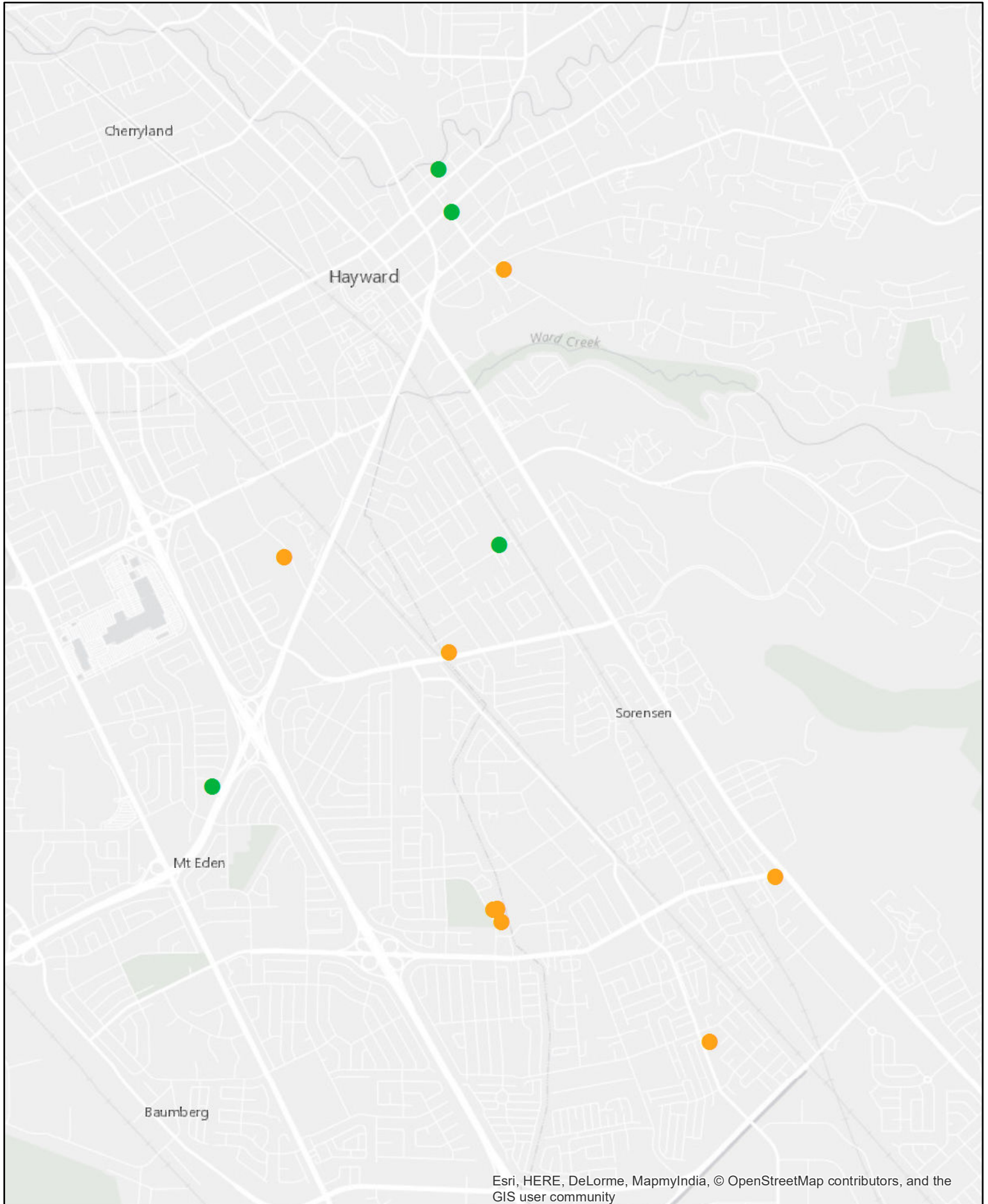


Active Proposal



Completed PAYS Project

0 0.25 0.5 1 Miles





# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** CONS 17-567

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Mission Boulevard Corridor Improvements Phase 2 Project - Approval of Plans and Specifications and Call for Bids

**RECOMMENDATION**

That Council adopts the attached resolution (Attachment II) approving the plans and specifications for the Mission Boulevard Corridor Improvements Phase 2 Project and calls for bids to be received on October 31, 2017.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution
Attachment III	Mission Boulevard Corridor Phases



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Public Works

SUBJECT: Mission Boulevard Corridor Improvements Phase 2 Project – Approval of Plans and Specifications and Call for Bids

## RECOMMENDATION

That Council adopts the attached resolution (Attachment II) approving the plans and specifications for the Mission Boulevard Corridor Improvements Phase 2 Project and calls for bids to be received on October 31, 2017.

## BACKGROUND

On November 27, 2007, Council approved Phase 1 of the Route 238 Corridor Improvement Project, which covered roadway and street improvements on Mission Boulevard (from A Street to Industrial Parkway) and Foothill Boulevard (from Mission Boulevard to Apple Avenue) and certified the Final Environmental Impact Report (FEIR) for the project. Subsequently, Caltrans relinquished portions of State Routes 92, 185 and 238 to the City within the Phase 1 project limits. During the relinquishment discussions, the City and Caltrans agreed that Caltrans would relinquish, and the City would accept, a majority of the remaining state highways within the City boundaries after the Phase 1 project was completed and after sufficient Local Area Transportation Improvement Program (LATIP) funding became available to improve these additional highway segments.

Construction of the Phase 1 project was completed in January 2014. LATIP funds totaling \$30 million were approved by the California Transportation Commission (CTC) for use on this project. The CTC allocated \$8.1 million of this amount for the Route 238 Phase 1 expenses and \$2.0 million for the design of Mission Boulevard Phase 2 (State Route 238, from Industrial Parkway to the South City limit) and 35% design of Mission Boulevard Phase 3 (State Route 185, from A Street to the North City limit).

Phase 2 is a continuation of the Phase 1 project that will improve Mission Boulevard from Industrial Parkway to the south City limit near Blanche Street (see Attachments III). On October 28, 2014, Council approved an agreement with BKF Engineers for professional services to begin design work for Phase 2.

At the CTC meeting to be held on October 19, 2017, the remaining \$19.9 million will be considered for allocation for the construction of Phase 2 and for Adaptive Signal Timing on Jackson Street. At this meeting, CTC will also consider the relinquishment of the remaining portions of State Routes 238 (Mission Boulevard), 92 (Jackson Street), and 185 (Mission Boulevard).

## DISCUSSION

### Project Plans and Specifications

The current condition of the infrastructure is generally poor. There are missing or substandard sidewalks, curb ramps, and street lighting. The existing traffic signals and equipment need upgrades. There are no designated bike facilities and the pavement condition is poor. BKF Engineers has completed the plans and specifications and an updated cost estimate for construction. The Mission Boulevard Phase 2 project has been designed to improve multi-modal access and will include the following:

- Repair or reconstruct existing sidewalks, curbs and gutters, median islands, valley gutters, and driveways that are in poor condition or deficient
- Add new curb, gutter, and sidewalk in sections with missing sidewalk
- Remove existing trees in poor health or impacted by improvement
- Add new street trees near the back of sidewalks
- Add new storm drain inlets to improve drainage
- Rehabilitate existing pavement using Cold In-place Recycling (CIR) and a new pavement overlay; the CIR method reuses the existing pavement as base material
- Upgrade intersections to comply with the latest ADA accessibility standards
- Upgrade existing traffic signals to include Adaptive Traffic Management System technology, which will improve signal timing by adapting to the traffic conditions in real time. This upgrade also includes intersections on portions of Jackson Street.
- Add new signage and modifications to bus stops
- Add new fiber optic lines within the project limits, including a link to Fire Station #3 and spare conduits for future fiber optic lines
- Add new dimmable LED street lighting
- Underground of existing overhead utility lines
- Add new protected bike lanes, including buffered divider planter strips
- Add new landscaping in the median islands and divider planter strips
- Add new traffic signal at the Mission Boulevard/Rousseau Street and a full traffic signal at Mission Boulevard/Blanche Street. The HAWK signal (pedestrian only activated) was recently installed at Mission Boulevard and Blanche Street to provide safe pedestrian crossing prior to the start of the school year. The Phase 2 project will make further improvement by using most of the HAWK signal equipment and convert it to a full signalized intersection.
- Add new gateway entry features at Blanche Street
- Add new metal fence along existing residential wood fence on the west side

The bid documents also include add alternatives for improvements that may be included in the project, depending upon the bids received. These add alternatives include:

- Alternate wood fence instead of metal fence
- Replacement of Fairway Park signs
- Update of Corrine Street entry wall
- Replacement of irrigation system on the east side greenway park
- Replacement of irrigation on the west side along the golf course

#### California Public Utilities Commission Rule 20 Program

On December 14, 2010, in anticipation of Phase 2 of the Mission Boulevard Corridor project, Council adopted an Ordinance to form Underground District No. 30 and use the Rule 20A funds allocated each year to the City by PG&E to replace existing overhead utility facilities with underground facilities. Due to higher than anticipated costs for recently completed undergrounding projects, and because PG&E convinced the CPUC to reduce local agency Rule 20A allocations, the City cannot complete the undergrounding work in Phase 2 using only Rule 20A funds. It is estimated that approximately \$2.9 million of Rule 20A funding will be available from the work credit balance and five year borrow on the City's Rule 20A allocations. The remainder of the work will be performed under Rule 20B where the project pays the full cost of the undergrounding.

The City has been working with the CPUC and other local agencies to modify Pacific Gas and Electric Company's (PG&E) 2017 General Rate Case recommendations for the Rule 20A program. Staff was unable to convince the CPUC Board to agree to the Administrative Law Judge's recommendations to reinstate the pre-2011 Rule 20A allocation levels. However, staff was able to convince them to create a dedicated Rule 20A fund and perform an overall audit of the Rule 20A Program and PG&E's management practices. Staff was also successful in obtaining an additional one-time Rule 20A allocation of \$496,000 through the CPUC complaint process. Negotiations with other local agencies to borrow or purchase their Rule 20A credits are ongoing. To date, the City has acquired \$1.1 million of credits from one other local agency.

#### Right of Way Acquisition

The project does not require the acquisition of property in fee. Public Utility Easements (PUE) for utility boxes, vaults, transformer pads and trenches have been identified where these facilities cannot be located in the sidewalk or street. Right-Of-Entry (ROE) needs have been identified for temporary access to construct driveway and sidewalk conforms and other miscellaneous work required along property frontages. These ROEs are also required by the utility companies for the service trench and panel work required to underground the overhead utility lines. Acquisition of easements and rights-of-entry is on schedule to be completed before award of the construction contract.

## Request to California Transportation Commission (CTC) for LATIP Funding and Relinquishment of State Routes 92, 185 and 238

As noted above in Background section, and below under Fiscal Impact section, LATIP funding is one of the funding sources for this project. CTC has already allocated \$10.1 million of the \$30 million LATIP funding. \$8.1 million was for the construction of Phase 1 and \$2 million for the complete design of Phase 2 and 35% design of Phase 3. At CTC's meeting to be held on October 19, 2017, the remaining \$19.9 million will be considered for allocation for the construction of Phase 2 and for Adaptive Signal Timing on Jackson Street. LATIP funding alone is not enough to complete the project. Measure BB as noted below is the other funding source for the remaining balance of Phase 2 and Phase 3.

### STRATEGIC PRIORITIES

This agenda item supports the Complete Streets Strategic Initiative. The purpose of the Complete Streets strategy is 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. This item supports the following goals and objectives:

Goal 1: Prioritize safety for all modes of travel.

Objective 3: Ensure that roadway construction include complete streets elements.

Goal 2: Provide Complete Streets that balance the diverse needs of users of the public right-of-way.

Objective 1: Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.

### FISCAL IMPACT

Phases 2 and 3 will be funded by LATIP funds, matching funds from Measure BB and Rule 20A allocations for Underground District Nos. 29 and 30. The estimated funding breakdown are as follows:

Funding Source	Amount
LATIP	\$21,900,000
Measure BB	\$21,500,000
Rule 20A	\$2,900,000
Total	\$46,300,000



The estimated project costs are as follows:

Phase 2	Estimated Cost
Design	\$2,035,000
Utility Undergrounding	\$6,500,000
Construction (includes bid alternatives)	\$22,000,000
Construction Admin, Inspection, Testing	\$1,500,000
PLA/CWA	\$465,000
Phase 2 Project Total	\$32,500,000

Phase 3	Estimated Cost
Design	\$1,000,000
Utility Undergrounding	\$5,000,000
Construction	\$8,000,000
Construction Admin, Inspection, Testing	\$1,000,000
PLA/CWA	\$500,000
Phase 3 Project Total	\$15,500,000

Phase 2 and 3 Project Total	\$48,000,000
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The estimated cost for the bid alternatives is approximately \$800,000 which can be removed or included in the contract depending on the total bid amount. Depending on actual bids received, and if needed, staff will identify and propose additional funds to complete the projects for Council consideration and approval.

## SUSTAINABILITY FEATURES

1. Water:  
The project includes the installation of drought tolerant plants to reduce the amount of water usage.
2. Environment:  
This project has implemented Bay-Friendly Landscaping techniques to use native plants and climate appropriate plants for the median islands and sidewalk planters. The project will be reviewed for Bay-Friendly certification after the project is complete. Permeable pavers will also be used to treat storm water runoff from the sidewalk and to filter pollution from the storm water before it enters the San Francisco Bay. This project will use Cold In-place Recycling to rehabilitate the pavement. The CIR method reuses the existing pavement as base material conserves on new raw material resources and reduces greenhouse gas emission because of reduced hauling.
3. Energy:  
This project will install street lights with energy efficient LED lighting and dimming features to provide electricity and maintenance cost savings.

This project is categorically exempt from environmental review pursuant to Section 15301(c) of the CEQA Guidelines in that it is a project consisting of repair, maintenance or minor alteration of existing structures or facilities and involves negligible or no expansion of the existing use.

## PUBLIC CONTACT

Staff held two well-attended community meetings for Phase 2 on November 12, 2015 and October 20, 2016. Overall, the meeting attendees were supportive of the planned improvements. In these meetings, residents generally liked the overall design and wanted to see more trees planted. Some community members expressed their desire for replacement of the Fairway Park signs and updates to the entry way feature at Corrine Street. The plans include improvements to both entry ways; however, these will be included as add alternatives that may be added depending on the bid results.

A dedicated web page to share information about the project is available on the City's website: <http://bit.ly/2wMfccl>.

## SCHEDULE

The following is the tentative schedule for this project:

Receive bids	October 31, 2017
Council award of construction contract	December 5, 2017
Begin Construction	January 8, 2018
Complete Construction	September 2019

Prepared by: Kevin Briggs, Acting Deputy Director of Public Works

Recommended by: Morad Fakhrai, Director of Public Works

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION APPROVING PLANS AND SPECIFICATIONS FOR THE MISSION  
BOULEVARD CORRIDOR IMPROVEMENTS PHASE 2 PROJECT – APPROVAL  
OF PLANS AND SPECIFICATIONS & CALL FOR BIDS, PROJECT NO. 05270

WHEREAS, those certain plans and specifications for the Mission Boulevard Corridor Improvements Phase 2 Project, Project No. 05270, on file in the office of the City Clerk, are hereby adopted as the plans and specifications for the project; and

WHEREAS, the City Clerk is hereby directed to cause a notice calling for bids for the required work and material to be made in the form and manner provided by law; and

WHEREAS, sealed bids will be received by the City Clerk's office at City Hall, 777 B Street, 4<sup>th</sup> Floor, Hayward, California 94541, up to the hour of 2:00 p.m. on Tuesday, October 31, 2017, and immediately thereafter publicly opened and declared by the City Clerk in the Public Works Conference Room, 4D, located on the 4<sup>th</sup> Floor of City Hall, Hayward, California.

NOW, THEREFORE, BE IT RESOLVED that the City Council will consider a report on the bids at a regular meeting following the aforesaid opening and declaration of bids.

NOW, THEREFORE, BE IT FURTHER RESOLVED, by the City Council of the City of Hayward that Caltrans is hereby requested to complete the process of relinquishment of those portions of State Routes 92, 185, and 238 within the jurisdiction of the City and to allocate the remaining \$19.9 million in LATIP funding and that the City Manager is hereby authorized and directed to execute all documents necessary to effectuate the relinquishment of the said routes, in a form approved by the City Attorney for the allocation of the remaining LATIP funds.

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the project is categorically exempt under section 15301(c) of the California Environmental Quality Act Guidelines for the operation, repair, maintenance, or minor alteration of existing facilities.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017

ADOPTED BY THE FOLLOWING VOTE:

AYES:           COUNCIL MEMBERS:  
                  MAYOR:

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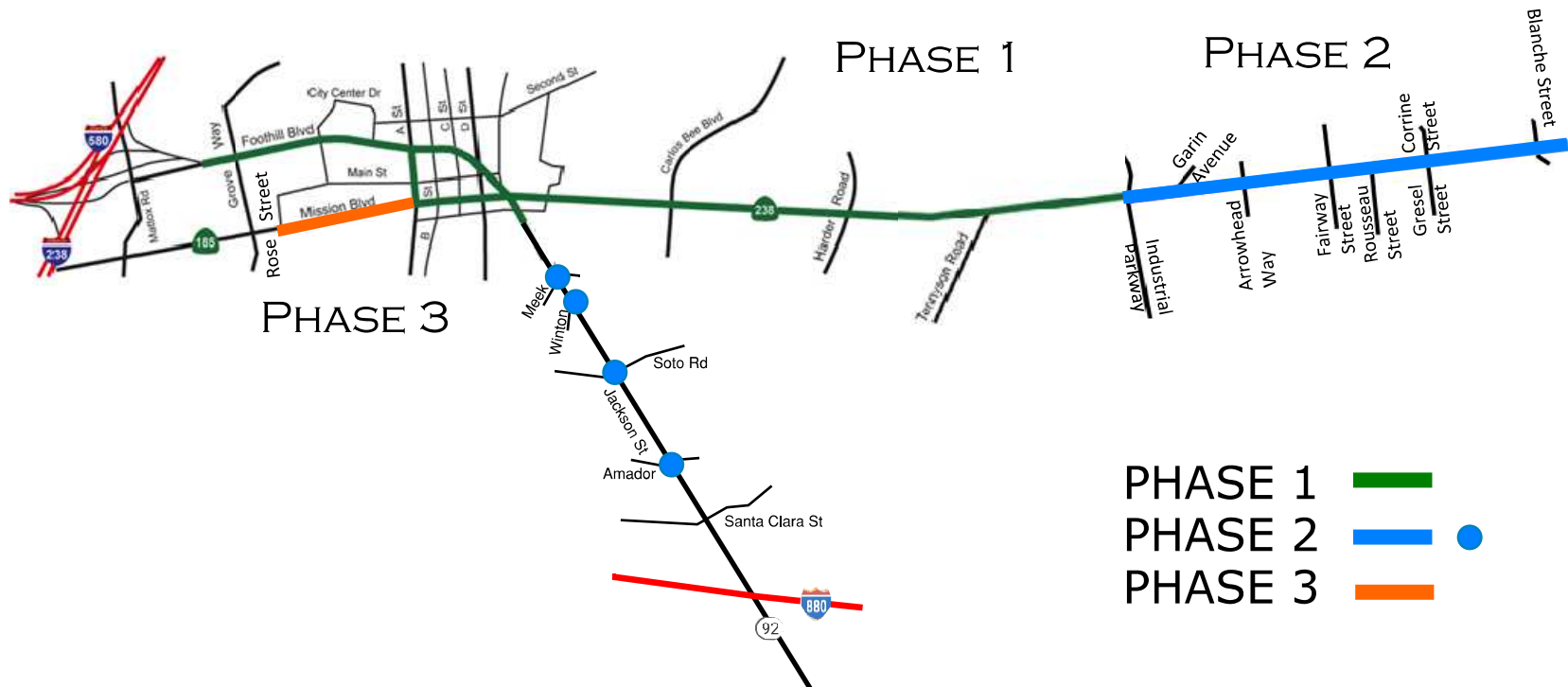
ABSENT:        COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
          City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

# MISSION BOULEVARD CORRIDOR PHASES





# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** WS 17-044

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Public Works

**SUBJECT**

Hayward Shuttle Study - Findings and Draft Final Recommendations

**RECOMMENDATION**

That the Council provides feedback on the following recommendations outlined in the Draft Transit Connector (Shuttle) Feasibility Study for Hayward.

1. Recommendation of Winton Loop Hybrid Route for near-term implementation
2. Recommendation for Shuttle Service Delivery Models
3. Measures for closing the funding gap for shuttle implementation.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Draft Hayward Transit Connector Feasibility Study
Attachment III	Draft Concept Routes Recommended at February 2016 Council Meeting
Attachment IV	Recommended Route - Winton Loop Hybrid Route
Attachment V	Future Route - South Industrial Route



DATE: September 19, 2017

TO: Mayor and City Council

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SUBJECT: Hayward Shuttle Study – Findings and Draft Final Recommendations

## RECOMMENDATION

That the Council provides feedback on the following recommendations outlined in the Draft Transit Connector (Shuttle) Feasibility Study for Hayward.

1. Recommendation of Winton Loop Hybrid Route for near-term implementation
2. Recommendation for Shuttle Service Delivery Models
3. Measures for closing the funding gap for shuttle implementation.

## SUMMARY

The Hayward Shuttle Study (Study) evaluated new shuttle transit service options providing improved first/last-mile connections for City residents and employers to regional transit at the Hayward BART stations. The study used an extensive screening process that involved technical analyses, input from key community stakeholders, a Technical Advisory Committee (TAC), and City staff to identify an initial list of eight concept routes. With input from Council during a February 2016 meeting, these eight route concepts were screened down to four. After further analysis of projected shuttle demand, available funding, and the needs based assessment of required shuttle service, one final hybrid route was developed. This hybrid route, referred to as Winton Hybrid Loop route, was developed by combining three of the four concept routes that were recommended by Council for further evaluation. Staff is recommending this route for near-term implementation.

## BACKGROUND

During a series of community outreach meetings in 2013 and 2014, City staff received feedback from residents and employers expressing a desire for shuttle service to provide connections to BART. In response to the community feedback and in support of climate change goals, Council directed staff to develop a plan of action to address shuttle needs. Staff determined that a feasibility study was warranted, secured funding from Caltrans, and conducted the study. The study process included the review of existing transit services, peer review analyses, outreach, identification of likely corridors, and development of potential routes.

Existing conditions analysis, including a review of current transit service gaps and opportunities as well as input from the public, employer surveys and meetings identified four transportation corridors for potential shuttle service: Cannery Area to Hayward BART; West Industrial Area to Hayward BART; California State University, East Bay (CSUEB) to Hayward BART; and South Industrial Area to South Hayward BART. For these four transportation corridors, a total of eight shuttle route concepts were developed for evaluation. These are briefly described below.

1. **Tennyson Route** - Connect southern portion of West Industrial Area to South Hayward BART
2. **Winton Route** - Connect northern portion of West Industrial Area to Hayward BART
3. **Fairway Park to Downtown Route** - Connect southern Hayward residents to downtown Hayward and/or BART
  - Alternative 1 – provide connection to South Hayward BART
  - Alternative 2 – provide connection to downtown Hayward only
  - Alternative 3 – provide connection to downtown Hayward and Hayward BART
4. **South Industrial Loop Route** - Connect South Industrial Area to South Hayward BART
5. **CSUEB/Hills Route** - Connect CSUEB campus and nearby residential areas to downtown Hayward and BART
6. **Downtown Loop/Cannery Route** - Downtown circulator shuttle with connections to BART and Amtrak stations

The routes were screened for projected ridership, cost effectiveness and air quality benefits. Based on the results and input from the TAC, six of these routes (shown in bold text in the list above) were presented to City Council for review and direction concerning which to advance further in the study process.

## DISCUSSION

During the [February 2, 2016 work session](#), Council reviewed the eight routes described above and approved four shuttle routes for advancement into the Financial and Implementation Planning Phase:

- Tennyson Route (Serving the Industrial area in the western part of Hayward through a connection to South Hayward BART Station)
- Winton Route (Serving the Industrial area in the western part of Hayward through a connection to Hayward BART Station)
- Downtown Loop Route (Serving downtown Hayward, the Amtrak station, and the Cannery Area development)
- South Industrial Route (Serving the Industrial area in the southern part of Hayward)

At the February 2016 work session, Council directed staff to evaluate the Jackson Triangle corridor for shuttle service. Preliminary analysis showed lack of transit services in the corridor and a need for first-mile connection to the transit station. However, given the size of



the corridor, significant additional outreach and evaluation would need to be conducted to understand the unique challenges in the Jackson Triangle area. At the time, staff was also working on a possible implementation route with an upcoming grant opportunity. This opportunity would require significant match from local sources. As a result, efforts were diverted to identify one competitive implementation route out of the four recommended by Council for a pilot project, as described in the next paragraph. Therefore, due to the resource constraints, the upcoming grant deadline for the pilot project, and the Caltrans grant funding deadline to complete the Shuttle Feasibility Study, staff was unable to complete a comprehensive analysis of the Jackson Triangle Corridor. However, after a successful implementation of shuttle service on the pilot corridor, if Council decides to expand the shuttle program to other parts of the City, staff recommends a standalone analysis for Jackson Triangle corridor shuttle service.

Following further discussion on cost and funding viability, staff combined portions of the Winton, Tennyson, and Downtown Loop routes into a single route that would serve key destinations, such as local employers, Chabot College, and public institutions, and have high ridership and funding potential. Specifically, the Alameda Superior Court was interested in additional transit service and was in the process of seeking grant funding through the Superior Court of California. Also, the developers of Maple & Main and Lincoln Landing projects were required to provide shuttle service as part of the project approval process. Using this opportunity to combine efforts, staff made minor adjustments to the route to serve the Hayward Hall of Justice to meet the needs of the Court. The result was the Winton Loop Hybrid Route, as shown in Attachment III. The South Industrial Route (Attachment IV) was identified as a second phase for potential longer-term implementation. Staff would like to request Council's feedback on Winton Loop Hybrid route for near term implementation.

The Winton Loop Hybrid Route makes a counter-clockwise loop around the Downtown Hayward area before proceeding west along Winton Avenue, serving the Hayward Hall of Justice and Southland Mall. The route then makes a loop in the northern part of the West Industrial area along Winton Avenue and Clawiter Road, Life Chiropractic College and Chabot College, before returning to Downtown Hayward. The shuttle would operate for ten hours daily during weekdays with 15-minute headways and is estimated to have 630 riders per day.

The Study considered several shuttle service delivery models, which are described in detail in the Shuttle Feasibility Report. Staff recommends the use of the Fully-Contracted model to implement shuttle service. Under a Fully-Contracted shuttle delivery model, the City would be responsible to secure funding, procuring, and managing a contract shuttle operator. The contracted shuttle operator would be responsible for operation and maintenance of the shuttle service as well as hiring and managing the necessary support staff. The Fully-Contracted model is lower cost compared to the Owner-Operator model due to the use of operations contracts for items such as vehicles, operators, fuel, insurance and dispatchers. This model provides the benefit of a larger pool of resources with transit operation expertise than would likely not be available if the City were to act in an Owner-Operator capacity.

After evaluating several traditional shuttle service models, staff recognized that the overall projected demand for shuttle service would not support the operational cost of approximately

\$1million that was estimated for traditional shuttle delivery services. With input from the City Manager's office, staff decided to review newer On-Demand and Flexible Shuttle Service (also referred to as "micro transit") models that were recently introduced in the marketplace to identify a suitable low cost alternative that would be appropriate for unique conditions in Hayward. Flexible shuttle services are offered through private companies, such as Chariot and Via. The shuttle service is set up as a fixed-route that is adjusted over time based on online feedback from users (i.e., routes/stops are crowdsourced online or via a smartphone application). This model would also be managed similar to a fully-contracted model, in which the City would need to establish and monitor an agreement with the provider. Due to the start-up nature of these providers, this flexible shuttle model would be cheaper than the traditional methods discussed above. Staff had preliminary discussion with a micro transit provider that provided an informal quote, which was roughly one-third of the cost of traditional shuttle service. Staff also requests Council feedback on Shuttle Service Delivery models appropriate for Hayward community, more specifically the recommendation to use the flexible shuttle service model.

## STRATEGIC PRIORITIES

This agenda item supports the Complete Streets Strategic Initiative. The purpose of the Complete Streets Strategic Initiative is 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. This item supports the following goal and objective:

- Goal 2: Provide Complete Streets that balance the diverse needs of users of the public right-of-way.
- Objective 1: Increase walking, biking, transit usage, carpooling and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.

## ECONOMIC IMPACT

Implementation of a shuttle would have a positive economic impact on the Hayward community. However, the purpose of this study was to identify if a shuttle is feasible in the City. Therefore, an economic impact analysis of a shuttle on the community was not performed.

## FISCAL IMPACT

Depending on the specific contracting method chosen, annual operating costs are estimated to be approximately \$1.1 million using a traditional shuttle contractor for the Winton Hybrid Loop Route. The City has been awarded a \$500,000 grant from the Alameda County Transportation Commission (Alameda CTC) to cover a portion of the annual costs over five years. Staff also worked with the Alameda County Superior Court to apply for a separate

grant through the Superior Court of California, but the application was not selected. This leaves a funding gap to pay for the service of up to \$900,000 annually.

This funding gap could be significantly lower if lower cost service delivery options are utilized. As discussed earlier, staff received an informal quote from a micro transit provider that was approximately one third the cost of a traditional operator (approximately \$350,000), which would result in roughly a \$250,000 annual funding gap (as compared to \$900,000 annually for traditional shuttle delivery model) during the first two years of pilot operations. To bridge this funding gap, the following alternatives can be evaluated:

- Pursue additional Measure BB funds,
- Work with local businesses to provide funding,
- Work with specific developers adjacent to the route (similar to Lincoln Landing, Maple and Main) to provide funding,
- Reduce service hours (i.e. peak period only), and
- Explore shuttle fare options.

Staff is currently exploring the possibility of collaborating with the Alameda County Shuttle to expand their route and open it up for public use. Alameda County's existing shuttle serves a portion of the Winton Hybrid Loop route and is currently not available to the public. Additionally, staff is exploring service expansion options with Cal State University East Bay (CSUEB) shuttle that could provide cost efficiencies for the City's recommended shuttle route.

Council input is sought on approaches for bridging the funding shortfall.

## SUSTAINABILITY FEATURES

Providing the first mile/last mile connection to and from the BART station will provide a vital transportation link for Hayward residents and employers, Chabot College, and other public institutions and encourage the use of public transit. The resulting reduction in single occupancy vehicles will reduce vehicle miles of travel and greenhouse gases.

## PUBLIC CONTACT

Staff led extensive outreach activities with local businesses, employees and residents during the summer of 2015. This included an online survey that received over 500 responses, four open houses, and five employer interviews. Results of the outreach were incorporated in the evaluation of the draft concept routes.

In addition to public outreach, a Technical Advisory Committee (TAC), made up of agency partners, such as AC Transit, BART, CSU-East Bay, Caltrans and representatives from Industrial district businesses, was established to provide input on the study process and technical results. The first TAC meeting was held in July 2016 and provided input on developing a public outreach plan. The second TAC meeting was held in December 2016 and provided feedback on the results of the public outreach effort, existing conditions analysis,

and draft route concepts. The third and final TAC meeting was held in March 2017 and provided input on the final route alignment, stop locations, and contracting method.

#### NEXT STEPS

Finalize Route Funding Plan  
Procurement

Fall 2017  
Spring 2018

Prepared by: Abhishek Parikh, Senior Transportation Engineer

Recommended by: Morad Fakhrai, Director of Public Works

Approved by:



---

Kelly McAdoo, City Manager

# Hayward Shuttle Connector Feasibility Study

ATTACHMENT II

Submitted by

FEHR & PEERS

332 Pine Street, Floor 4  
San Francisco, CA 94104  
(415) 348-0300

Prepared for

**H** HAYWARD





# **Report for the Hayward Transit Connector Feasibility Study**

Prepared for:  
**City of Hayward**

Prepared by:  
**FEHR  PEERS**

April 2017

SF15-0818

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## EXECUTIVE SUMMARY

The City of Hayward, through the General Plan, Climate Action Plan, and the Economic Development Strategic Plan, has established goals for providing more multimodal transportation options, reducing greenhouse gas emissions, and improving the economic vitality of the City. To achieve these goals, the City has identified the need to develop a shuttle service that would serve major activity centers to existing regional transit assets in the area (i.e. BART) and provide better and more convenient options to connect residents and employees to their jobs.

The City conducted an outreach process to local residents and employers and also analyzed existing transit service coverage and local demographics data to identify three geographic areas that currently have low transit service levels and a high propensity to utilize transit. An extensive screening process that involved input from key stakeholders, a Technical Advisory Committee, and City staff was used to screen an initial shortlist of eight routes in the study areas to four routes recommended for further analysis by the City Council. These four routes were pared down to one final route for near-term implementation: the Winton Hybrid Loop route. The primary goal of the chosen route is to provide first/last-mile connections to regional transit at Hayward BART Station. A second route serving the South Industrial Area has been selected for potential future implementation. Other routes identified as part of this study may be further evaluated through future studies as local conditions change.

The Winton Hybrid Loop route would operate at a 15-minute headway between 8 AM and 6 PM on weekdays. It would begin at Hayward BART Station and connect the following destinations:

- Lincoln Landing Proposed Mixed-Use Development,
- Maple and Main Proposed Mixed-Use Development,
- Hayward Hall of Justice and Alameda County Government Complex,
- Southland Mall,
- West Industrial Area,
- Life Chiropractic College, and
- Chabot College.

The preferred model for managing the shuttle program is a fully-contracted shuttle service model, i.e. a “turnkey” model. In this model, the City would hire a private contractor to operate and maintain the shuttle rather than providing the service directly with City employees. The Winton Hybrid Loop would have a start-up cost of around \$66,000-72,000 and annual operations costs of around \$1.05 million, which equates to approximately \$100 per revenue hour (or \$84 per revenue hour when the management component is

removed). These costs are based on conservative estimates of the effort and resources required to provide the service. Flexible, non-traditional shuttle operators may be able to provide the service at a lower cost. Recommended funding sources for the shuttle include grant funding from the Alameda County Transportation Commission (ACTC) and Bay Area Air Quality Management District (BAAQMD) grants, as well as contributions from developers and the Hall of Justice. The estimated weekday ridership is approximately 630 passengers, which is roughly comparable to the San Leandro Links Shuttle (~700 per day). This equates to around 14 riders per service hour.

The chosen route would serve the same locations as the existing Alameda County employee shuttle route, such as the Hayward BART station and the Hayward Hall of Justice, but also serve additional destinations such as Southland Mall, Chabot College, and the West Industrial Area.

The shuttle route would help the City to reach the emission reduction and multimodal transportation goals identified in the Climate Action Plan and General Plan, because the implementation of additional transit service in the City would encourage commuters and residents of Hayward to utilize an alternative mode of transportation, thereby reducing Single Occupant Vehicle (SOV) use and overall vehicle emissions. The development of this study also achieved one of the City's economic development goals, which is to study transit and amenity needs for employees in the City's industrial areas and develop an implementation plan based on the recommendations from the study.

The recommended next steps are to close funding gaps and launch the procurement process for the shuttle service by preparing and releasing the request for proposals (RFP) from turnkey operators. In addition, while not in the selected study areas, the Jackson Triangle area of Hayward has high levels of transit likelihood since the area has a large number of zero-auto, low-income households, but low levels of transit utility (i.e. low levels of high-quality transit service). Therefore, it is recommended that this area should be studied in further detail by the City as a candidate for future shuttle service options.



# 1 INTRODUCTION

This report presents the results of a feasibility study for implementing shuttles to provide direct transit connections between passenger rail stations (BART and Amtrak) and areas with low levels of transit service in the City of Hayward. These include the industrial areas in the west and south parts of the City, the Cannery Area, the Upper B Street, Mission Foothills neighborhoods and educational institutions, such as Cal State East Bay. The Transit Connector Feasibility Study developed shuttle route options to serve these areas based on outreach to employees, employers and residents, and analysis of existing and proposed conditions. The best performing routes were advanced through implementation planning activities including the development of an operating plan, funding approach and institutional structure to deliver and operate the system. This section provides an overview of the project including background, City goals for implementing shuttle service and the study areas.

The study is being funded through two Caltrans Planning Grants—one focused on the Cannery Area, California State University, East Bay and adjacent neighborhoods and another focused on the industrial areas

## 1.1 STUDY BACKGROUND

During a series of neighborhood outreach meetings conducted in the summer of 2015 to ascertain the demand by residents for connections to regional transit, the City of Hayward received input and suggestions that a shuttle service to connect residents to BART was desired in several neighborhood areas including the Cannery neighborhood, Upper B Street neighborhood, Fairway Park neighborhood and Mission/Foothill neighborhood. Also, through ongoing regular contact with existing employers and businesses considering locating in the industrial districts of the City, economic development staff learned that providing better transit access to BART and Amtrak for employees was needed to help existing businesses and attract new ones to the area. In response, Hayward City Council directed staff to develop a plan of action to respond to this community input. The staff determined that a feasibility study was warranted, applied for and received a grant to conduct the current work effort.

The City of Hayward has a moderately strong network of existing transit services and transit infrastructure in the form of two BART stations, an Amtrak station with commuter and intercity service and AC Transit bus services. These services are mostly focused within a north-south corridor generally bounded by Hesperian Boulevard on the west and Mission Boulevard on the east and are most concentrated between downtown and Industrial Boulevard. Areas outside of these corridors are less well served by existing transit, making it difficult to take advantage of the regional connectivity offered by BART and Amtrak and Transbay AC Transit

bus services. Additionally, in a few locations, the rail corridors act as barriers to connectivity to regional services due to the limited crossings.

Based on the input from the residential and business communities and the limitations of the existing transit service levels, the City of Hayward has identified the need to determine if another type of transit service, namely shuttle service, could be used to improve connections in areas that are outside of walking distance to BART and Amtrak and where existing bus service is less frequent and/or too focused on serving key corridors to address more local needs for transit connectivity.

## 1.2 CITY GOALS

The City of Hayward's goals for shuttle service include reducing greenhouse gas emissions, leveraging existing transit assets and providing transportation options for employers, employees and residents. These goals are based on policies and goals established in the following planning documents: the Hayward Climate Action Plan, the General Plan, and the City Economic Development Strategic Plan, which are discussed below.

### 1.2.1 Hayward Climate Action Plan

In 2009, the City adopted the Hayward Climate Action Plan, which set goals of progressive reductions in emission over time as follows:

- 12.5 percent below 2005 levels by 2020
- 82.5 percent below 2005 levels by 2050

Since transportation-related emissions account for approximately one third of the total, a key approach to achieving these reductions was to reduce vehicle miles traveled as articulated in Strategy 1 from the plan:

*Transportation and Land Use: Reduce Vehicle Miles Traveled. The goal of Strategy 1 is to reduce vehicle miles traveled (VMT) by encouraging residents to use alternative modes of transit, by improving the effectiveness of the transportation circulation system, and through land-use and zoning mechanisms. In the context of this report, alternative mode of transit means any mode that is not driving alone. This could include walking, biking, carpooling, or riding public transit.*

Additionally, Strategy 9 calls for engaging the community in the process of achieving emissions reduction targets. Based on this policy background, the City has identified the following specific goals for a shuttle service in Hayward.

- Reduce the number of single-occupancy vehicle (SOV) commuters by providing convenient alternative options;
- Strengthen connectivity of residences, industry and colleges to BART, Amtrak, AC Transit and Downtown Hayward; and
- Help businesses and residents meet their transit travel needs.

The shuttle service would help the City to reach the emission reduction goals in the Climate Action Plan. This is because the implementation of additional transit service in the area would encourage commuters and residents of Hayward to utilize an alternative mode of transportation, thereby reducing SOV use and overall vehicle emissions.

### 1.2.2 General Plan

Adopted in 2014, the City's General Plan establishes goals (and related policies) for the City to pursue over the next several decades in areas such as land use, housing, mobility, and education. The General Plan includes three mobility goals that are relevant to this study. Goal M-1 relates to providing a multimodal system for the residents and employees of Hayward:

*Provide a comprehensive, integrated, and connected network of transportation facilities and services for all modes of travel*

Policies under this goal include measures such as promoting the development of desirable multimodal transportation options, enhancing multimodal connections throughout the city, and encouraging the implementation of bicycle, walking, and transit amenities.

Goal M-2 relates to regional transportation services and connections:

*Connect Hayward to regional and adjacent communities' transportation networks and reduce the impacts of regional through traffic in Hayward*

Policies under this goal include measures such as coordinating local planning efforts with regional agencies (such as Caltrans, MTC, ACTC, etc.), and working with regional transportation agencies (e.g. AC Transit, BART) to assess transit options and provide regional transportation connects.

Goal M-7 relates to improving transit options to meet Hayward's needs:

*Improve coordination among public agencies and transit providers to meet public transit needs and provide greater mobility*

Policies related to the goal include supporting connections between transit stops and other modal facilities, coordinating with BART and AC Transit to expand service where opportunities arise, and connect major activity centers to regional rail connections (Amtrak and BART).

The shuttle service evaluated in this study would help to achieve all three of these goals. The shuttle would provide an additional multimodal transportation option to commuters and residents, it would connect to regional transit providers such as BART, and would provide station-area amenities to enhance pedestrian access to transit.

### **1.2.3 City Economic Development Strategic Plan**

Published in 2014, the Economic Development Strategic Plan outlines goals and strategies for achieving those goals in order to enhance the economic vitality of the City. The Plan identifies the following Work Task (IS1.F) that is relevant to this study:

*Complete a transit and amenity needs assessment for employees in the industrial areas and create an implementation plan based on recommendations*

This study achieves this task since, as will be discussed in further detail below, transit and amenity needs for three study areas are evaluated and an implementation plan is prepared for the selected transit route.

## **1.3 STUDY AREAS**

Three separate study areas were identified for consideration of shuttle routes. These areas were selected by the City based on neighborhood outreach meetings conducted in 2015 and through ongoing contact with local employers and businesses considering locating in the City. These areas represent particular opportunities to increase transit mode share by providing direct transit connectivity between passenger rail stations (BART and Amtrak) and areas that are currently underserved by transit. These areas are shown in **Figure 1-1**. A brief description of each area is provided below.

### **South Study Area**

This study area covers the industrial district in the southern area of Hayward and the Fairway Park neighborhood. The southern industrial district is the largest employment center in Hayward. It is bounded by Tennyson Road on the north, the City boundary on the east, Whipple Road on the south and the Amtrak railroad corridor and Industrial Parkway on the west. It includes the South Hayward BART station.

### **West Study Area**

The West Study Area covers the industrial district west of I-880. Its northern boundary is the Skywest Golf Course. On the east it is bounded by Clawiter Road and Industrial Boulevard. It extends south to Arden Road and on the east it is bounded by the salt ponds and wetlands adjacent to the San Francisco Bay. This study area includes the Hayward Executive Airport.

### **North Study Area**

This study area covers the Cannery, Upper B Street and Mission Foothills neighborhoods, portions of downtown Hayward, and California State University, East Bay. It is bounded by A Street on the north, 7<sup>th</sup> Street and the City boundary on the east, Harder Road on the south and the BART line, West Winton Avenue and the Amtrak line on the west. It includes the Hayward BART and Amtrak stations.

## ATTACHMENT II

### Legend

#### Transit



Amtrak Station



Bay Area Rapid Transit

#### Study Areas



West Study Area



North Study Area



South Study Area

#### Employment Areas



South Industrial Area



West Industrial Area



Other Areas

#### Residential Areas



Fairway Park Neighborhood



Mission Foothill Neighborhood



The Cannery Neighborhood



Upper B Street



Parks

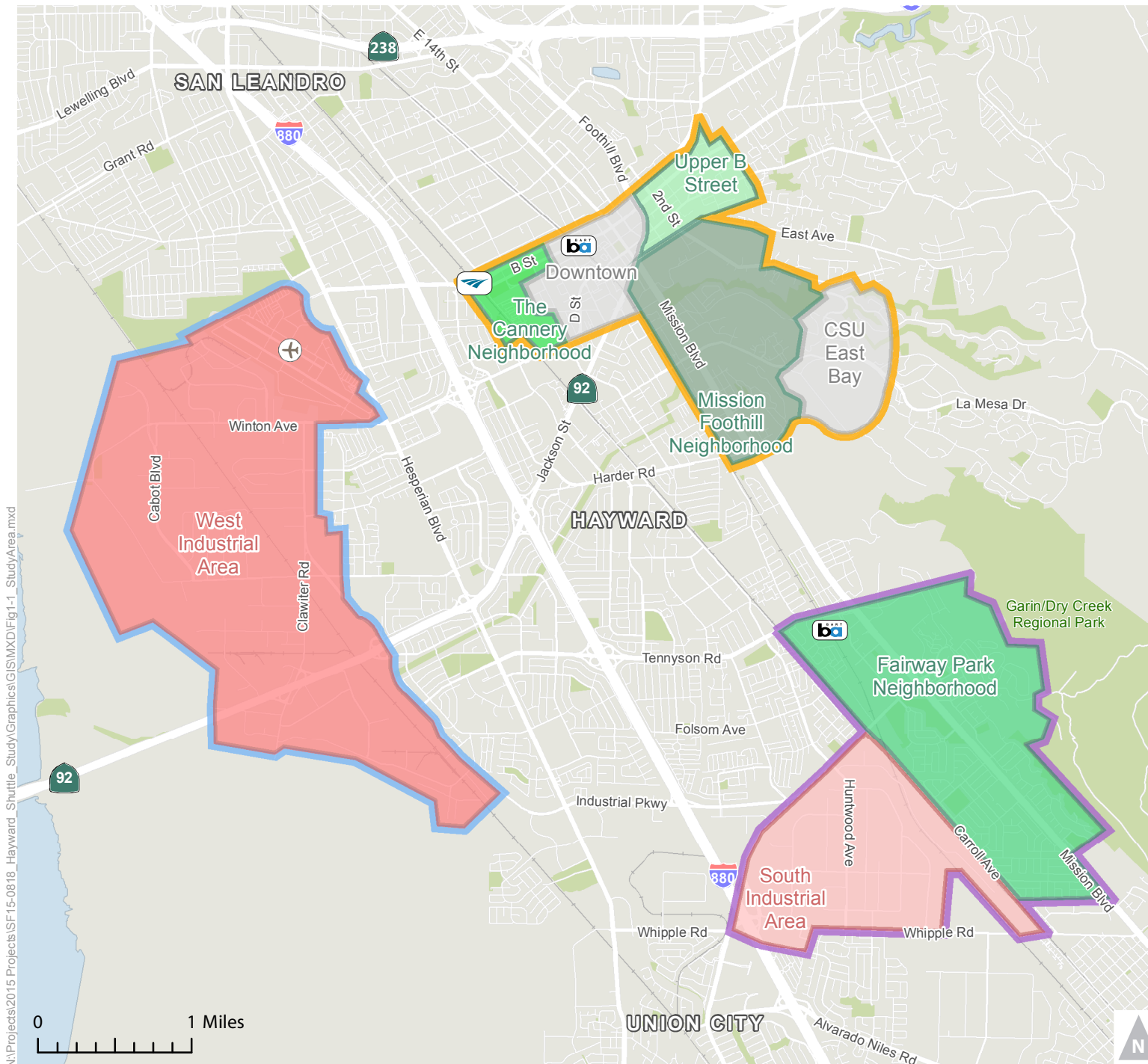


Figure 1-1  
Study Areas  
18 of 120

## 2 EXISTING CONDITIONS

This chapter describes the existing land use and transit context in the selected study areas. Land use conditions are presented in the context of population, employment, and current development plans for each area. Transit conditions are presented through a discussion of the location and type of service provided, ridership, and quantitative measures of transit likelihood and utility.

### 2.1 LAND USE CONDITIONS

In this section we begin with a presentation of current demographic conditions, in terms of residential and job locations within the study areas. Following this, we present a comprehensive review of planned developments and changes to land use within our study areas from five contemporary plans. Taken together, these findings serve to identify specific promising locations within the study areas for which shuttle service could be targeted.

#### 2.1.1 Population

The population of Hayward is approximately 144,000 people<sup>1</sup>, making it the sixth largest city by population in the Bay Area and the third largest city in Alameda County.

The City of Hayward has a population density similar to neighboring Fremont. The average population density in Hayward is approximately 15 people per acre<sup>2</sup>, which is similar to nearby Fremont (at 16 people per acre). By comparison, Oakland averages 24 people per acre and San Francisco averages 50 people per acre. Residential development in the City of Hayward is almost exclusively low-rise and single-family in nature, and as such most residential areas are around 5-20 persons per acre. There are pockets of multi-family townhome and mobile home residential development, which both have a higher-than-average population density.

The three study areas contain a population of approximately 45,900 people, which is around 32 percent of the total population of Hayward. A summary of population data is shown below in **Table 2-1**. A map of population density is shown in **Figure 2-1**.

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<sup>1</sup> U.S. Census, 2010

<sup>2</sup> Smart Location Database, Environmental Protection Agency (EPA). Table D1B "Population Density, People per acre on unprotected land"

The Smart Location Database is a database that summarizes various land use, demographic and built environment characteristics.

TABLE 2-1: POPULATION AND EMPLOYMENT DATA										
	Area		HH <sup>1</sup>	Pop. <sup>2</sup>	Emp. <sup>3</sup>	Service Pop. <sup>4</sup>	Pop per HH	HH density	Pop. density	Emp. density
	acres	sq mi						per ac	per ac	per ac
West Study Area	2,900	4.5	- <sup>5</sup>	- <sup>5</sup>	15,900	15,900	-	-	-	5.5
South Study Area	2,300	3.6	11,300	18,700	10,200	28,900	1.7	4.9	8.1	4.4
North Study Area	1,800	2.8	10,400	23,700	7,700	31,400	2.3	5.8	13.2	4.3
<b>3 Study Areas</b>	<b>7,000</b>	<b>10.9</b>	<b>27,800</b>	<b>45,900</b>	<b>33,800</b>	<b>76,200</b>	<b>1.7</b>	<b>3.1</b>	<b>6.1</b>	<b>4.8</b>
<b>City of Hayward</b>	<b>29,000</b>	<b>46.0</b>	<b>75,400</b>	<b>144,200</b>	<b>84,300</b>	<b>228,500</b>	<b>1.9</b>	<b>2.6</b>	<b>5.0</b>	<b>2.9</b>
Notes: 1. Household derived from US Census 2010 2. Population derived from US Census 2010 3. Employment derived from US Census Longitudinal Employer-Household Dynamics (LEHD) 2010 4. Service population is an indicator of the size of the overall total transit market, and is the sum of population and employment 5. Population within the West Study Area is negligible Source: All data from EPA Smart Location Database, 2010										

According to ABAG<sup>3</sup>, housing units in Hayward are projected to grow by 30 percent between 2010 and 2040. It is anticipated that population in Hayward will increase by approximately 49 percent or approximately 71,000 people and employment will increase by approximately 32 percent or nearly 27,000 jobs by 2040<sup>4</sup>. With this projected increase in population and employment, there is a clear opportunity to support growth through improving access to transit and jobs within Hayward. A summary of projected population and employment growth is shown in **Table 2-2**.

<sup>3</sup> Association of Bay Area Governments, Final Forecast of Jobs, Population and Housing (July 2013) ([http://onebayarea.org/pdf/final\\_supplemental\\_reports/FINAL\\_PBA\\_Forecast\\_of\\_Jobs\\_Population\\_and\\_Housing.pdf](http://onebayarea.org/pdf/final_supplemental_reports/FINAL_PBA_Forecast_of_Jobs_Population_and_Housing.pdf))

<sup>4</sup> Alameda County Transportation Commission Travel Demand Model



TABLE 2-2: POPULATION AND EMPLOYMENT GROWTH (2010 TO 2040)						
Growth 2010-2040			Growth as percentage of 2010			
	HH	Pop.	Emp.	HH	Pop.	Emp.
West Study Area	-	-	-100	-	-	-1%
South Study Area	1,900	7,000	-700	17%	37%	-7%
North Study Area	6,700	18,300	20,400	64%	77%	265%
<b>Study Area Total</b>	<b>8,600</b>	<b>25,300</b>	<b>19,600</b>	<b>40%</b>	<b>60%</b>	<b>58%</b>
<b>City of Hayward</b>	<b>22,600</b>	<b>71,200</b>	<b>26,900</b>	<b>30%</b>	<b>49%</b>	<b>32%</b>
Source: MTC Travel Demand Model						

The Institute of Transportation Engineers (ITE), through a resource called "*A Toolbox for Alleviating Traffic Congestion*,"<sup>5</sup> publishes recommendations for minimum densities to support transit service, shown in **Table 2-3** below. Hayward's average persons per household is 3.21, per the US Census<sup>6</sup>. Therefore, a residential density of around 15 persons per acre would be needed to support local bus service, a density of around 21 persons per acre would be needed to support intermediate bus service, and a density of 45 persons per acre would be needed to support frequent bus service. As can be seen in **Figure 2-1**, there are some pockets of the North Study Area that meet the "local service" threshold. In addition, large parts of the South Study Area to the west of Mission Boulevard, one pocket in the North Study Area to the southwest of the Hayward BART Station, and two pockets near the South Hayward BART station meet the "intermediate service" threshold. While the population densities within the study areas do not generally meet benchmarks for frequent transit service, these areas identified above should serve as the focus for residential first-mile/last-mile service.

<sup>5</sup> Institute of Transportation Engineers (ITE). 1989. *A Toolbox for Alleviating Traffic Congestion*

<sup>6</sup> U.S. Census Bureau. 2015. *State and County QuickFacts*. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, County Business Patterns, Economic Census, Survey of Business Owners, Building Permits, Census of Governments

TABLE 2-3: ITE MINIMUM DENSITIES FOR TRANSIT SERVICE			
Service Type	Headway (min)	Residential Density (DU per acre)	Population Density (persons per acre)
Local Service	60	5	15
Intermediate Service	30	7	21
Frequent Service	10	15	45
Source: Institute of Transportation Engineers (ITE). 1989. <i>A Toolbox for Alleviating Traffic Congestion</i>			

## ATTACHMENT II

### Legend

#### Transit



Amtrak Station



Bay Area Rapid Transit

#### Study Areas



West Study Area



North Study Area



South Study Area

#### Population Density (ppl/acre)

0 - 5

5 - 15

15 - 20

20 - 35

> 35

Parks

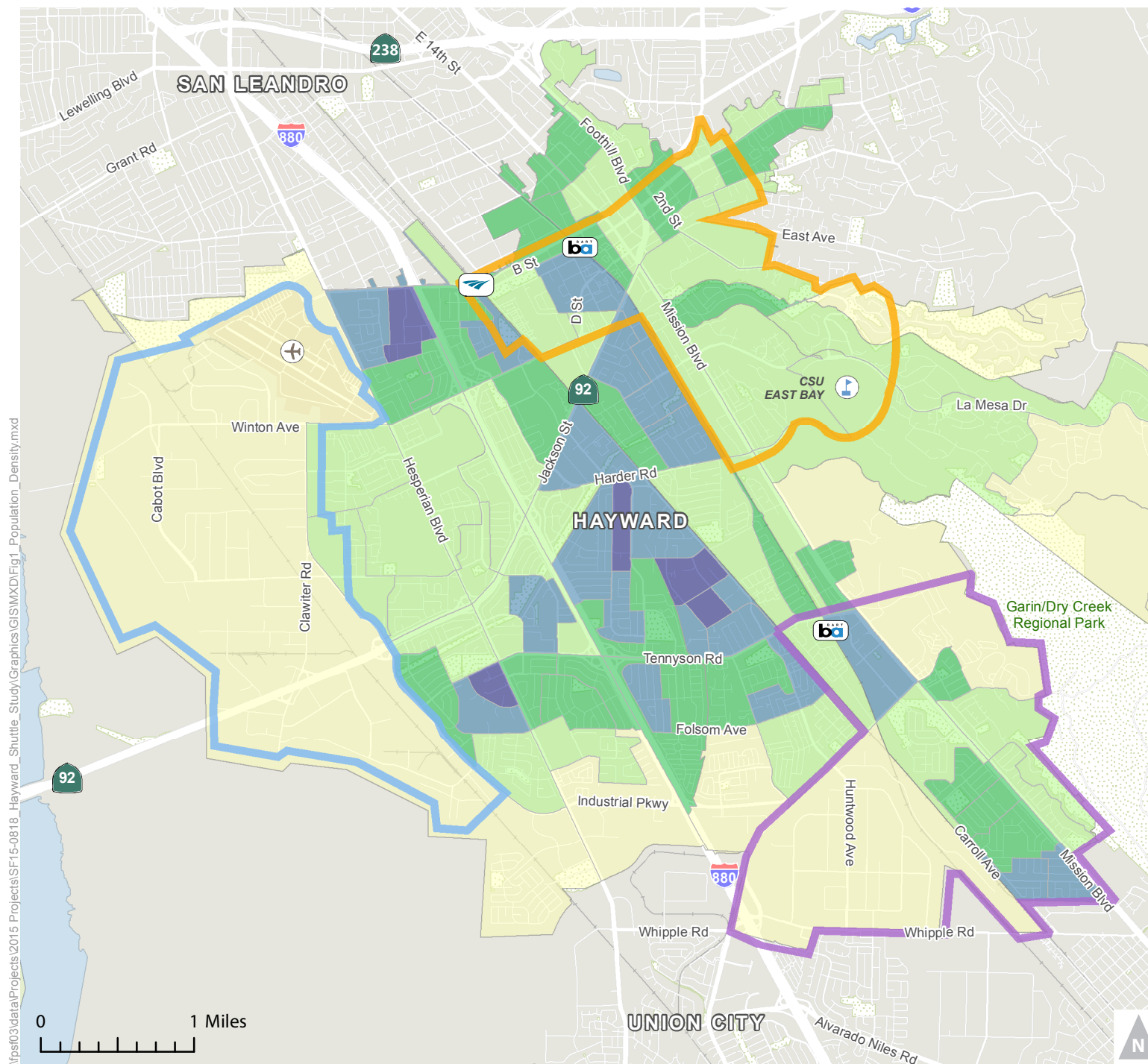


Figure 2-1  
Population  
Density

## 2.1.2 Employment

Hayward's employment centers are to a large extent contained within the three study areas. The study areas contain 40 percent of Hayward's 84,000 jobs<sup>7</sup>. Major industries in Hayward include (in order of number of employees): health care and social assistance, manufacturing, educational services, wholesale trade, and retail trade<sup>8</sup>. The majority of manufacturing, wholesale and resale trade jobs within Hayward are located within the South Study Area and West Study Area. Jobs in health care and social assistance are centered around the Saint Rose Hospital in central Hayward near I-880/Tennyson Road, which is not within any of the study areas. The largest concentration of educational services jobs in Hayward is at and around the California State University East Bay campus, located East of Mission Boulevard on Hayward Boulevard, within the "North Study Area."

Employment density is measured by the number of jobs per acre. The West Study Area has a total of 15,900 jobs and averages 6 jobs per acre, distributed fairly uniformly. The North Study Area has a total of 7,700 jobs and averages 4 jobs per acre (concentrated on the Downtown area, but also along Mission Boulevard). The South Study Area has a total of 10,200 jobs and averages 4 jobs per acre (concentrated almost entirely to the west of the railroad tracks/Carroll Avenue)<sup>9</sup>. The net density of the industrial areas within the South Study Area is fairly similar to the West Study Area at about 8 jobs per acre. A summary of employment data is shown in the previous section in **Table 2-1**. Employment density for the City of Hayward is shown in **Figure 2-2**, below.

According to ABAG, employment in Hayward is projected to grow by 32 percent between 2010 and 2040. It is anticipated that most of this will occur in the North Study Area, which will add an additional 20,400 jobs in this time period. Employment in the West and South Study Areas is expected to decline slightly, by one and seven percent respectively. With this overall projected increase in employment, there is a clear opportunity to support growth through improving access to transit and jobs within Hayward, especially in the North Study Area. A summary of projected population and employment growth is shown in the previous section in **Table 2-2**.

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<sup>7</sup> US Census Longitudinal Employer-Household Dynamics (LEHD) 2010 via EPA Smart Location Database

<sup>8</sup> U.S. Census Bureau. 2015. OnTheMap Application. Longitudinal-Employer Household Dynamics Program. <http://onthemap.ces.census.gov/>

<sup>9</sup> City of Hayward Chamber of Commerce '2015 InfoUSA business database'

## ATTACHMENT II

### Legend

#### Transit



Amtrak Station



Bay Area Rapid Transit

#### Study Areas



West Study Area



North Study Area



South Study Area

#### Employment Density (ppl/acre)



0 - 2.5



2.5 - 5



5 - 10



10 - 15



> 15



Parks

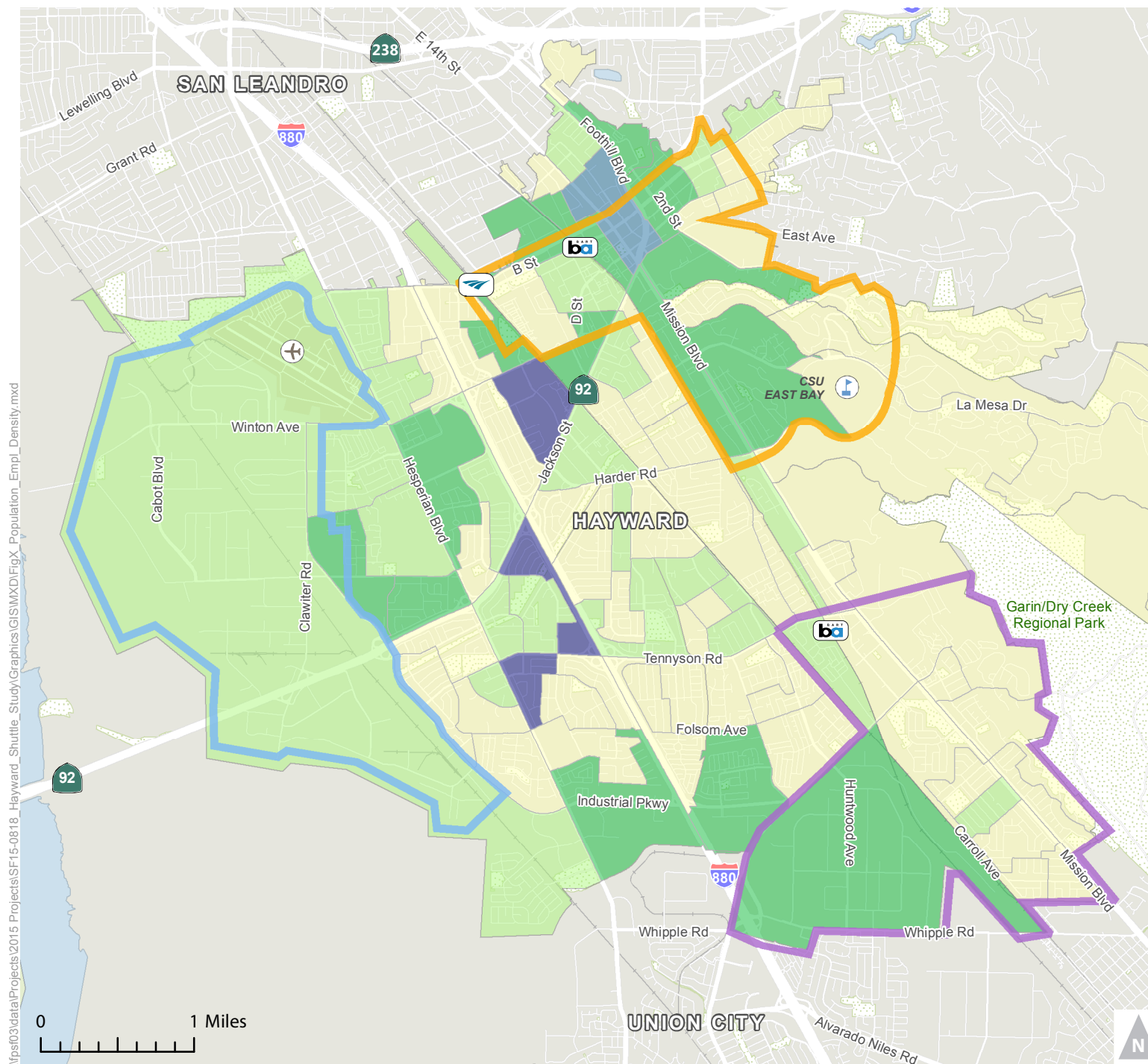


Figure 2-2  
Employment  
Density  
25 of 120



Nationwide research suggests that a density of 20 jobs per acre is required to support local bus service, and 75 jobs per acre to support frequent local bus service.<sup>10</sup> Additionally, ITE suggests that around 13-22 jobs per acre is required to support local bus service<sup>11</sup>. For the two industrial study areas, densities fall short of the benchmarks required to support local bus service. However, a service focused on first-mile/last-mile could be effective serving these two areas if it provides a focused and efficient service. The shuttle serving the West Study Area could also increase ridership through serving the Saint Rose hospital area, Chabot College, Southland Mall, or the government cluster around the Hall of Justice, although care should be taken to ensure that these detours do not result in too large of a time penalty that would deter riders traveling to/from the industrial area.

For the North Study Areas, the employment areas along Mission Boulevard and in Downtown would approximately reach the minimum threshold required to support local bus service (up to 15 jobs per acre). A first-mile/last-mile service could be effective, although effectiveness would be reduced if it duplicates with existing transit service along this corridor.

### 2.1.3 Land Use Plan Review

Recent plans exist that identify certain areas of the city for targeted growth. Shuttle service should be designed as part of process which is cognizant of possible future growth area, such that its design takes into account prominent growth opportunities. In this section we review five local land use and development plans whose implementation could serve to affect service operations and planning. Within each plan, specific areas earmarked for planned intensification and land use changes are identified. We also note relevant considerations for shuttle service planning, where necessary.

- **Hayward Cannery Area Design Concept (2004):**

- (North Study Area)**

- This plan outlines improvements in Hayward's Cannery Neighborhood, which is located within this study's "North Study Area." The Cannery Neighborhood as defined in the plan is generally bounded by Hayward BART Station to the east, Hayward Amtrak Station to the west, A Street to the north, and Winton Avenue to the south. Planned improvements, which are partially complete, included a gridded street network, public open space, sports facilities, a community center, additional housing units, and commercial and retail developments. A map of developable areas is shown in **Figure 2-3**.

- New residential construction has been concentrated in two main areas to the east and west of the Amtrak rail right-of-way. On the east side, development is concentrated in the L-shaped area

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<sup>10</sup> New Hampshire Department of Transportation and Massachusetts Executive Office of Transportation. 2009. *I-93 Transit Investment Study - A National Review of Transit-Supportive Land Use Practices and an Analysis of New Hampshire and Massachusetts Land Use Regulations*.

<sup>11</sup> Institute of Transportation Engineers (ITE). 1989. *A Toolbox for Alleviating Traffic Congestion*

bounded by Martin Luther King Drive, Burbank Street, Parkhurst Street, Meek Avenue, Madsen Street and WintonWinton Avenue. Development on the west side of the rail right-of-way is located in the area bounded by Amador Street, A Street, the Amtrak rail right-of-way and the north side of Centennial Park.

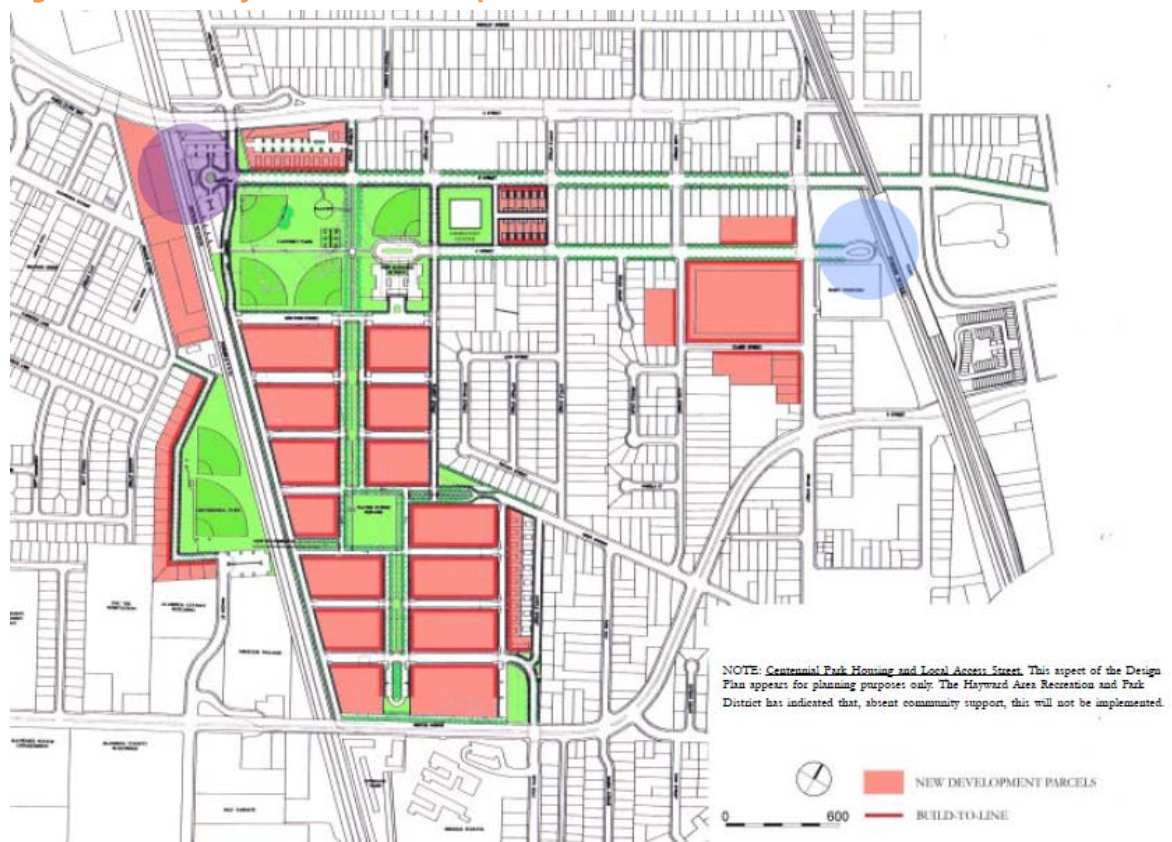
Based on aerial images of the site as of 2016, approximately three-quarters of the Plan area residential units have been constructed. Most of these units are either attached single family homes or in multi-family buildings, resulting in a denser neighborhood compared to adjacent residential areas (which are mostly detached, single-family homes). Based on its higher residential density and distance from Hayward BART station (>0.5 mile), shuttle services could better connect new Cannery Area residents (both to the east and west of the Amtrak rail right-of-way) with the Hayward BART Station. Residents towards the southern end of the neighborhood, near the intersection of Martin Luther King Drive and Winston Avenue, may also benefit from shuttle services connecting to Amtrak (a distance of around 0.5 mile away). The walking distance to the BART station from this intersection is 0.75 miles (around a 15-minute walk), which is far enough for some residents to choose a potential shuttle over walking, particularly if they have difficulty walking.

Commercial development has been planned adjacent to the Hayward BART Station on Grand Street; however none has yet developed. Today, most businesses located along Grand Street are automobile-serving business, such as auto repair shops. However, two senior housing developments have been built along Grand Street near Hayward BART Station: the 60-unit Hayward Senior Housing at Grand and C streets (2008), and the 22-unit Weinreb Place at Grand and B streets (2014). Because these developments are a block away from the BART station, shuttle service would not be required.

**Opportunity Areas:**

- Most Cannery development is within 0.75 miles of the Hayward BART Station, a catchment area that favors walking. Shuttle service that travels through the neighborhood, especially the southern portion which is further away, could provide a convenient option for residents in this high-density area.

**Figure 2-3: Cannery Area Plan Development Parcels**



*Note: Amtrak station and Hayward BART station are shown as purple and blue circles, respectively. Red areas, while titled "new development parcels" in the figure, are intended to represent all redevelopment parcels covered under the Cannery Area Plan. Many of these parcels have been developed as of 2017.*

*Source: Hayward Cannery Area Design Concept, prepared by Solomon ETC Architecture & Urban Design, 2004*

■ **South Hayward BART/Mission Boulevard Concept Design Plan (2006):**

**(South Study Area)**

This plan presents a transit oriented development approach for both the areas adjacent to the South Hayward BART Station and along Mission Boulevard – between Harder Road and Industrial Parkway. Very high density (75-100 d.u./ac) "station area" residential units are planned adjacent to the BART station, with some shared resident/BART parking allowed. South of the BART station – and to the north side of the shuttle study's South Study Area – high density (17-55 d.u./ac) residential development, as well as commercial and mixed uses, are planned along Mission Boulevard between Tennyson Road and Industrial Parkway. Once completed, the South Hayward



BART/Mission Boulevard plan would add between 1,845 and 3,225 new residential units to the larger Mission Boulevard area (between Harder Road and Industrial Parkway), with the largest number added to the BART station area.

Beyond the BART station area, planned land use changes are concentrated on Mission Boulevard between Jefferson Street and Tennyson Road and in the "Dixon Street" area. Dixon Street runs south from the BART station, parallel with Mission Boulevard, providing a more direct connection to the Fairway Park neighborhood. The Dixon Street area is bounded by Mission Boulevard, Valle Vista Avenue, Industrial Parkway and the BART rail right-of-way. Over half of the Dixon Street area is undeveloped, State-owned land, which has "prime development potential," according to the Plan. In addition, commercial land uses (such as a conference center/hotel) are planned in the "triangle area" to the immediate southwest and southeast of the Mission Boulevard and Industrial Parkway intersection. This area is within the South Study Area.

To date, little of the proposed residential development has been completed. A high density development adjacent to the South Hayward BART Station, named Eden Housing, is under construction and expected to be completed in June 2016.<sup>12</sup> Eden Housing plans to deliver 151 affordable family and senior units alongside AMCAL Housing's 206 market rate rental units, to create a mixed income community with new public open space and neighborhood amenities. Since these developments are within walking distance of the BART station (~1/4 mile), a shuttle connection is likely unnecessary.

If dense residential development increases in this area in the future, particularly along Mission Boulevard and in the "Dixon Street" area, shuttle service connecting to BART may be justified.

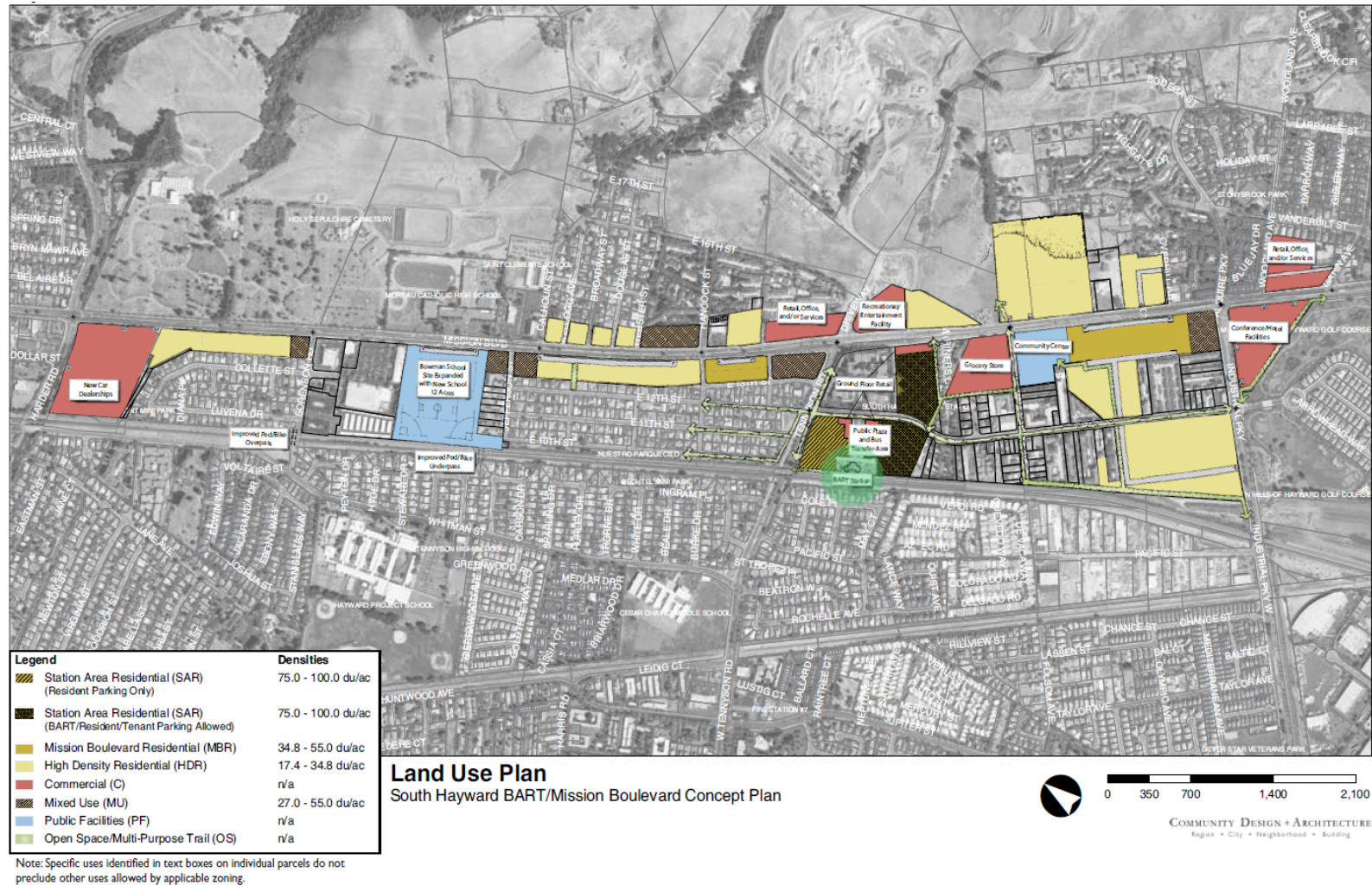
**Opportunity Areas:**

- Dixon Street could be considered as a shuttle connection between the BART station and the Fairway Park Neighborhood, instead of Mission Boulevard. Shuttle service on this street could incentivize development along the corridor.

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<sup>12</sup> Eden Housing (2014). South Hayward BART Family & Senior Housing. Accessed at <http://www.edenhousing.org/property/south-hayward-bart-family-senior-communities> on 7/6/2015

Figure 2-4: South Hayward BART/Mission Boulevard Concept Design Plan - Land Use Plan



Note: South Hayward BART station is shown as a green circle

- **Alternative Mode and Parking Planning Study – CSUEB (2012):**

**(North Study Area)**

Following California State University, East Bay's (CSUEB) 2009 Master Plan, this study reviews existing student, faculty and staff travel patterns and provides recommendations for transportation demand management (TDM) and parking management measures. These recommendations aim to reduce vehicle trip generation and encourage the use of alternative modes of transportation. Proposed strategies include improved transit service between the Hayward BART station and campus, investigating the appropriateness of shuttle service between campus and the downtown district (specifically for students), implementing discounted transit passes, preferential parking for carpools and vanpools, and increased outreach around the TDM plan. Since the study, AC Transit (Route 60) and shuttle services to/from Hayward BART Station continue to operate with the same headways and there are no discount transit passes in place. A new shuttle service between CSUEB and Castro Valley BART Station has been created while services to/from South Hayward BART Station (which were implemented for a quarter) were discontinued due to low ridership.<sup>13, 14</sup>

**Opportunity Areas:**

- Shuttle service serving CSUEB should complement and not duplicate or compete against current CSUEB offerings. The CSUEB shuttle system does not serve the South Hayward BART Station and AC Transit service to the station is infrequent. Therefore, connections to the South Hayward BART Station may be underserved.

- **Economic Development Strategic Plan 2014-2018 (2014):**

**(West and South Study Areas)**

The City of Hayward released their Economic Development Strategic Plan for FY 2014-2018 in 2014 with the following vision:

*"The City of Hayward is recognized as the most desirable and business-friendly place in the East Bay in which to locate and conduct business."*

This plan presents the city's approach to economic development, which is organized across three categories: 1. Branding and Marketing, 2. the Industrial Sector, and 3. the Service and Retail Industry. Economic growth will be evaluated according to performance measures identified in the strategic plan.

For the Industrial Sector, the plan identifies opportunity sites, as shown in **Figure 2-5**. Sites that overlap with the shuttle study's Study Area include: Airport national Guard Site, Depot Road Auto Yards, and Arkay Site.

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<sup>13</sup> CSUEB (2015). New!! Shuttle Service to Castro Valley BART Starting April 22, 2013. Accessed at <http://www20.csueastbay.edu/af/departments/parking/alt-trans/cv-service.html> on 7/6/2015

<sup>14</sup> CSUEB (2015). No More Service to South Hayward BART. Accessed at <http://www20.csueastbay.edu/sa/parking/alt-trans/No%20More%20Service%20to%20South%20Hayward%20Bart%20Station.html> on 7/6/2015

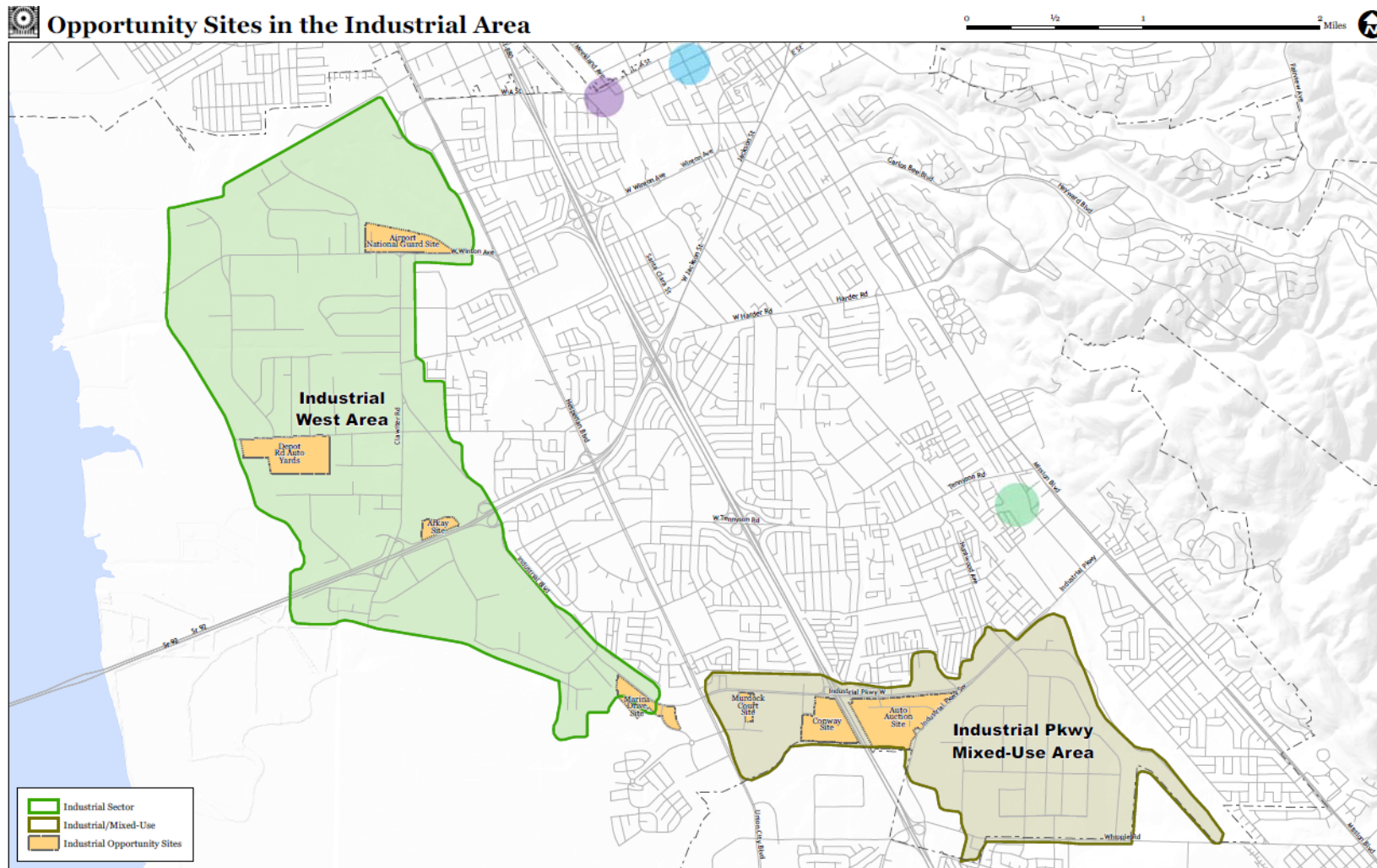
The strategic plan also identifies key retail areas and catalyst sites, as demonstrated in **Figure 2-6**. Key retail areas that overlap with the shuttle study's study areas include the Downtown Area, A Street Corridor, Central Mission Boulevard Corridor, South Hayward BART Station Area, South Mission Boulevard Corridor and 880 Retail Area. The plan identifies the following sites within the shuttle study's study areas as catalyst sites: Bank Building, Green Shutter Building, Carlos Bee Site, Former Auto Row, Airport Retail Parcels, SHBART 238 Property Site, Roller Rink Site and Holiday Bowl Site.

**Opportunity Areas:**

- Growth is planned in all three areas, which justifies their selection for study. In particular, service to the West Study Area should consider the Airport National Guard Site, Depot Road Auto Yards, and Arkay Site, which are slated for future development. Service to the South Study Area should consider the South Mission Boulevard Corridor. Outside of Downtown, service in the North Study Area should specifically consider the Carlos Bee Site and Former Auto Row sites, which lie just within the southern boundary of the study area.



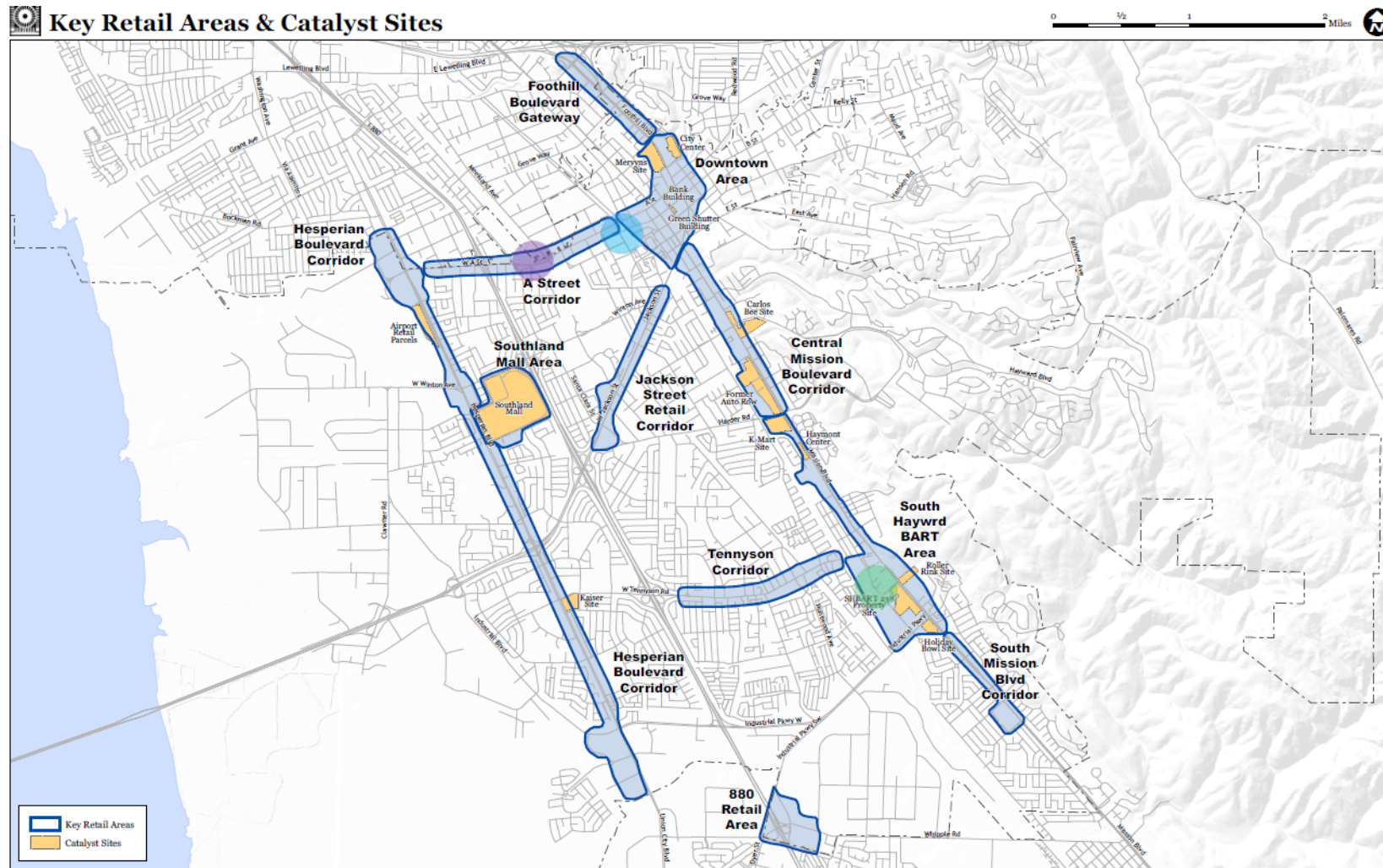
Figure 2-5: Opportunity Sites in the Industrial Area



Note: Amtrak station, Hayward BART station, and South Hayward BART station are shown as a purple, blue, and green circle, respectively

Source: City of Hayward (2014). Economic Development Strategic Plan FY 2014 – FY 2018. p. 23

Figure 2-6: Key Retail Areas & Catalyst Sites



Note: Amtrak station, Hayward BART station, and South Hayward BART station are shown as a purple, blue, and green circle, respectively

Source: City of Hayward (2014). Economic Development Strategic Plan FY 2014 – FY 2018. p. 24

- **Hayward Downtown Specific Plan Project** (ongoing) – The Specific Plan will be an extension of the Hayward General Plan, with a focus on how the General Plan goals and policies will be implemented in the Downtown Hayward area. The Specific Plan will use a public outreach process to establish a vision for the Downtown area and draft policies that will achieve that vision. The plan will likely identify policies to further support General Plan goals with respect to multimodal transportation and access to regional transportation connections. These policies would further support the implementation of shuttle services to support these goals. At the time of this report the planning process is underway; therefore because it has not been finalized it has not been considered as part of this study.

## 2.2 TRANSIT CONDITIONS

This section provides an assessment of current transit service, and transit accessibility in the City of Hayward. First, the existing transit service to the study areas is described. This is followed by a report into current ridership trends. The section ends with a presentation of service gaps and opportunities within the three study areas.

### 2.2.4 Existing Transit Service

Public transportation is provided by four different providers, as described below:

**Bay Area Rapid Transit (BART).** BART provides rail access to many locations throughout the Bay Area, including downtown Oakland and downtown San Francisco. The Hayward and South Hayward stations provide direct service to Richmond, Warm Springs/South Fremont, and Daly City bound trains. Passengers can transfer to access Dublin/Pleasanton, Pittsburg/Bay Point, and Millbrae/SFO bound trains at Bay Fair Station, 19<sup>th</sup> Street Station (Oakland), and Daly City Station, respectively.

**Amtrak (Capitol Corridor).** Hayward Amtrak Station is served by Amtrak's Capitol Corridor, which operates between Sacramento and San Jose. The Capitol Corridor provides weekday peak period service and less frequent off peak and weekend service.

**Alameda-Contra Costa Transit district (AC Transit).** This is a transit service provider for both Alameda and Contra Costa counties. AC Transit offers three different types of bus service in Hayward: Local (trunk route bus service provided on major arterials), Transbay (Commuter bus service operating during weekday peak periods to locations in San Francisco and the South Bay), and Express (intercity commuter service operating during weekday peak periods).

In addition to fixed-route public transportation, AC Transit offers paratransit service named East Bay Paratransit that provides door-to-door mobility to disabled individuals and seniors. Detailed discussion of AC Transit service and ridership in the study areas can be found in **Appendix A**.

**California State University East Bay (CSUEB).** CSUEB provides shuttle service to and from the Hayward and Castro Valley BART stations. The Hayward shuttle operates every 15-30 minutes, seven days per week, when classes are in session. The shuttle is routed either along 2<sup>nd</sup> Street or Mission Boulevard from CSUEB to Hayward BART depending on traffic conditions, and it makes no intermediate stops. From the Hayward BART Station to CSUEB, the shuttle is routed along 2<sup>nd</sup> Street. This shuttle is available to all current students, staff and faculty, and members of the public.

**Alameda County Shuttle.** Since 2013 the County has been providing a shuttle service restricted to County employees only between the Hayward BART station and County offices at the Hayward Hall of Justice and the Eden Multiservice Center, both of which are located on Amador Street. The shuttle operates every 20 minutes on weekdays between 6:30 AM to 6:30 PM.

#### **2.2.4.1 Service by Study Area**

The three figures below show the existing public transit service provided in the City of Hayward. In these figures, the thickness of the route line is a reference to its service frequency during commute periods. This approach highlights the most frequent, and therefore valuable, routes. Population and employment is also shown in the background on these figures.

In the North Study Area, the two major corridors are Winton Avenue-D Street, which is served by AC Transit routes 22, 86, and Transbay M at 40, 60, and 30 minute headways respectively, and Mission Boulevard, served by routes 22 and 99 at 40 and 20 minute headways respectively.

The South Study Area is served mainly by AC Transit route 99 along Mission Boulevard, which operates at 20 minute headways. The industrial areas within this study area are also served by AC Transit route 85 which provides a commute period service frequency of 60 minutes.

The West Study Area is mainly served by AC Transit routes 86 and 83, which provide a commute period service frequency of 60 minutes. To the east of the area is Hesperian Boulevard, a major corridor that features service from AC Transit routes 22 and 97 (as well as AC Transit Transbay routes M and S).



# ATTACHMENT II

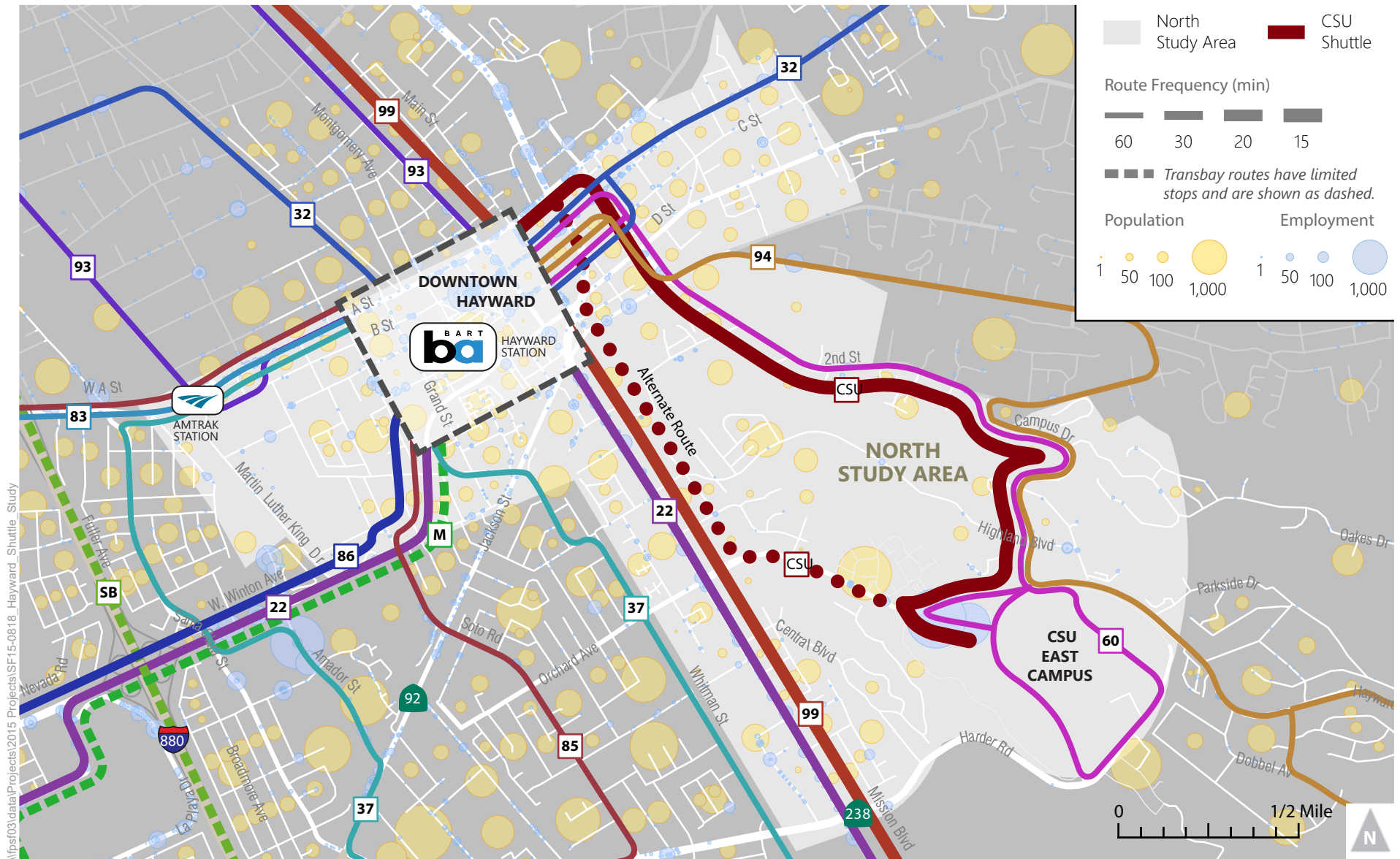


Figure 2-7  
North Study Area & Transit Frequency

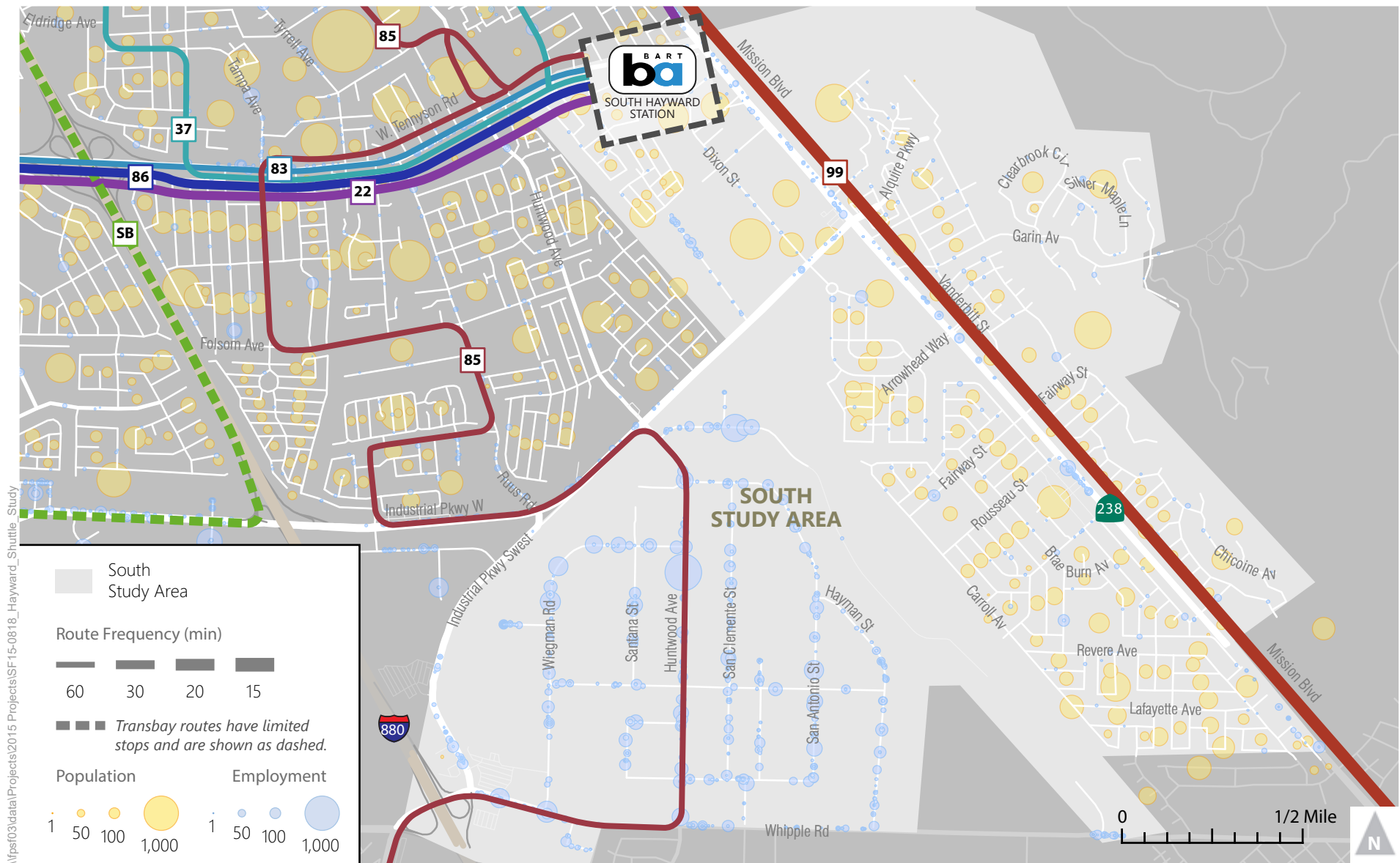


Figure 2-8  
South Study Area & Transit Frequency

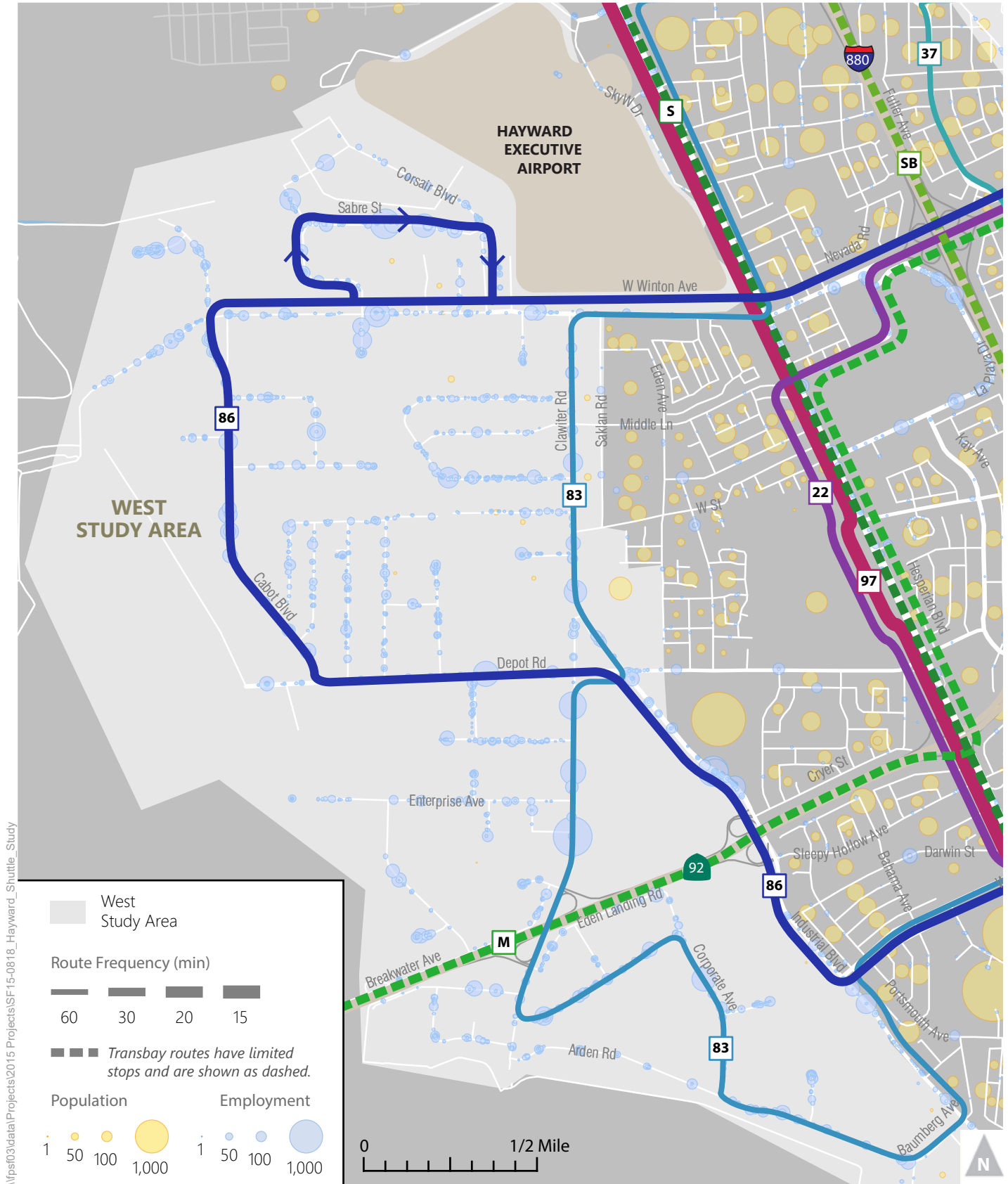


Figure 2-9  
West Study Area & Transit Frequency

### 2.2.4.2 Route Characteristics

A table showing route characteristics for BART, Amtrak, AC Transit, and CSUEB shuttles is shown below in **Table 2-4**. For each route, a description of basic characteristics is provided along with weekday service span and headways.

TABLE 2-4: ROUTE CHARACTERISTICS			
Route Number	Headways	Hours of Operation	Key Destinations and Connections
<b>BART</b>			
Richmond (NB)	15-20 Minutes	Weekday: 4:14 AM – 12:13 PM Saturday: 6:08 AM – 12:13 AM Sunday: 8:08 AM – 12:13 AM	Downtown Oakland, Berkeley
Daly City	15 minutes	Weekday: 5:20 AM – 6:05 PM Saturday: 9:03 AM – 6:03 PM No Sunday Service	Downtown San Francisco Stations
Fremont (SB)	6-20 Minutes	Weekday: 5:07 AM – 1:14 AM Saturday: 6:44 AM – 1:14 AM Sunday: 8:44 AM – 1:14 AM	Union City, Fremont
<b>Amtrak</b>			
NB	1 hour- 3 hours	Weekdays: 7:26 AM – 8:01 PM Weekends:	Oakland, Richmond, Davis, Sacramento
WB	1 hour - 3 hours	Weekday: 6:43 AM – 7:59 PM Weekend: 8:03 AM – 7:53 PM	Santa Clara, San Jose
<b>AC Transit</b>			
22	30 – 40 minutes	5:45 AM – 11:30 PM	Hayward BART, Southland Mall, Chabot College, Saint Rose Medical Center, South Hayward BART
32	60 minutes	5:00 AM – 9:00 PM	Hayward BART, Castro Valley BART, Bay Fair BART, San Lorenzo High School

TABLE 2-4: ROUTE CHARACTERISTICS			
Route Number	Headways	Hours of Operation	Key Destinations and Connections
37	60 minutes	6:00 AM – 9:00 PM	Hayward BART, South Hayward BART, Hayward Amtrak Station,
60	60 minutes	5:00 AM – 10:30 PM	Hayward BART, California State University East Bay
83	60 Minutes	5:15 AM – 8:15 PM	Hayward BART, Hayward Amtrak Station, Southland Mall, Saint Rose Medical Center, South Hayward BART
85	60 minutes	7:00 AM – 9:00 PM	Hayward BART, South Hayward BART, Union Landing Transit Center
86	30 minutes	4:00 AM – 12:00 AM	Hayward BART, Southland Mall, Saint Rose Medical Center, South Hayward BART
93	60 minutes	6:00 AM – 9:00 PM	Hayward BART, Bay Fair BART, San Lorenzo Village, Amtrak Station
94	60 minutes	5:00 AM – 8:00 PM	Hayward BART, California State University East Bay
99	20 minutes	5:00 AM – 1:00 AM	Hayward BART, South Hayward BART
M	30 minutes	8:00 AM – 6:00 PM	Hayward BART, Chabot College, Hillsdale Mall, Foster City, Hillsdale Caltrain
S	30 minutes <sup>1</sup>	5:00 AM – 9:00 AM; 4:15 PM – 8:15 PM	San Francisco Transbay Terminal
SB	30 minutes <sup>1</sup>	5:00 AM – 9:00 AM; 4:00 PM – 8:00 PM	San Francisco Transbay Terminal
Shuttles			
CSUEB Shuttle (Hayward BART to CSUEB route)	15 – 30 minutes	6:00 AM – 10:30 PM (M-W) 6:00 AM – 2:30 AM (R) 6:00 AM – 1:15 AM (F) 8:00 AM – 1:15 AM (Sa) 8:00 AM – 10:30 PM (Su)	Hayward BART, CSUEB
Notes: 1. This route only provides service in the peak direction during the peak period Sources: BART, Amtrak, AC Transit, California State University East Bay Student Affairs			

### 2.2.4.3 Fare Structure

Fare structure and transferability of the different systems that serve Hayward are shown in **Table 2-5**.

TABLE 2-5: FARE STRUCTURE AND TRANSFERABILITY											
		BART		AC Transit					Amtrak	CSU Shuttle	
Fare Type		Clipper/Cash		Clipper			Cash			-	Cash
		Adult	Youth, Senior	Adult	Youth	Senior	Adult	Youth	Senior	Adult <sup>5</sup>	All
One-way fare		\$3.20 <sup>1</sup>	\$1.20 <sup>1</sup>	\$2.00	\$1.00	\$1.00	\$2.10	\$1.05	\$1.05	\$9.00 to \$38.00 <sup>3</sup>	Free
Transbay One-way fare		\$4.85 <sup>2</sup>	\$1.80 <sup>2</sup>	\$4.20	\$2.10	\$2.10	\$4.20	\$2.10	\$2.10	-	-
Passes	Day	N/A	N/A	\$5.00	\$2.50	\$2.50	\$5.00	\$2.50	\$2.50	-	-
	Month			\$75.00	\$20.00	-				\$144.00 to \$568.00 <sup>4</sup>	-
Trans-bay passes	Month	N/A		\$151.20	-	-	-	-	-	-	-
Transferability (to other systems)		Transfer to AC Transit with 50 cent discount BART does not have transfer agreements with other agencies							No transfer agreements in place	-	
Notes: 1. Fare from Hayward Station to 12 <sup>th</sup> Street Oakland City Center Station 2. Fare from Hayward Station to Embarcadero Station 3. One-way fares range from \$9.00-Oakland Coliseum to \$38.00-Rocklin 4. Monthly passes range from \$144.00-Oakland Coliseum to \$568.00-Rocklin 5. Seniors are eligible for a 15 percent discount. Children 12 or under are eligible for a 50 percent discount when traveling with an adult Source: bart.gov, actransit.org, Amtrak.com, csueastbay.edu											

## 2.2.5 Existing Transit Ridership

Public transit ridership is dependent upon a number of factors including but not limited to population and employment densities, personal income, the price of gasoline, travel time savings compared to automobile travel, service frequency (mobility), and proximity to beginning and end destination (accessibility). In this section, we present ridership on locally-accessible transit service.



#### **2.2.5.4 BART Weekday Ridership**

##### *Hayward Station*

Hayward Station experiences 5,359 entries each weekday, per May 2015 data. During the AM Peak Period an average of 2,073 entries and 783 exits were recorded at the Hayward station based on a survey taken in November 2012. In the PM Peak Period, 1,360 entries and 2,742 exits were recorded. Based on these patterns, the station appears to serve more commute trips for residents who live locally and work elsewhere, compared to those who travel from elsewhere to their job in Hayward, by a ratio of around 2:1 (assuming all trips are commute trips). The most frequent destinations from the Hayward BART Station, in descending order, are Embarcadero, Montgomery, Fremont, 12<sup>th</sup> Street-City Center, and Powell<sup>15</sup>.

The 2008 BART Mode of Access Study found that approximately 49 percent of weekday riders coming from home drive alone to the station, 22 percent walk, 12 percent are dropped off, 8 percent take a bus or other transit, 7 percent carpool and 1 percent walk.

##### *South Hayward Station*

South Hayward Station experiences 3,342 entries each weekday, per May 2015 data. Based on data collected in November 2012, there were an average of 1,763 entries and 326 exits recorded at the South Hayward BART Station in the AM Peak Period. In the PM Peak Period, 610 entries and 2,142 exits were recorded. Based on these patterns, the station appears to skew even more heavily than Hayward BART Station towards a tidal commute pattern predominantly serving more commute trips for residents who live locally and work elsewhere, compared to those who travel from elsewhere to their job locally, by a ratio of around 4:1 (assuming all trips are commute trips). The most frequent destinations accessed from the South Hayward BART Station are Embarcadero, Montgomery, Powell, Civic Center and Fremont.

The most utilized mode of access from home to the South Hayward Station is driving alone (58%) followed by being dropped off (15%), walking (12%), carpool (8%), bus/transit (5%) and bicycle (2%).

#### **2.2.5.5 Amtrak Weekday Ridership**

Amtrak provides infrequent, peak period service from the Hayward Amtrak Station.

On weekdays in the westbound direction (towards San Jose) there are seven trains per day: at 6:43 AM, 7:43 AM, 9:13 AM, 12:23 PM, 2:23 PM, 5:52 PM, and 7:59 PM. On weekdays in the eastbound direction (towards

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<sup>15</sup> Based on data collected of an average Wednesday in March 2014

Sacramento) there are also seven trains per day: at 7:26 AM, 9:54 AM, 1:06 PM, 3:59 PM, 5:06 PM, 6:36 PM, and 8:01 PM.

Ridership at this station is modest. The station experiences around 35,000 boardings plus alightings annually<sup>16</sup>. This equates to approximately 95 boardings plus alightings per day (assuming an even distribution for every day of the year), around three percent of the ridership of the nearby BART station.

#### **2.2.5.6 AC Transit Weekday Ridership**

Within the City of Hayward, AC Transit recorded approximately 13,000 boardings on the average weekday in 2014. Among those boardings, 15 percent were in the AM peak period (7 AM – 9 AM), 37 percent were in the midday period, and 12 percent were in the PM peak period (5 PM – 7 PM). Boardings were largely concentrated at key destinations and transfer points.

At the Hayward BART Station, 844 and 601 combined boardings and alightings on AC Transit were recorded in the AM and PM peak hours, respectively, for an average weekday. At the South Hayward BART Station, 218 and 184 combined boardings and alightings on AC Transit were recorded in the AM and PM peak hours, respectively, for an average weekday. The highest ridership stops in Hayward include both BART stations as well as the stops adjacent to Chabot College and Southland Mall. A map of AC Transit ridership by stop can be found in **Appendix A**.

#### *North Study Area*

Within the North Study Area, ridership is concentrated mainly near Downtown and along Mission Boulevard. The major stops are the BART Station, CSUEB, and at Mission Boulevard/Harder Road. Ridership on routes 32, 94, 95, and 60 through the hills is generally light.

#### *West Study Area*

Within the West Study Area, the ridership skews heavily towards alightings in the morning and boardings in the afternoon, which is to be expected for an area where employment dominates over housing. Ridership is highest in the cluster of stops near the intersection of Sabre Street/W Winton Avenue, on Route 86. There is a secondary cluster of ridership near the intersection of Depot Road and Clawiter Road, where routes 83 and 86 cross. Otherwise, ridership is generally light in this area.

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<sup>16</sup> Annual ridership data for Fiscal Year 2013 provided here: <http://www.amtrak.com/pdf/factsheets/CALIFORNIA13.pdf>



### *South Study Area*

Within the South Study Area, ridership along route 99 is fairly evenly spread along Mission Boulevard. As is expected for an area where residences dominate, the ratio of boardings to alightings is around 3:1 in the morning, and reversed in the afternoon. Ridership for Route 85 in the industrial areas is very low.

#### **2.2.5.7 CSUEB Shuttle Weekday Ridership**

CSUEB Shuttles appear to be well-utilized, especially those providing access to campus from Hayward BART Station. There are approximately 2,000 daily boardings system-wide. The shuttle is very direct, having only two stops: one at Hayward BART station and one on CSUEB campus at the parking lot on the north side of Carlos Bee Boulevard. Service Gaps and Opportunities

In this section we present gaps in first-mile/last-mile service to/and from rail transit, which present opportunity areas for shuttle services to fill in these gaps. We have identified opportunity areas in previous parts of this study, and these are supplemented with an analysis of transit likelihood using the Smart Location Database.

#### **2.2.5.1 Transit Likelihood**

The Environmental Protection Agency's (EPA) Smart Location Database is developed using US Census data to address the need for the integration of land use and transportation data. This dataset includes demographic, employment and built environment variables at the census block group level. These variables are commonly known as the 'D' variables, i.e. population and employment density, land use diversity, built environment design, distance to transit and accessibility of destinations. These variables are used to measure the existing demand for transit in an area, or transit likelihood.

Transit likelihood evaluates the potential transit ridership based on demographic and built environment variables known to contribute to transit use. These variables are selected either based on a specific populations' known need for transit (i.e. zero-auto households, low income households) or the variables' indication that the population or built environment would support transit use (i.e. high population density). The variables included in the study of transit likelihood for the City of Hayward are population density, zero-auto households, low income population and intersection density. These variables are presented in turn next, followed by a map of transit likelihood.

### *Population Density*

As presented in Section 2.1.1, areas with population densities greater than 4-5 households per acre are supportive of local bus service. In Hayward, parts of the North Study Area and all residential areas in the South Study Area are above this threshold. It is also anticipated that the population of Hayward will increase

by as much as 25 percent by 2040<sup>17</sup> therefore, many neighborhoods may grow to support high frequency transit service. A map of population densities is shown earlier in this report in **Figure 2-1**.

### *Zero-Auto Households*

Houses without automobiles typically rely heavily on transit for day-to-day activities. In some cases, these households correspond with low-income populations and proximity to existing high frequency transit. Approximately six percent of households in Hayward do not own a car. Zero-auto households are concentrated northeast of the Hayward BART Station, with a small pocket to the immediate southeast of the South Hayward BART Station. A map of zero-auto households is shown in **Figure 2-10**.

### *Low-income Population*

Persons with low-income are more predisposed to use transit service due to its low cost in comparison with auto ownership. Though this variable can be correlated with zero-auto households, in Hayward, low wage workers<sup>18</sup> are concentrated in neighborhoods west of Mission Boulevard towards the north of the South Study Area, and in the neighborhoods near Tennyson Road (i.e. the Jackson Triangle). A map of low-income population is shown in **Figure 2-10**.

### *Intersection Density*

Intersection density is a variable that measures intersections per square mile. This variable is intended to show the level of connectivity and comfort for street users. Higher intersection densities typically reflect smaller blocks and more connected street networks, leading to less traffic congestion and a more comfortable pedestrian environment. This variable is important to both transit accessibility and transit vehicle speed. In the North Study Area, intersection density is high nearer Downtown and the BART station, and becomes very low to the east in the hillside neighborhoods. In the South Study Area, intersection density is highest to the west of Mission Boulevard in the Fairway Park neighborhood. On close inspection, the street network in this neighborhood has somewhat limited connectivity, which would serve as a barrier to direct shuttle service. The West Study Area has a very low intersection density, which serves as an indicator that this area has a poor pedestrian environment and a deficit of direct high-quality pedestrian connections. This area does have multiple gaps and deficiencies in its pedestrian network, which will serve to decrease the catchment areas for shuttle stops in this area as pedestrians are discouraged to walk long distances. A map of intersection density is shown in **Figure 2-10**.

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<sup>17</sup> Alameda County Transportation Commission Travel Demand Model

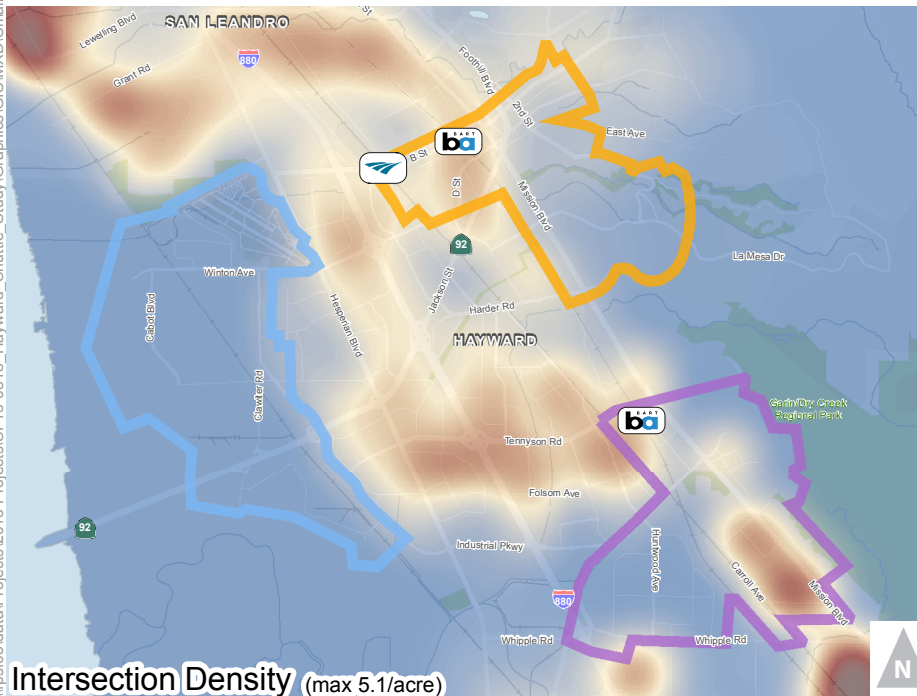
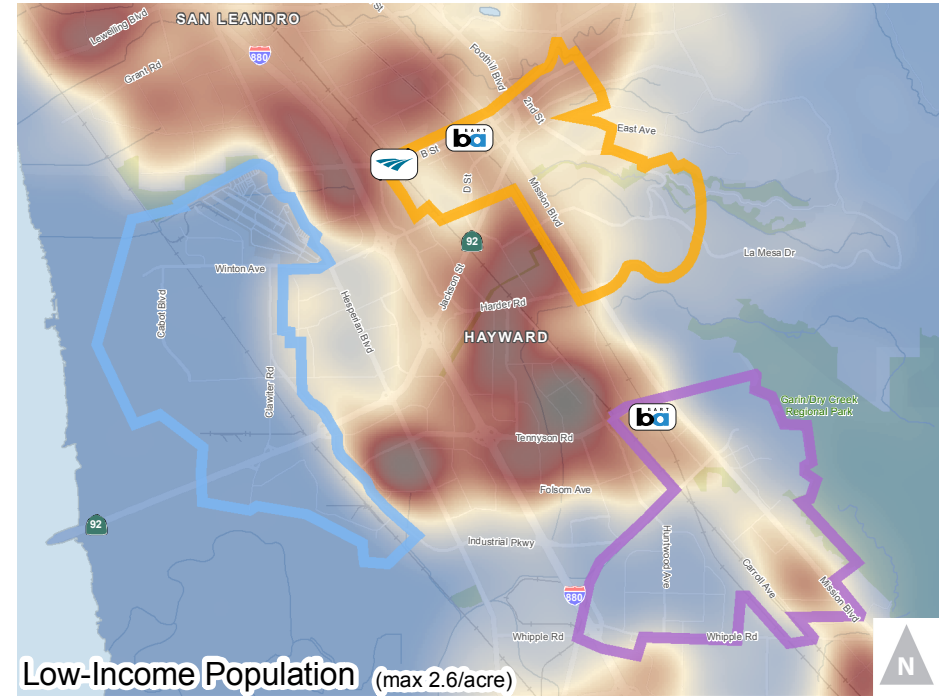
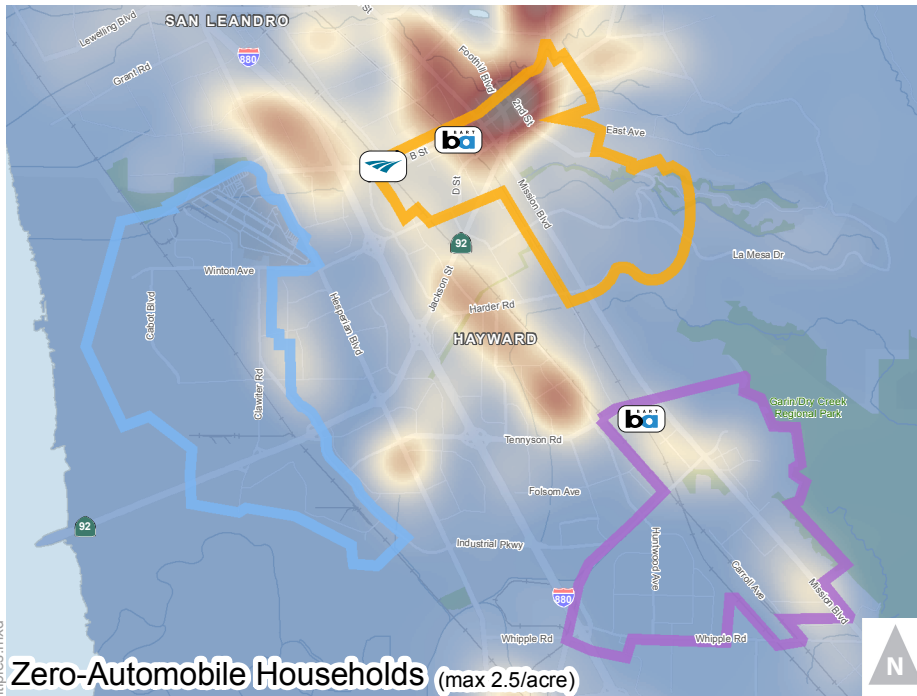
<sup>18</sup> Defined by the EPA smart location database as those workings earning \$1,250/month or less

### *Composite Transit Likelihood*

Because the transit likelihood is based almost entirely on variables relevant to residential areas, it is only applicable to residential areas, i.e. the North and South study areas but not the West Study Area. As such, the transit likelihood approach used in this chapter does not give a clear picture of transit likelihood in primarily employment-oriented areas.


A map of the overall transit likelihood is shown in **Figure 2-11**. For context, the transit likelihood of Hayward is in the low to medium-low range compared to other more densely developed urban areas like San Francisco, Downtown San Jose or Downtown Oakland. The information shown in **Figure 2-11** should be understood to display the relative transit likeliness of one part of Hayward to another, rather than compared to a national benchmark or other cities in the Bay Area. This is the reason that the transit likelihood scale on the legend is labeled "Hayward Maximum" to "Hayward Minimum."

Driven by a tight street grid, high population density, the areas around Downtown show high propensity for transit ridership, as well as areas just to the east, south, and west of Downtown (such as the Cannery Area). In the South Industrial Areas, driven by high street connectivity, population density, and to some extent low income population, there are two distinct areas with high transit likelihood: the area to the immediate south of the South Hayward BART Station, and areas west of Mission Boulevard and south of Fairway Street in the Fairway Park neighborhood.



### Legend


#### Transit


 Amtrak Capitol Corridor

 Bay Area Rapid Transit

#### Study Areas

 West Study Area

 North Study Area

 South Study Area

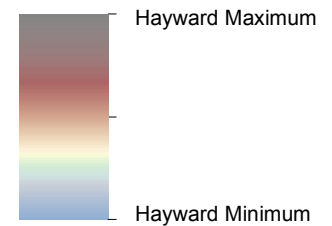




Figure 2-10  
Transit Likelihood  
Input Variables  
48 of 120




## ATTACHMENT II

### Legend

#### Transit

-  Amtrak Station
-  Bay Area Rapid Transit

#### Study Areas

-  West Study Area
-  North Study Area
-  South Study Area

-  Parks

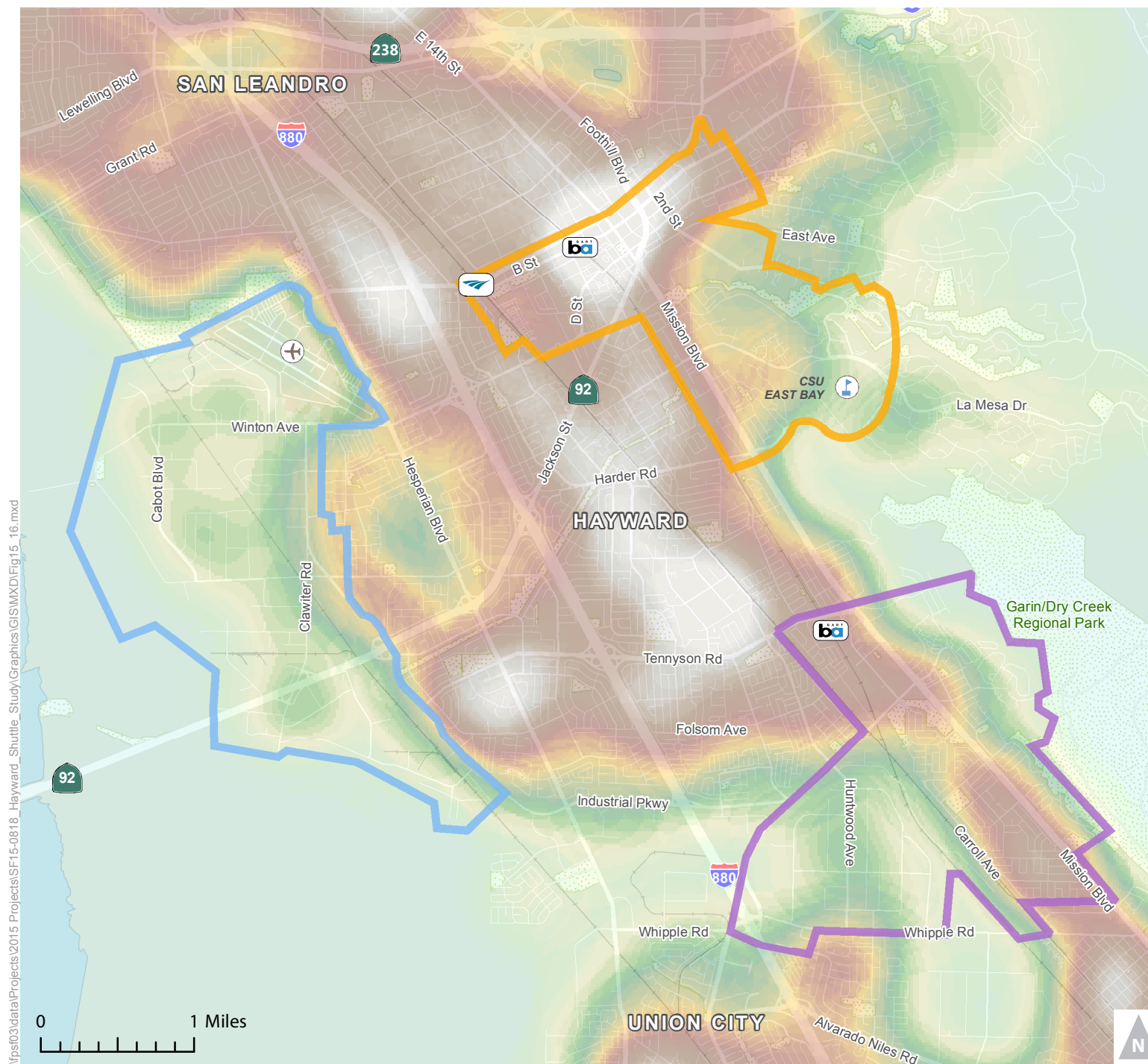
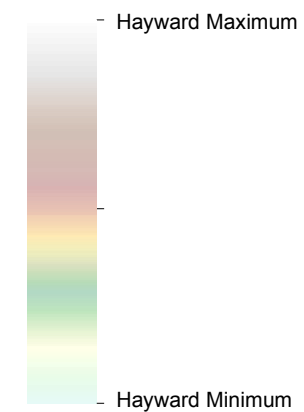


Figure 2-11

Transit  
Likelihood



### 2.2.5.2 Transit Utility

Transit utility shows where there are gaps in existing transit service and when compared with transit likelihood, can show the areas where transit service is not meeting potential demand. In this study, transit utility measures the provision of bus transit, based on existing AC Transit route and network specific variables. While the BART stations in Hayward provide a high-frequency, regional rail connection to other destinations in the Bay Area, the focus of this transit utility approach was on the utility of local bus service that provides connections to this high-quality service; therefore the utility related to BART is not included in the figures. The approach relies on using General Transit Feed Specification data as input, and because this information was not available for the CSUEB shuttle, that service was omitted from this analysis. The transit utility analysis in Hayward assesses transit use at the stop level based on transit frequency and operating hours for AC Transit routes.

The composite transit utility map is shown in **Figure 2-12**. For context, the transit utility of Hayward is in the low to medium range compared to more densely developed urban areas like San Francisco, Downtown San Jose or Downtown Oakland that have rail transit service like Hayward. The information shown in **Figure 2-12** should be understood to display the relative transit utility of one part of Hayward to another, rather than compared to a national benchmark or other cities in the Bay Area. This is the reason that the transit utility scale on the legend is labeled “Hayward Maximum” to “Hayward Minimum.”



Transit utility is a reflection of AC Transit service and accordingly is highest near both the Hayward and South Hayward BART stations which most lines serve. In addition, the two key corridors in Hayward are Hesperian Boulevard and Mission Boulevard north of the South Hayward BART Station. Areas in the three study areas with poor transit utility are the industrial parts of the South Study Area, almost the entirety of the West Study Area, and hillside neighborhoods in the North Study Area.

While not in the selected study areas, the area of Hayward bounded by Harder Road, Jackson Street, and Mission Boulevard has a large number of zero-auto, low-income households. As shown in **Figure 2-11** and **Figure 2-12**, the area has high levels of transit likelihood but low levels of transit utility (i.e. low levels of high-quality transit service). Therefore, should future shuttle service options be explored by the City beyond what is being proposed in this study, it is recommended that this area should be studied in further detail as a candidate.




## ATTACHMENT II

### Legend

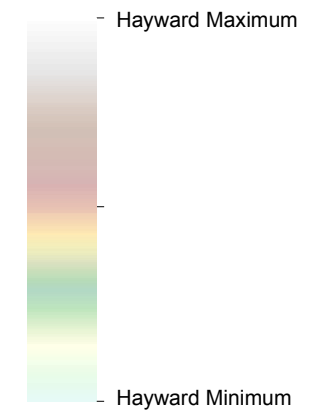
#### Transit

-  Amtrak Station
-  Bay Area Rapid Transit

#### Study Areas

-  West Study Area
-  North Study Area
-  South Study Area

-  Parks



Note: CSUEB shuttle and BART not included

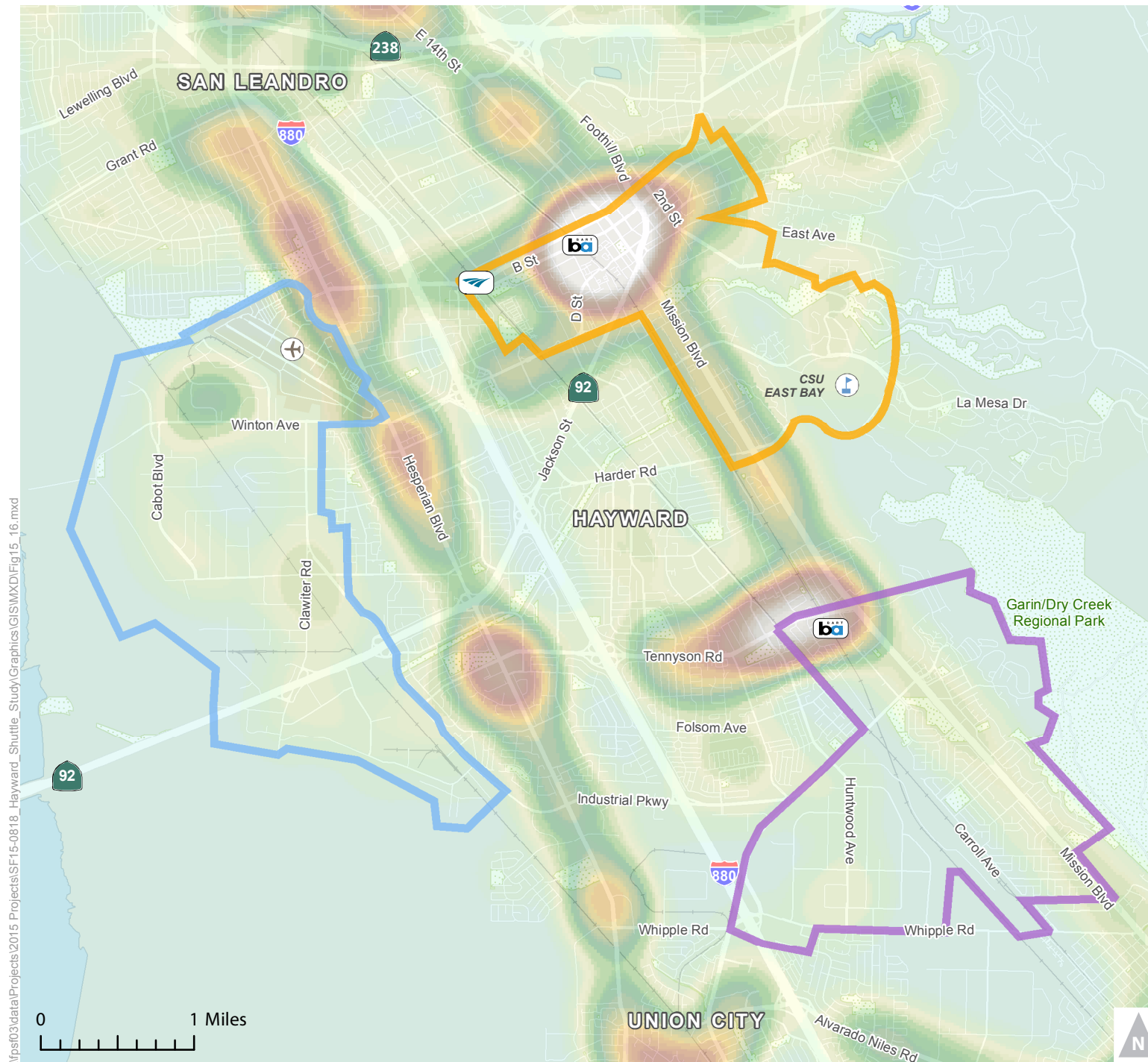


Figure 2-12  
Transit  
Utility

## 2.2.6 Findings

To summarize the findings of this chapter, the likelihood that residents within the study areas would use transit is in the low-to-medium low range based on the level of density, street network design and demographics. The utility, or in other words “the convenience of using the existing transit system”, is in the low-to-medium range within the study areas based on the current frequency and coverage of bus routes.

Residential areas where there is a relatively high level of transit likelihood, but a relatively low level of transit utility are as follows:

- North Study Area
  - Cannery Neighborhood
  - Upper B Street Neighborhood
- South Study Area
  - Fairway Park Neighborhood

For employment, the available data does provide a clear picture. Overall, levels of employment density are on the low side to support frequent transit service; however, industrial districts may be good transit markets overall, especially if there are many of back office functions, lower wage jobs and educational institutions located within the district as appears to be the case in the West Study Area. Data gathered from employee and employer surveys and focus groups as described in the next chapter will be needed to develop a more complete understanding of transit likelihood in the industrial areas.

As a summary of findings from this chapter, the primary gaps and opportunities in the three study areas are as follows:

### *West Study Area*

- While there is some transit service coverage in the area (AC Transit routes 83 and 86), the headways on these routes of 30 to 60 minutes do not represent a convenient travel alternative to those who have the option to drive to destinations in this area.
- While employment densities in the industrial area are lower than the benchmark required to support local bus service, a service focused on first-mile/last-mile could be effective if it provides a focused and efficient service.
- Service to the West Study Area should consider the Airport National Guard Site, Depot Road Auto Yards, and Arkay Site, which are slated for future development.
- The West Study Area service could consider stops at the Saint Rose hospital area, Chabot College, or Southland Mall, although care should be taken to ensure that these detours do not result in too large of a time penalty that would deter riders traveling to/from the industrial area.



### *North Study Area*

- Most Cannery development is within 0.75 miles of the Hayward BART Station. At distances under ½ mile, many BART patrons may choose to walk. Shuttle service that runs through the neighborhood, especially the southern portion, could provide a convenient option for residents in this high-density area.
- Outside of Downtown, service in the North Study Area should specifically consider the Carlos Bee Site and Former Auto Row sites, which lie just within the southern boundary of the Study Area (as future development sites).
- A first-mile/last-mile service along Mission Boulevard and in Downtown could be effective in attracting employment ridership, although service could be ineffective if it duplicates with existing transit service along this corridor.
- Shuttle service serving CSUEB should complement and not duplicate or compete against current CSUEB offerings. Currently, connections to downtown and South Hayward BART Station appear to be underserved.

### *South Study Area*

- While there is some transit service coverage in the area (AC Transit route 85), the headway of 60 minutes and circuitous route through nearby neighborhoods does not represent a direct or convenient travel alternative to those who have the option to drive to destinations in this area.
- Dixon Street could be considered as a shuttle connection route between the BART Station and the Fairway Park Neighborhood, instead of parallel Mission Boulevard. Shuttle service on this street could incentivize development along the corridor.
- Service to the South Study Area should consider the South Mission Boulevard Corridor.
- The residential area to the west of Mission Boulevard, south of Arrowhead Way, has a mismatch of high transit likelihood and low transit utility, which makes it a good candidate for service. The South Mission Boulevard Corridor is also a key retail/catalyst site per the City's Economic Development Strategic Plan.
- Population density west of Mission Boulevard and south of Revere Street is comparatively high and could be a focus area for residential first-mile/last-mile service.
- In particular, shuttle service in the Mission-Foothill area south of the BART station could incentivize development along the corridor.
- While employment densities in the industrial area may not technically meet the benchmark required to support local bus service, a service focused on first-mile/last-mile could be effective if it provides a focused and efficient service

## 3 PUBLIC AND STAKEHOLDER OUTREACH

The goal for outreach and engagement was to ensure that all stakeholders potentially impacted by shuttle service in Hayward had a voice in the study, and that the study was reflective of input from important local stakeholders. Outreach was designed to actively engage key employers, employees and residents encourage their participation in the survey process (described in more detail in Section 3.3) and educate them about the transportation/community option City of Hayward is undertaking for bettering the community. The following were the objectives of the community outreach process:

- Inform key stakeholders throughout Hayward that the study was being conducted;
- Reach out to 500-700 employees and at least 16 employers regarding their use and interest in community shuttle connections;
- Reach out to at least 300 residents in targeted neighborhoods identified by the City regarding their use and interest in community shuttle connections; and
- Be responsive and inclusive of Limited English Proficiency (LEP) stakeholders..

### 3.1 COMMUNITY OUTREACH

Pursuant both to Caltrans requirements and the principles of effective public outreach, the outreach team conducted a total four public meetings. Two of these meetings were community open house style events focused on residents in The Cannery, Upper B Street, Mission/Foothill and Fairway Park neighborhoods, as described in **Section 3.1.1**. One of the meetings was targeted to both residents and employees of the South Study Area, and one meeting was specifically targeted to include employees in the West Study Area, as described in **Section 3.1.2**.

#### 3.1.1 Residential Open Houses

Four key residential neighborhoods were selected by the City of Hayward for targeted outreach. These include The Cannery neighborhood, Upper B Street and Mission/Foothill neighborhoods, located in the North Study Area, and the Fairway Park neighborhood, located in the South Study Area. The neighborhood boundaries as defined for this study can be seen in **Figure 1-1**. Primary reasons for selecting the residential neighborhoods in the North Study Area were to evaluate the demand for first-mile connections from residences to the Downtown Hayward BART Station, which could reduce the need for residents to drive to and park at the station. Motivation behind selecting the Fairway Park Neighborhood was to evaluate the potential demand for a lower cost transit option between the neighborhood and Downtown Hayward.

Hayward residents, particularly from the four neighborhoods targeted for outreach, were invited to learn and provide feedback regarding proposed shuttle service connecting these neighborhoods, Downtown Hayward and BART. The open house format allowed residents to stop by at their convenience anytime during either of the two two-hour events and interact directly with members of the study project team. Participants also had the opportunity to plot their suggested shuttle stops on a map of Hayward.

### **3.1.1.1 Dates and Locations**

The first evening public open house event was held in the Fairway Park neighborhood at the Mission Hills of Hayward Golf Course, Mission Café, on Wednesday, July 29<sup>th</sup>, 2015, from 6:30 PM – 8:30 PM. The second open house was held at Hayward City Hall on Monday, August 10<sup>th</sup>, 2015, from 6:30 PM – 8:30 PM.

### **3.1.1.2 Promotion**

Both events were promoted by email directly from the City of Hayward to more than 900 residents in areas being studied who were subscribed to receive updates from the City. The events were also promoted via the City's Twitter and Facebook channels. Additionally, the outreach team coordinated with The Fairway Park Neighborhoods Association President, who extended notice of the events to her list of nearly 1,000 resident contacts in Fairway Park. Documentation of meeting announcements can be found in **Appendix B**.

### **3.1.1.3 Qualitative Feedback**

Twelve residents from the community participated in the Fairway Park Open House and eleven residents participated in the City Hall Open House. In addition to collecting survey responses, attendees offered the following feedback to the project team.

- Several senior residents of the Fairway Park neighborhood mentioned that they currently can drive, and frequently visit locations in downtown Hayward including the library, city hall, shops and restaurants. If they got to the point that they could no longer drive, they would not likely take a bus or BART to access downtown. They would either not go to downtown or get a ride from a family member, causing them to go less frequently. However, if there was a shuttle option they would take it and feel that it would provide them with more independence.
- A resident of the Fairway Park neighborhood mentioned that she would see a need for a shuttle to connect downtown and the downtown Hayward BART Station to the senior center, the Douglas Morrisson Theater, and the Japanese Gardens (which are on a hill and difficult to access by walking).
- Senior residents of the Fairway Park neighborhood mentioned that they would like a shuttle connection from their homes to the Fairway Park Shopping Center and the South Hayward BART Station.

- One 91-year-old resident of Fairway Park expressed she is seriously considering giving-up her driver's license. She already does not drive at night. She's been hesitant to do so because of the lack of alternate transit options available to her.
- Other community members were enthusiastic about a shuttle connecting from the Fairway Park neighborhood to downtown Hayward. Many mentioned that while they would not take the bus or BART, they would take a shuttle to downtown Hayward.
- A resident mentioned a potential need for a shuttle to serve the Kaiser hospital in Hayward, but Hayward residents are now traveling to the new Kaiser hospital in San Leandro, because since its opening, services have been shifted from the Hayward location to the San Leandro location
- Several residents of the Upper B Street neighborhood mentioned that they often travel to Castro Valley for shopping, services, or to access BART at the Castro Valley Station, since it is easier to get to than downtown Hayward. Reasons for this are that it is faster to get to Castro Valley due to the way traffic lights are timed, the new "loop" in downtown Hayward is confusing, and it is harder to find parking in downtown Hayward.
- A resident who both lives and works in the Upper B Street area mentioned that, as a resident, she would like a shuttle that would take her from the area to the downtown Hayward BART station so that she wouldn't have to drive and park. In addition, she mentioned that there are several services in the Upper B Street area (including therapist and lawyer services) and that clients of these services would be interested in taking a shuttle from the BART station, up the hill to these services.
- Residents mentioned that there are no bicycle facilities between the Upper B Street area and downtown and they feel like it is unsafe to bike, and difficult to bike due to the incline. They would like a shuttle alternative to driving between the area and downtown Hayward.
- Several residents mentioned that they felt a shuttle would be valuable and they would be willing to pay a fare.
- A resident mentioned that they would like a shuttle to CSU East Bay and were not aware that there was an existing shuttle service.
- Several residents from the Eden Shores neighborhood noted that although their residential development is not in the study area, they believe residents in the neighborhood would benefit from a direct shuttle connection to the South Hayward BART Station. They mentioned that it is currently difficult to find parking at the South Hayward BART Station.
- A resident of a mobile home community just outside of the Fairway Park study area expressed her concern over her community's exclusion from the shuttle study. She expressed her belief that there is a strong need and demand for a shuttle connecting her community, and four other mobile home communities in the area largely populated with seniors, with BART and Downtown Hayward.

### 3.1.2 Employee Lunch Events

Two key employment areas were targeted for outreach. These include the West Industrial Employment Zone, located in the West Study Area, and the South Industrial Employment Zone, located in the South Study Area, both shown in **Figure 1-1**. A primary reason for selecting these zones was to evaluate the demand for last-mile connections from the Downtown Hayward BART Station to employment locations in these zones, which could reduce the need for employees to drive to work.

Employees were invited to take a break from their usual lunch routine and enjoy food while learning and offering feedback regarding proposed shuttle service at two lunchtime events. The event format allowed participants to stop by at their convenience anytime during either of the two two-hour events and interact directly with members of the project study team. Participants also had the opportunity to plot their suggested shuttle stops on a map of Hayward. Since one of the events was held in the South Study Area, located near the Fairway Park neighborhood, residents were also invited to this event, providing an additional opportunity for residents to give feedback.

#### 3.1.2.1 Dates and Locations

The first lunchtime event was held in the West Study Area at Life Chiropractic College West, on Friday, July 31<sup>st</sup>, 2015, from 11 AM – 1 PM. The second lunchtime event was held in the South Study Area at the Mission Hills of Hayward Golf Course, Mission Café, on Tuesday, August 11<sup>th</sup>, 2015, from 11 AM – 1 PM.

#### 3.1.2.2 Promotion

Both events were promoted to industrial area employees through direct emails sent to area employers, asking each employer contacted to relay the info to their employees. Additionally, City of Hayward staff sent notices promoting the events to their list of Economic Development contacts. The Hayward Chamber of Commerce also sent notices to its list of 1,200 contacts by email about the events.

The West Study Area lunch event was also promoted via fliers which were hand delivered to the 50 top employers. To promote the South Study Area lunch event to residents, the outreach team coordinated with The Fairway Park Neighborhoods Association President, who extended notice of the event to her list of more than 1,000 resident contacts in Fairway Park electronically and by mail. The City also promoted the event via its Twitter and Facebook channels. Documentation of meeting announcements can be found in **Appendix B**.

#### 3.1.2.3 Qualitative Feedback

More than 100 people attended the West Study Area lunchtime event, including area students, employees and key area employer representatives. Ninety-two employee surveys and two resident surveys were

collected on-site. Given the spike in the total number of Industrial Employee Surveys submitted online that same afternoon, it's reasonable to assume many of those online responses resulted from event attendees sharing the survey link with their colleagues. Because of the event's location, the majority of participants were affiliated with Life Chiropractic College West (administrators, faculty, staff and students). Eleven members of the public participated in the South Study Area lunchtime event, including residents, a representative from AC Transit, several representatives from Amalgamated Transit Union Local 192 and one local employee. In addition to collecting survey responses, attendees offered the following feedback to the project team:

- Life Chiropractic College West strongly supports a shuttle for both its team members (students, faculty and staff) and patients.
- There is strong interest in a shuttle from BART, particularly among students, and particularly in the morning hours (for students first class is at 7:30am).
- For many, morning traffic is an issue but they live near a BART station, so BART plus a frequent, direct shuttle would be a competitive option; currently BART plus AC Transit is too slow/unreliable.
- There are concerns about security waiting at stops in the area, particularly at night.
- Many would prefer a faster option from the BART station, even if it means fewer stops (many don't take AC Transit because it is too slow).
- There is not a good/safe biking path from the Downtown Hayward BART Station, few bike lanes, many large arterials to cross. You could go out of your way to a SR-92 pedestrian/bike overpass, but it would add time to your ride.
- Some prefer to ride BART to the Bayfair Station and then bike to the area.
- Many would like shuttles that can accommodate bikes.
- Several representatives from the AC Transit union mentioned that AC Transit will be increasing transit service in Hayward, as described in the Comprehensive Service Plan.
- The AC Transit union representatives mentioned that they would support partnering with the shuttle project, if it meant AC Transit would operate the shuttle service.
- An employee in the South Industrial Area mentioned that the Mount Eden Office Park (3955 Point Eden Way) previously provided a shuttle for employees between the office park and BART, but it was discontinued due to low ridership. He suggested contacting the property manager for more information about their experience and perhaps their interest in supporting a shared shuttle to/from that area.

## 3.2 EMPLOYER INTERVIEWS

Initially the project team intended to conduct two small, in-person, group discussions with employers in the West and South Study Areas in order to provide an opportunity to gather their perspective on the value of

shuttle connections on business viability, growth, and recruitment. An intention of the group meetings would have been to allow employers to interact and have somewhat unstructured conversations about issues and potential solutions. However, due to low response from employers and their limited time availability, the project team decided to instead conduct one-on-one telephone interviews with interested employers. A standard set of questions was asked to all employers. The responses are summarized in **Appendix C**. Overall, most of the employers interviewed stated that current transit provision to the industrial employment areas is insufficient, citing issues of low reliability and frequency. Most suggested that providing a more direct shuttle service would be a benefit to employees and could even help with employee recruitment and retention in some cases. Generally, employers stated that parking in the area is readily available, suggesting that limited parking supply is not an issue in the area and would likely not be a driver of shuttle use. Work shifts varied among the employers surveyed. Some shifts start in the middle of the night, when BART is not in service. Many shifts start around 6 AM-7 AM. Several shifts end between 4 PM-6:30 PM. These are likely peak periods for employee travel in the area, however further study may be needed to determine the degree of these peaks.

### 3.3 SURVEY

Two surveys were prepared to gather data on travel patterns, travel mode use, awareness, and attitudes towards transit by residents and employees in the study area. The surveys were developed in both online and hard copy formats and translated into Spanish and Chinese. Copies of the surveys can be found in **Appendix C**.

The surveys were promoted through the community outreach described in Section 3.1. Links to the surveys were included in the emails sent to residents and employers and in the City's Facebook and Twitter posts. Residents and employers were encouraged to share the survey links with others. Participants at the community outreach events were given the opportunity to fill out a paper copy of either of the surveys.

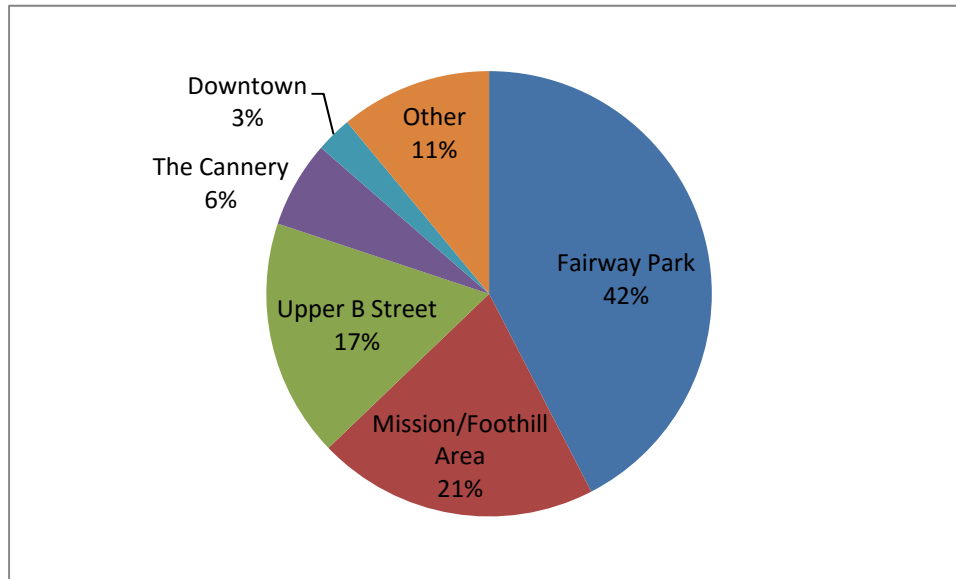
Completed surveys were collected from 192 residents and 314 employees. Results of the surveys are described below.

#### 3.3.1 Resident Survey Results

The residential survey targeted residents of four specific residential neighborhoods, displayed in **Figure 1-1**. These neighborhoods included The Cannery, Upper B Street, and the Mission/Foothill Area located in the North Study Area, and the Fairway Park neighborhood in the South Study Area. All residents of Hayward were welcome to take the survey, so some survey respondents did not live in the study areas. Among the

192 residents surveyed, 86 percent lived in one of the targeted residential neighborhoods, as shown in **Figure 3-1**.

**Figure 3-1: Neighborhood of Residence among Residential Survey Respondents**



**Table 3-1** summarizes the percent of households in each of the residential neighborhoods surveyed. The percent of households surveyed per neighborhood varied from one percent to four percent, with an average of two percent of households. This response rate is not large enough to say that the survey responses are a statistically significant sample of residents, and it is possible that the survey was self-selecting in that those more likely to take the shuttle chose to respond to the survey. However, the survey results are useful in that they provide information on the travel choices and preferences of a select segment of the population.

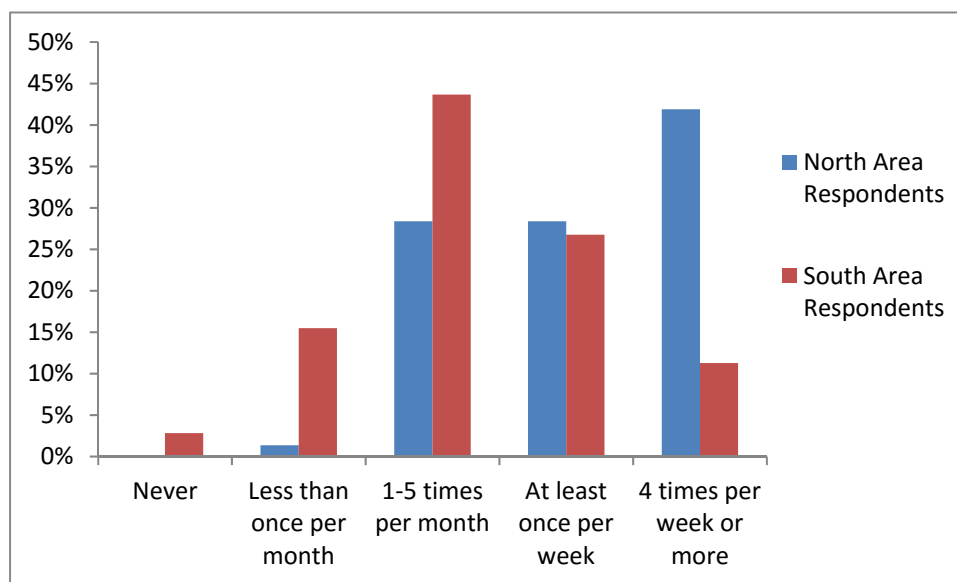
TABLE 3-1: RESIDENTIAL SURVEY RESPONSE RATE			
Neighborhood	Number of Households	Number of Survey Respondents	Percent of Households Surveyed
The Cannery	310	12	1.2%
Upper B Street	1,510	33	2.2%
Mission/Foothill	3,170	39	3.9%
Fairway Park	2,760	81	2.9%
<b>TOTAL</b>	<b>7,750</b>	<b>165</b>	<b>2.1%</b>



### 3.3.1.1 Travel to Downtown Hayward

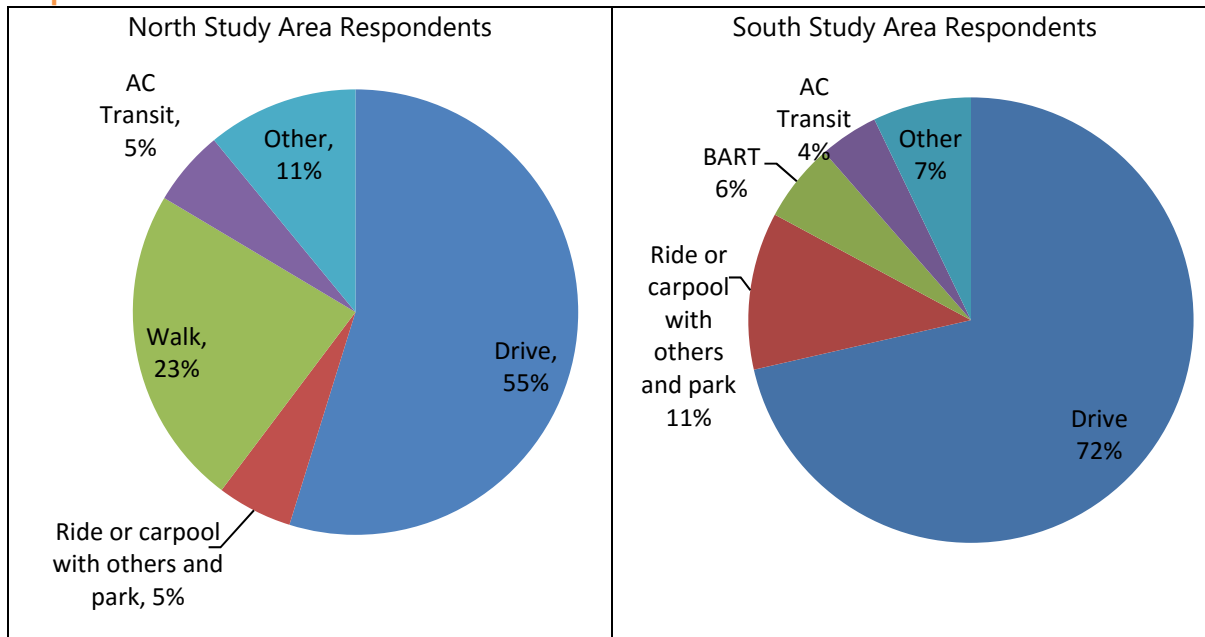
Survey respondents were asked about their travel to Downtown Hayward in order to evaluate potential for a shuttle to stimulate travel to this area. North Study Area residents and South Study Area residents were evaluated separately. As seen in **Figure 3-2**, North Study Area residents currently travel to Downtown Hayward much more frequently than South Study Area residential, which is not surprising given their relative proximity to downtown.

**Figure 3-2: Frequency of Travel to Downtown Hayward among North and South Study Area Survey Respondents**



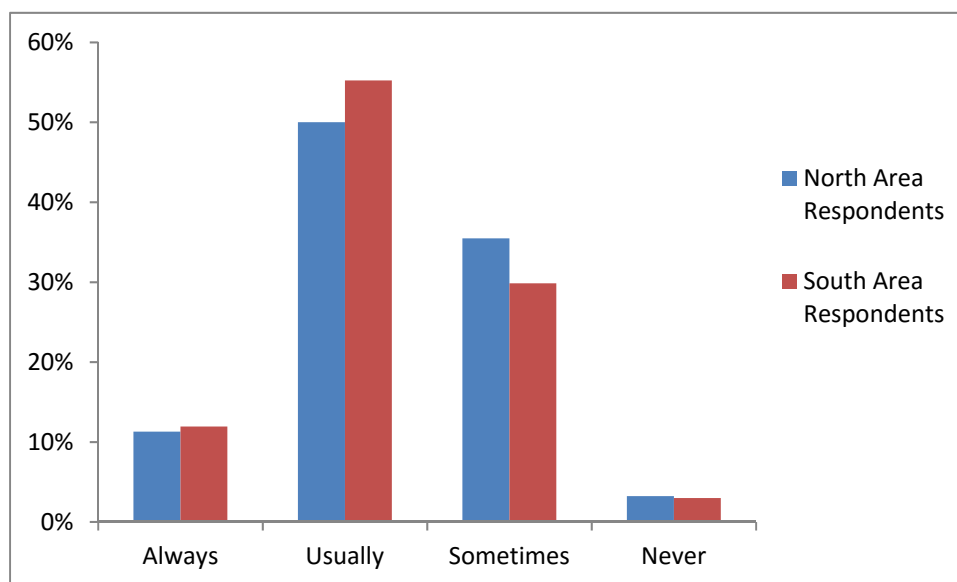
**Figure 3-3** shows the typical mode of travel to Downtown Hayward among North and South Study Area respondents. More than 80 percent of South Study Area respondents travel to Downtown Hayward by car versus 60 percent of North Study Area residents. Nearly a quarter of North Study Area residents walk to Downtown Hayward. The majority of trips shifted to a shuttle connecting between the South Study Area and Downtown Hayward would be shifting from car to shuttle, while a shuttle connecting parts of the North Study Area to Downtown Hayward would shift trips from a wider variety of modes including both driving and walking.

**Figure 3-3: Mode of Travel to Downtown Hayward among North and South Study Area Survey Respondents**



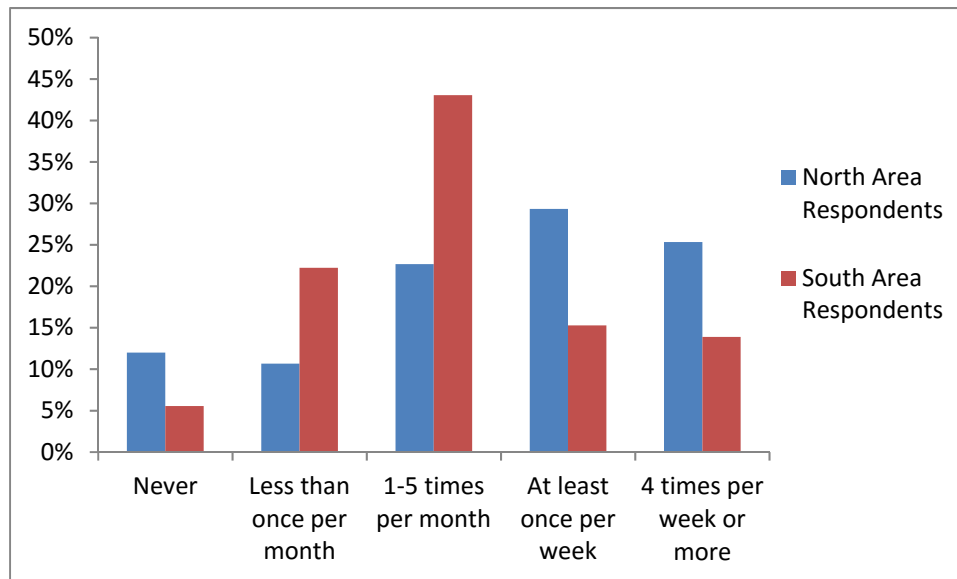
Survey respondents were also asked about parking availability in Downtown Hayward. As seen in **Figure 3-4**, South Study Area respondents were more likely to say that it was easy to find parking in Downtown Hayward than North Study Area respondents. Lack of parking can make travelers more likely to use transit options like a shuttle.

**Figure 3-4: Ease of Finding Parking in Downtown Hayward among North and South Study Area Survey Respondents**



Respondents were also asked how frequently they would take a free or low-cost shuttle from their neighborhood to Downtown Hayward. As seen in **Figure 3-5**, North Study Area respondents would take the shuttle much more frequently than South Study Area respondents. The majority of South Study Area respondents would take a shuttle to Downtown Hayward less than once per week, demonstrating that it would mainly be used only for occasional trips, and not for regular daily travel, such as commute trips.

**Figure 3-5: Frequency of Potential Shuttle Use to Downtown Hayward among North and South Study Area Survey Respondents**

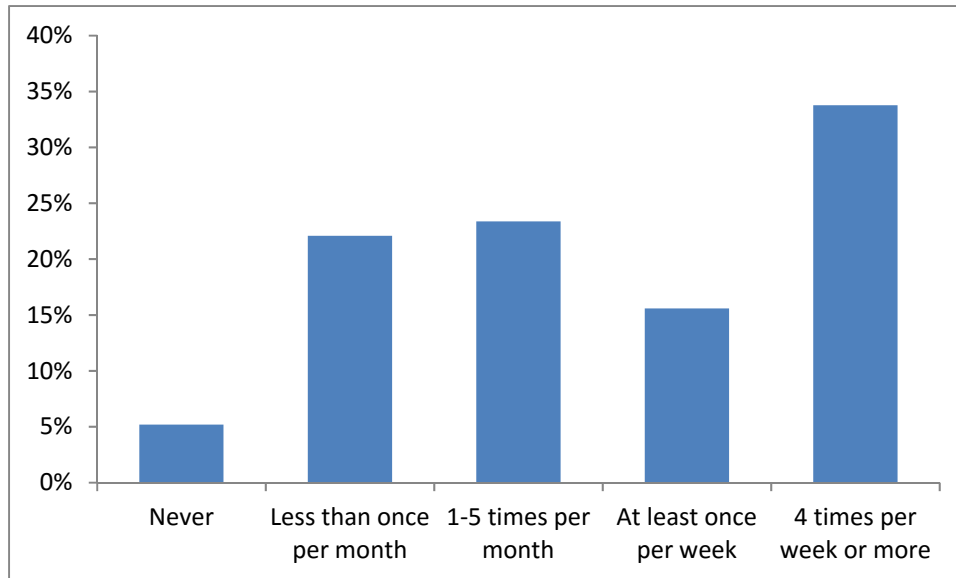


### 3.3.1.2 Travel to Downtown Hayward BART Station

Respondents were also asked about their travel to the Downtown Hayward BART Station. These questions were mainly asked to gauge the interest and effectiveness of a first or last mile shuttle connecting the North Study Area residential neighborhoods to the Downtown Hayward BART Station. Therefore, only the North Study Area respondents are evaluated in this section.

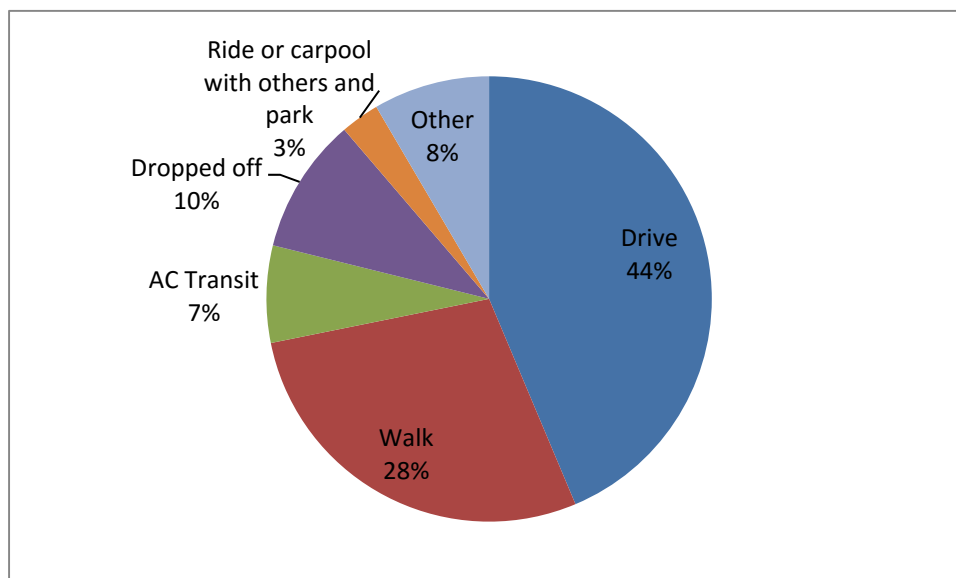
Respondents were asked how frequently they travel to the Downtown Hayward BART Station. The majority of North Study Area respondents travel to the BART station once per week or more, as seen in **Figure 3-6**.

**Figure 3-6: Frequency of Travel to Downtown Hayward BART Station among North Study Area Survey Respondents**



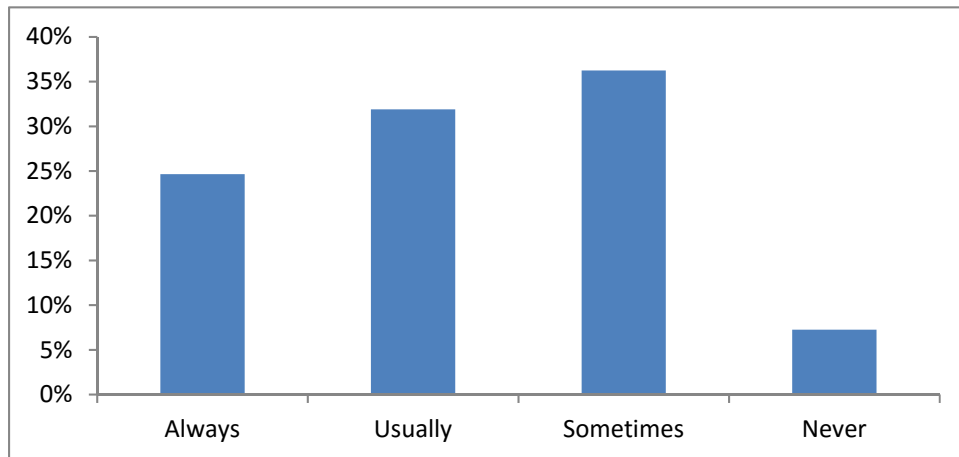
Respondents were also asked how they typically get to the Downtown Hayward BART Station. As seen in **Figure 3-7**, nearly half of respondents either drive alone or carpool and park; more than a quarter walk; 10 percent are dropped off and 7 percent take AC Transit.

**Figure 3-7: Mode of Travel to Downtown Hayward BART Station among North Study Area Survey Respondents**



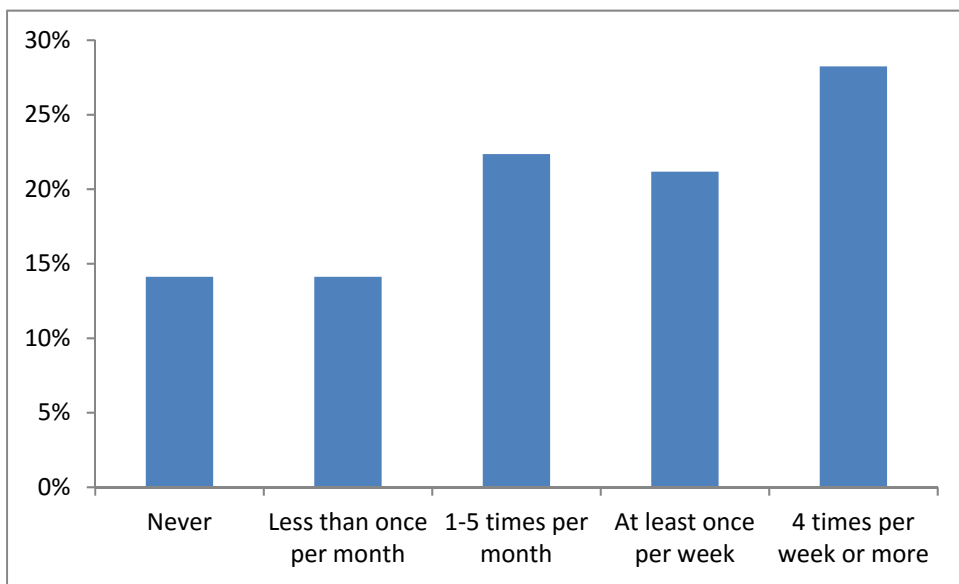
When asked about the ease of finding parking at the Downtown Hayward BART Station, the majority of North Study Area drivers responded that it was always or usually easy to find parking, as shown in **Figure 3-8**.

**Figure 3-8: Ease of Finding Parking at the Downtown Hayward BART Station among North Study Area Survey Respondents**



More than a quarter of North Study Area survey respondents stated that if a shuttle were available, they would take it to the Downtown Hayward BART station four times a week or more, as shown in **Figure 3-9**.

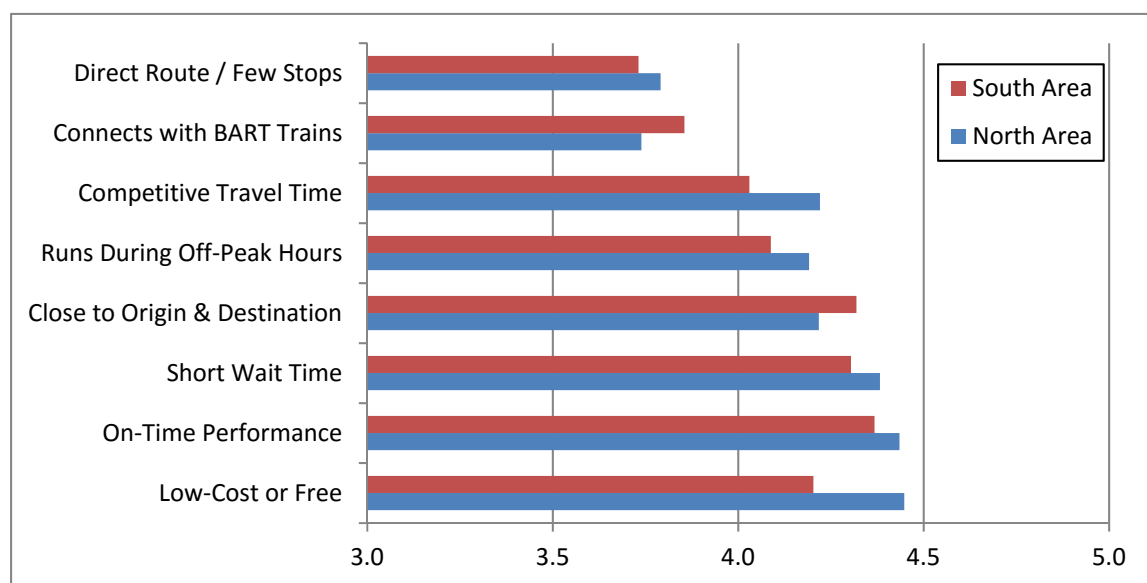
**Figure 3-9: Frequency of Potential Shuttle Use to the Downtown Hayward BART Station among North Study Area Survey Respondents**



### 3.3.1.3 Shuttle Features

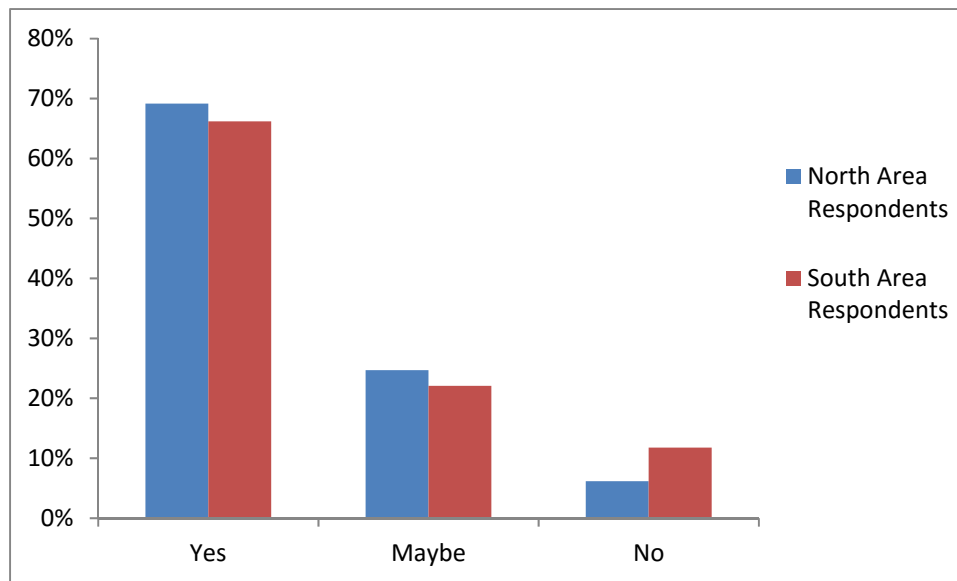
Respondents were asked to rank the importance of several shuttle features on a scale from 1 to 5 with 1 being not important and 5 being very important. This information can be used to prioritize various features for proposed routes. The average rating among North and South Study Area respondents are shown in **Figure 3-10**. The top three features among North Study Area respondents were: low cost, on-time performance, and short wait time. The top three features among South Study Area respondents were: on-time performance, stop location close to origin and destination, and short wait time. North Study Area respondents were more concerned about shuttle cost than South Study Area respondents, and less concerned about having a short travel distance to a stop.

**Figure 3-10: Ranking of Shuttle Features among North and South Study Area Survey Respondents**



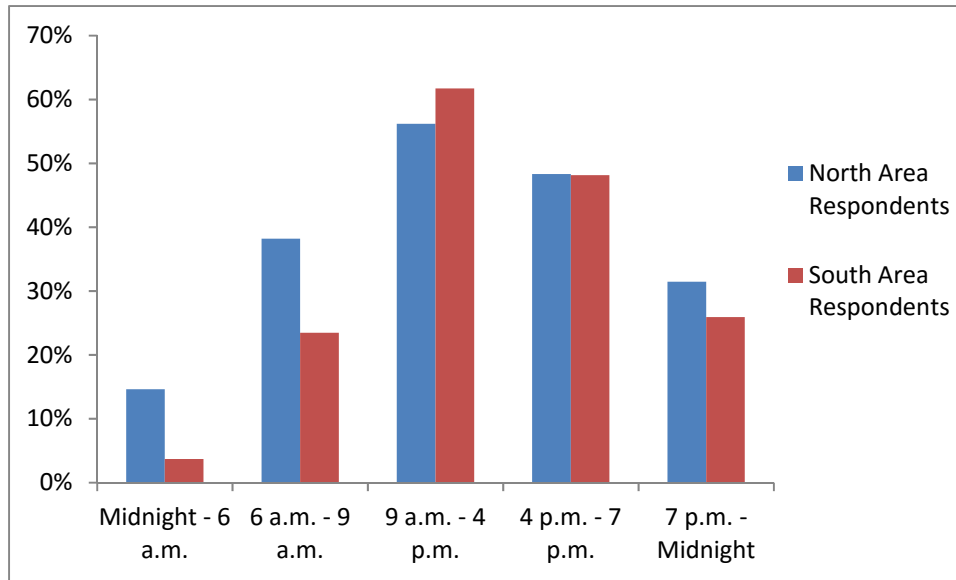
Respondents were also asked whether they would be willing to walk a few blocks to a shuttle stop if it would reduce the overall shuttle travel time. This question was meant to inform respondents of the trade-off between close stop spacing and travel time and to determine preferences between these two features. The findings can be used to help determine the most appropriate shuttle spacing for proposed routes. The results of this question are summarized in **Figure 3-11**. The majority of respondents stated that they would prefer shorter travel times if it meant having to walk farther to a stop.

**Figure 3-11: Willingness to Walk a Few Blocks to a Shuttle Stop if it would Reduce Overall Shuttle Travel Time among North and South Study Area Survey Respondents**



Respondents were also asked about what time period they would be most likely to use a shuttle. Responses are summarized in **Figure 3-12**. Most respondents would use the shuttle during the middle of the day, between 9 AM and 4 PM. North Study Area respondents were more likely to use the shuttle during the AM peak hour than South Study Area respondents. This information can be used to help inform shuttle route scheduling.

**Figure 3-12: Time Period of Likely Shuttle Use among North and South Study Area Survey Respondents**



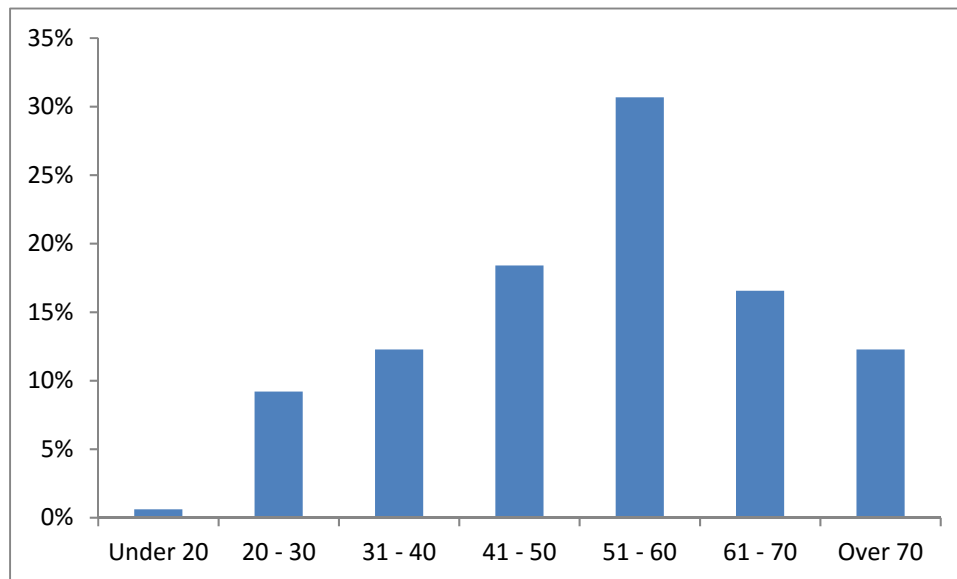
\*Multiple responses allowed, so total may add up to more than 100 percent

#### 3.3.1.4 Demographics

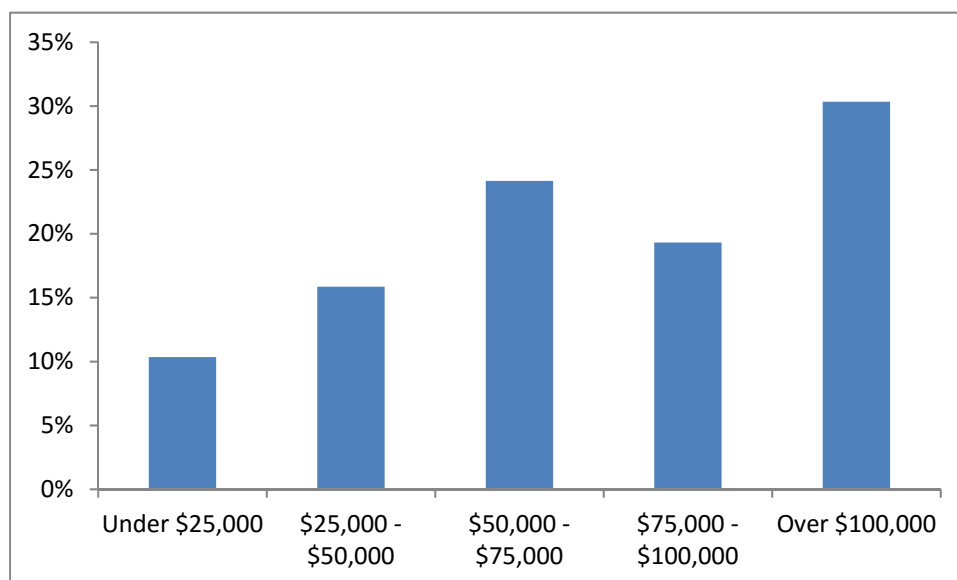
Survey respondents were asked demographics questions including age and income level, summarized in **Figure 3-13** and **Figure 3-14**, in order to get an idea of the markets captured through the surveys. As mentioned, these responses may not represent the distributions of all residents of the study areas, but rather provide a summary of those surveyed. Nearly 30 percent of those surveyed were over 60 years old and 60 percent were over 50 years old.



**Figure 3-13: Age of Survey Respondents**



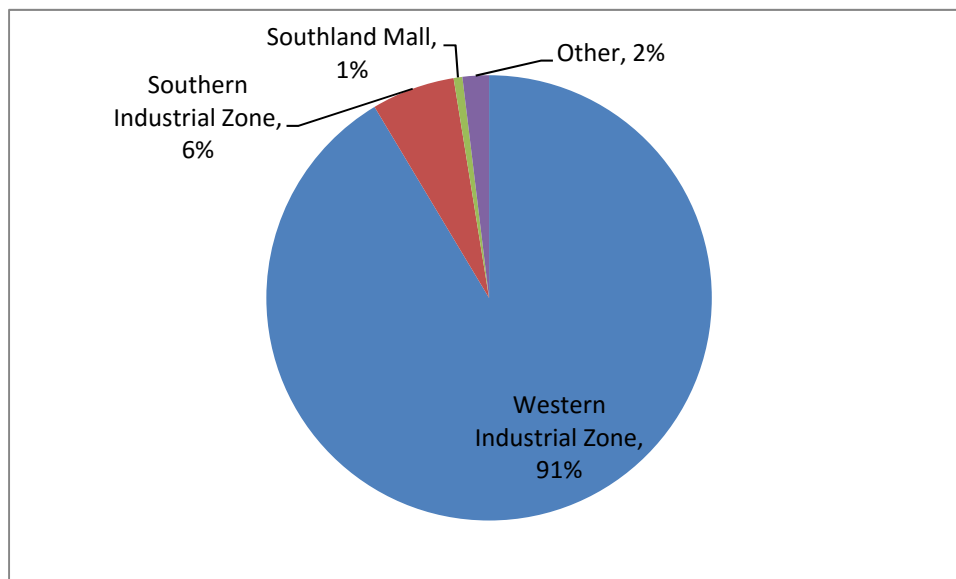
**Figure 3-14: Income Level of Survey Respondents**



### 3.3.2 Employee Survey Results

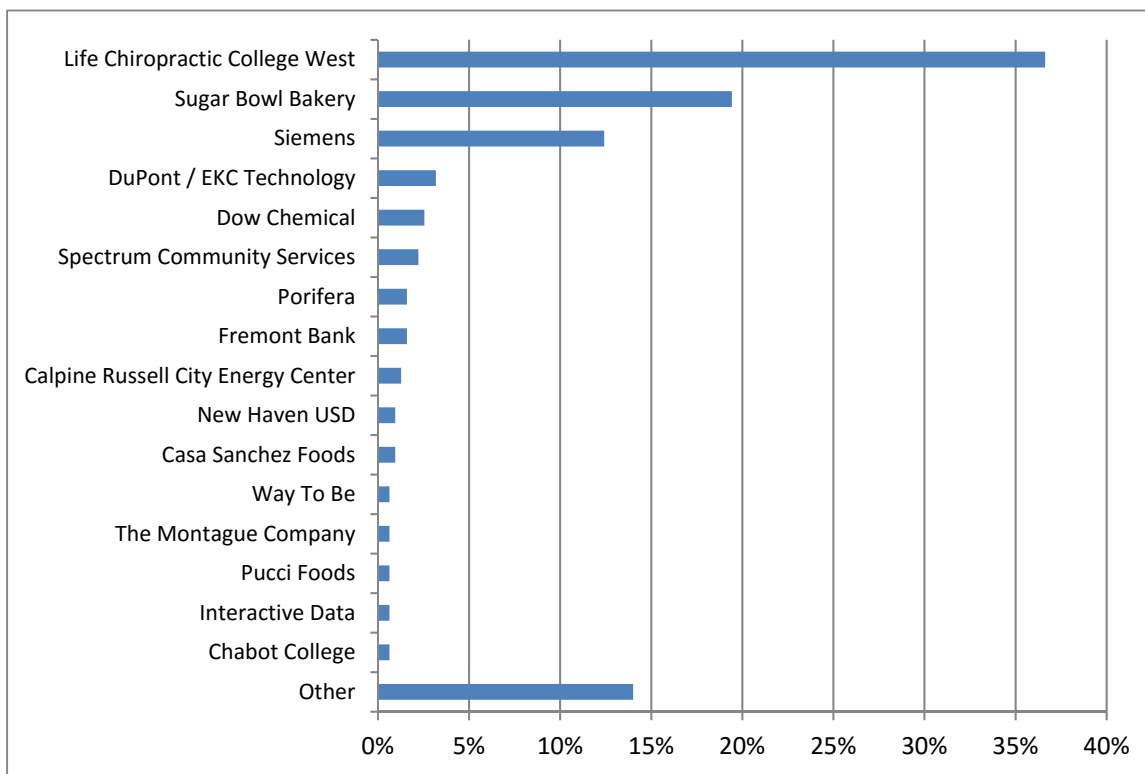
The survey targeted employees of two specific areas of the city: the West Industrial Area, and the South Industrial Area, displayed in **Figure 1-1**. AnyAny one who works in Hayward was welcome to take the survey, so some survey respondents did not work in one of the targeted areas. Among the 314 employees surveyed, the majority (91 percent) worked in the West Industrial Area, and 6 percent worked in the South Industrial Area, as shown in **Figure 3-15**.

**Figure 3-15: Location of Employment among Employee Survey Respondents**



Since one of the outreach events was held on the Life Chiropractic College West campus, a large proportion of those surveyed were students, faculty, and/or staff of the college, as seen in **Figure 3-16**. Other employers with a large proportion of respondents were Sugar Bowl Bakery and Siemens. While outreach was conducted to the entire study area, the responses do not represent a uniform sampling of all employers in the study areas. Therefore, the results do not represent the entire population of employees in a statistically significant manner, and it is possible that those who chose to respond were more inclined to take a shuttle than those who did not respond. However, as with the residential survey, the survey results are useful in that they provide information on the travel choices and preferences of a select segment of the employee population.

**Figure 3-16: Place of Employment among Employee Survey Respondents**

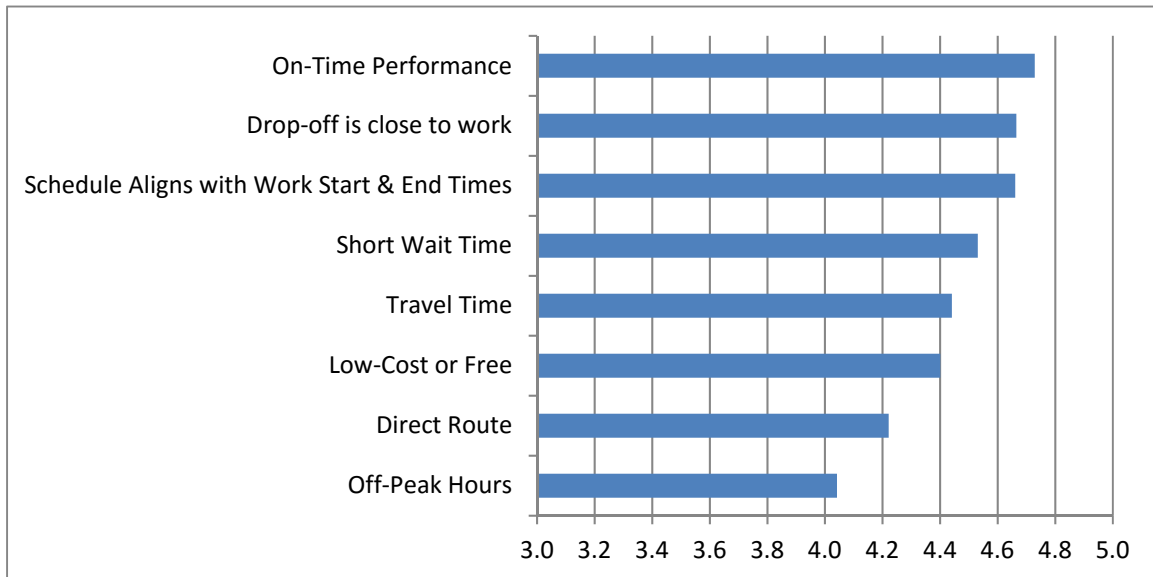


Among those surveyed, 77 percent responded that they would consider taking a shuttle while 23 percent stated that they would not. In the following analysis, many of the survey questions were analyzed separately for these two categories of respondents in order to evaluate how likely riders might differ from unlikely riders.

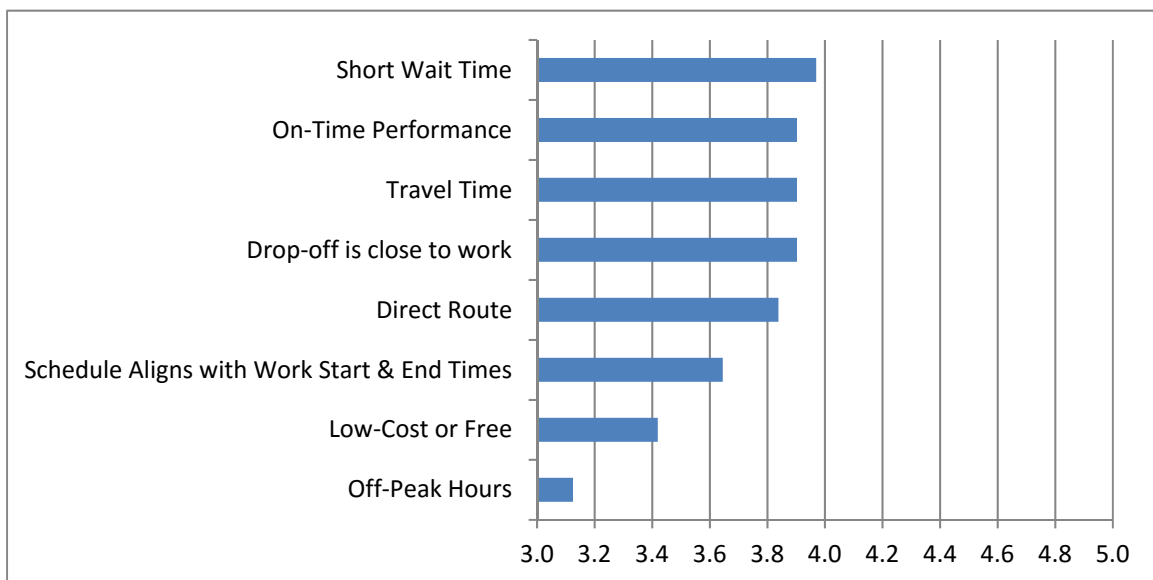
### 3.3.2.1 Shuttle Features

Respondents were asked to rank the importance of several shuttle features on a scale from 1 to 5 with 1 being not important and 5 being very important. The average rating for each feature among likely riders and unlikely riders are shown in **Figure 3-17** and **Figure 3-18**. The top four features among likely riders were: on-time performance, drop-off is close to work, schedule aligns with work start and end times, and short wait time. This information will be useful when designing potential shuttle routes in order to ensure that the features that are most important to employees are considered. The ratings for unlikely riders are much lower. The top four features among unlikely riders were: short wait time, on-time performance, travel time and drop-off is close to work.

**Figure 3-17: Ranking of Shuttle Features among Likely Riders from Employee Survey**

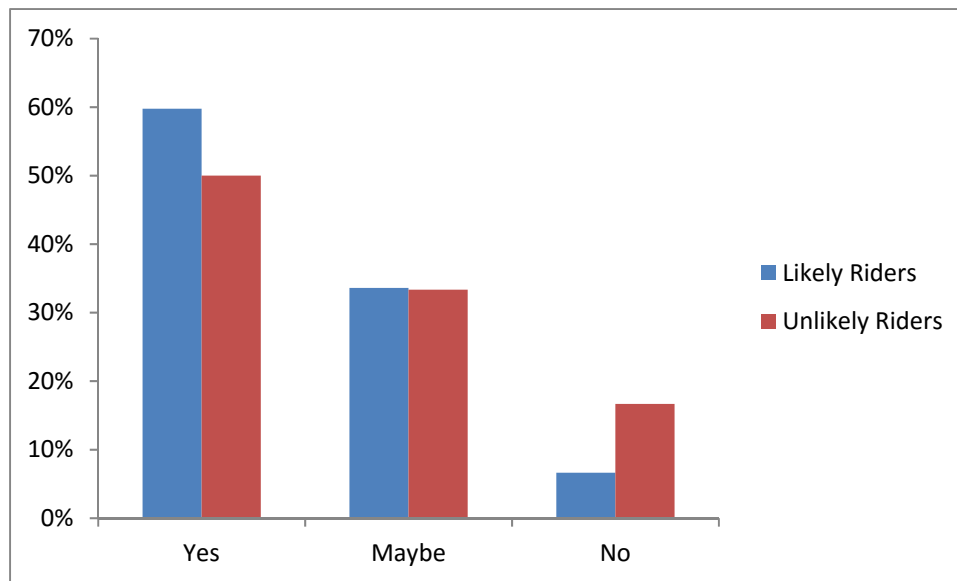


**Figure 3-18: Ranking of Shuttle Features among Unlikely Riders from Employee Survey**



Respondents were also asked whether they would be willing to walk a few blocks to a shuttle stop if it would reduce the overall shuttle travel time. This question was meant to inform respondents of the trade-off between close stop spacing and travel time and to determine preferences between these two features. The results of this question are summarized in **Figure 3-19**. The majority of respondents stated that they would prefer shorter travel times if it meant having to walk farther to a stop. Likely riders were more likely to be willing to walk a little farther than unlikely riders.

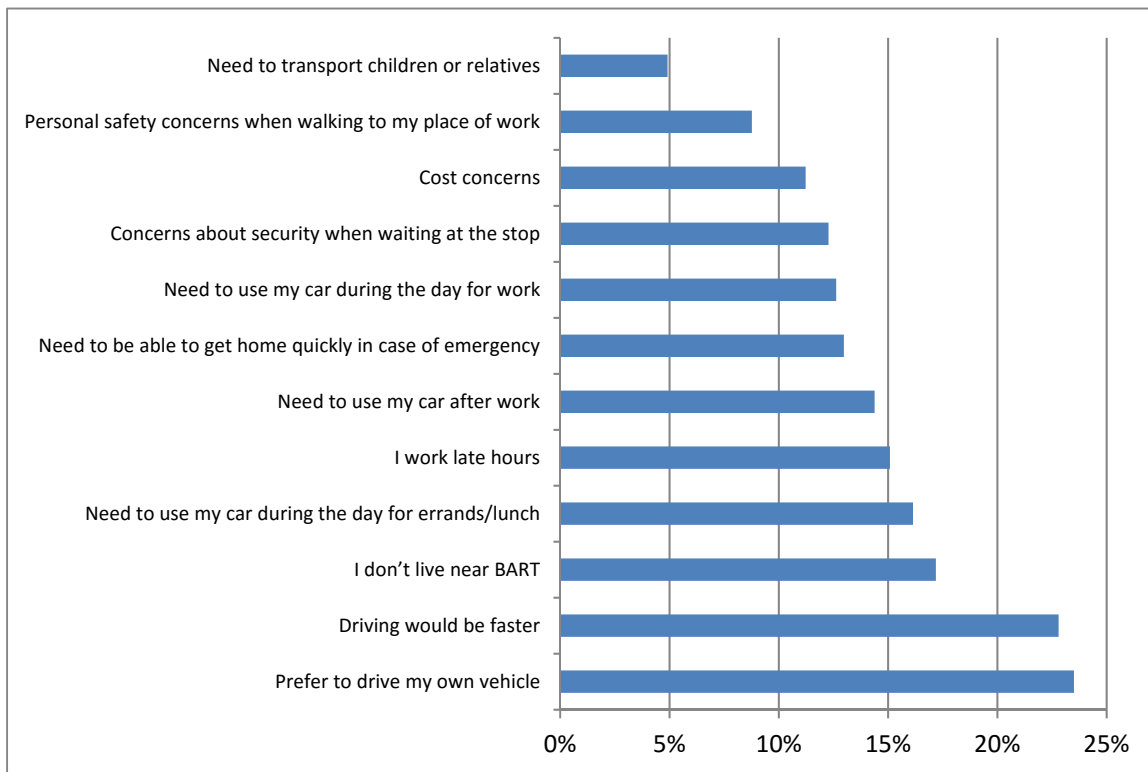
**Figure 3-19: Willingness to Walk a Few Blocks to a Shuttle Stop if it would Reduce Overall Shuttle Travel Time among Likely and Unlikely Riders**



### 3.3.2.2 Reasons for not Taking a Shuttle

Respondents were also asked, if they would not consider taking a shuttle, what were their reasons for not riding. **Figure 3-20** summarizes the results. Respondents could give more than one response. The most common reason stated was: "Prefer to drive my own vehicle." For these respondents, no level of shuttle features would likely be able to convince them to leave their car at home in exchange for taking a shuttle. The second most common response, however, "Driving would be faster," indicates that these respondents may be willing to take a shuttle or transit option if the travel time were competitive with auto. The third most common response, "I don't live near BART," indicates that for many employees, a shuttle connecting to BART would not be useful since they do not live near BART and therefore getting to a station may not be a simple alternative to driving.

**Figure 3-20: Reasons for not Taking a Shuttle**

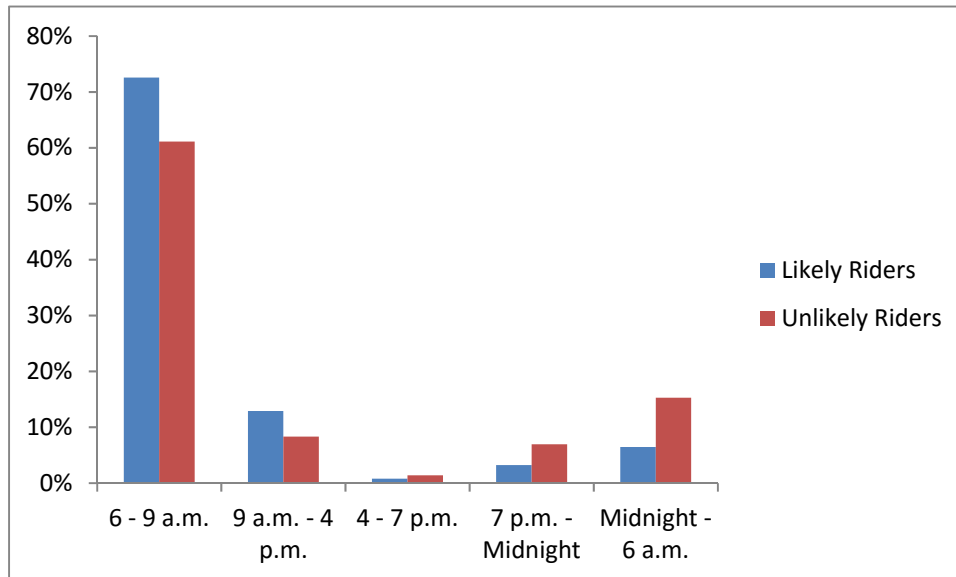


### 3.3.2.3 Work Schedules

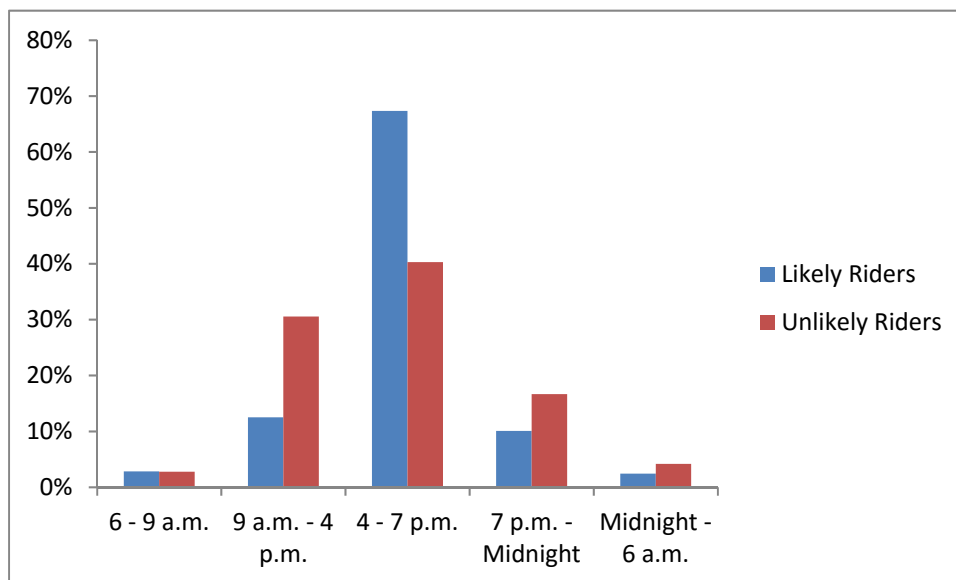
Respondents were also asked at what time they arrive at and depart from work. As seen in **Figure 3-21** and **Figure 3-22**, likely riders typically have a regular work schedule, starting work during the AM peak period (between 6 AM and 9 AM) and departing from work during the PM peak period (between 4 PM and 7 PM). Unlikely riders are more likely to have non-traditional work schedules, which may be one reason why they have stated that they would not be likely to take a shuttle if it were offered. These findings suggest that operating a shuttle during the AM and PM peak periods has the highest potential for serving likely riders.

Also, the majority of those surveyed (more than 90 percent) work a typical 5-day work week from Monday through Friday.

**Figure 3-21: Typical Work Arrival Time among Likely and Unlikely Riders**



**Figure 3-22: Typical Work Departure Time among Likely and Unlikely Riders**

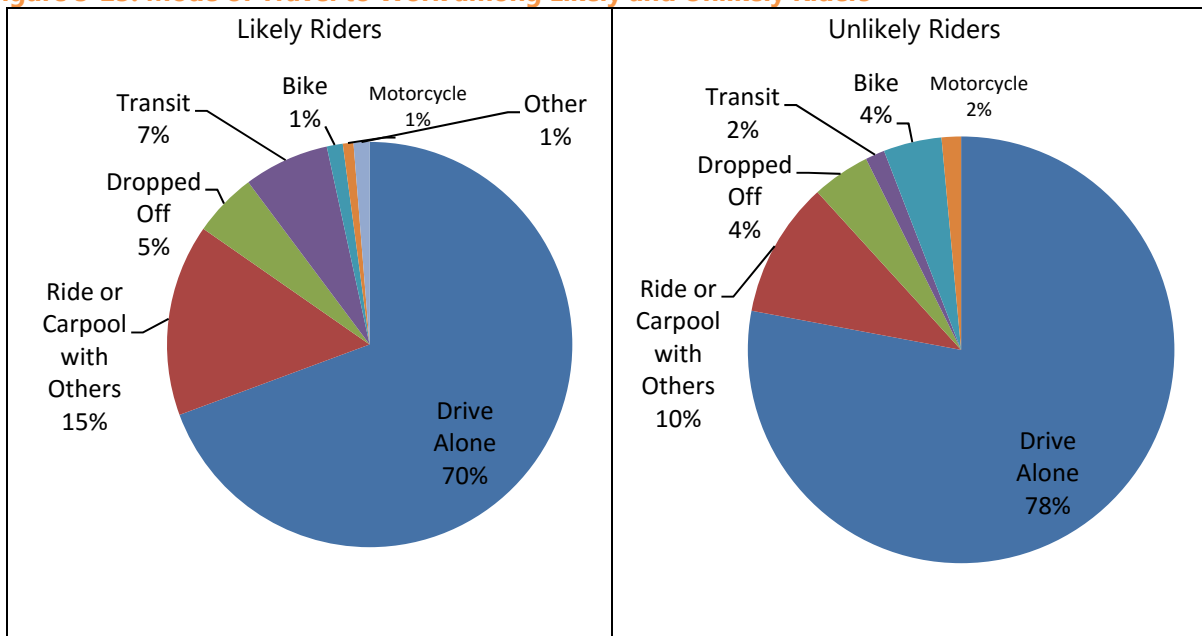


#### 3.3.2.4 Commute Characteristics

Survey respondents were asked how they currently commute to work. The survey results are summarized in **Figure 3-23**. The majority of employees surveyed drive to work. Respondents who indicated that they would potentially take a shuttle were more likely to currently take transit or carpool than those who responded that they would not take a shuttle. This indicates that some current transit users and carpoolers would be interested in shifting to a shuttle option. The shuttle option also has the potential to shift many

drive alone trips. The results indicate that those who currently bike to work would likely continue to bike rather than shifting to a shuttle option if one became available.

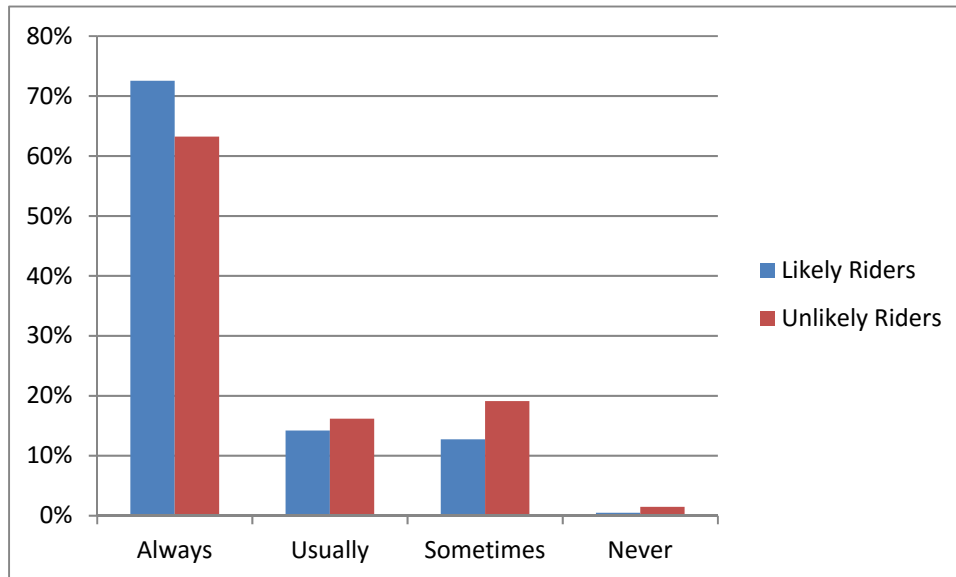
**Figure 3-23: Mode of Travel to Work among Likely and Unlikely Riders**



When asked about parking availability near work, the majority of drivers responded that it was always easy to find parking, as shown in **Figure 3-24**. Likely riders were actually more likely to respond that it was easy to find parking than unlikely riders. These results indicate that lack of parking is not currently an issue in the study areas and therefore does not deter people from driving to work. Difficulty in finding parking does not seem to be an influencing factor on whether or not an employee would consider taking a shuttle. In a situation where parking were more limited, the difficulty in finding a parking space may be a motivating factor which would influence drivers to shift to an alternative mode of transportation such as a shuttle. This does not seem to be the case in the West or South Study areas.

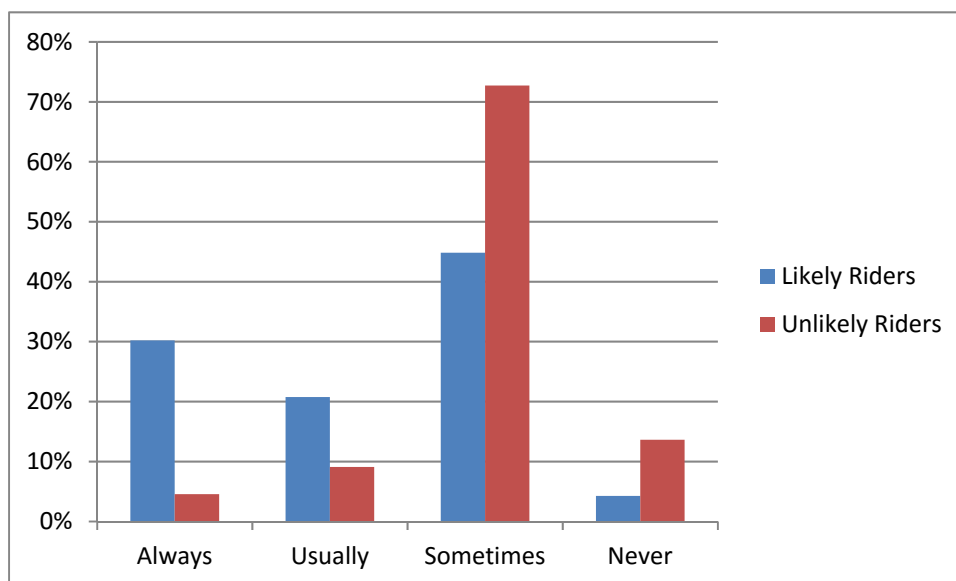


**Figure 3-24: Ease of Finding Parking at Work Location among Likely and Unlikely Riders**



When asked whether traffic congestion was typically an issue during the commute to work, likely shuttle riders were much more likely to respond that traffic congestion was an issue than unlikely shuttle riders, as shown in **Figure 3-25**. This finding indicates that traffic congestion on the way to work is an influencing factor on whether or not an employee would consider using a shuttle. Therefore, those employees traveling along congested corridors are much more likely to shift to taking a shuttle than those commuting along uncongested corridors.

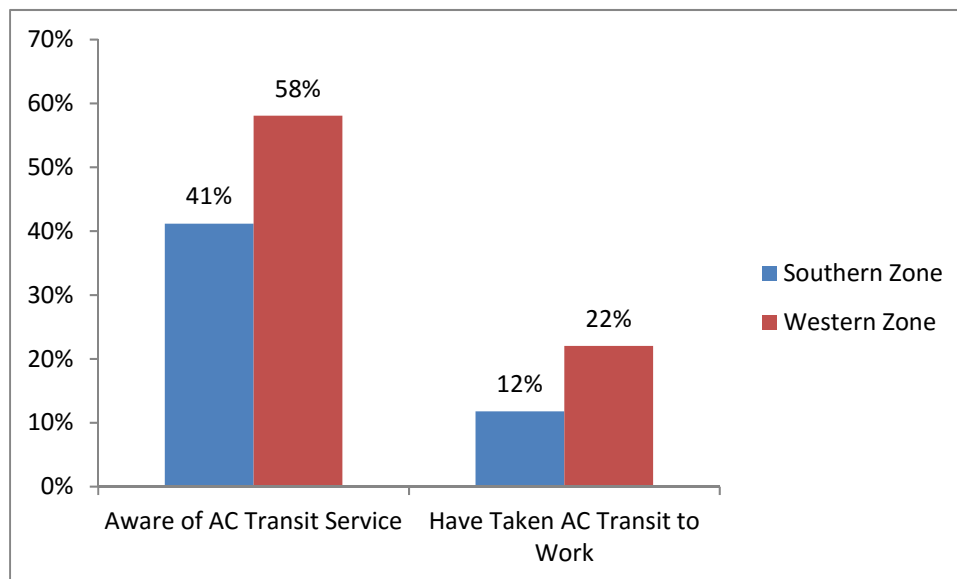
**Figure 3-25: Occurrence of Traffic Congestion during Commute among Likely and Unlikely Riders**



### 3.3.2.5 Transit Awareness

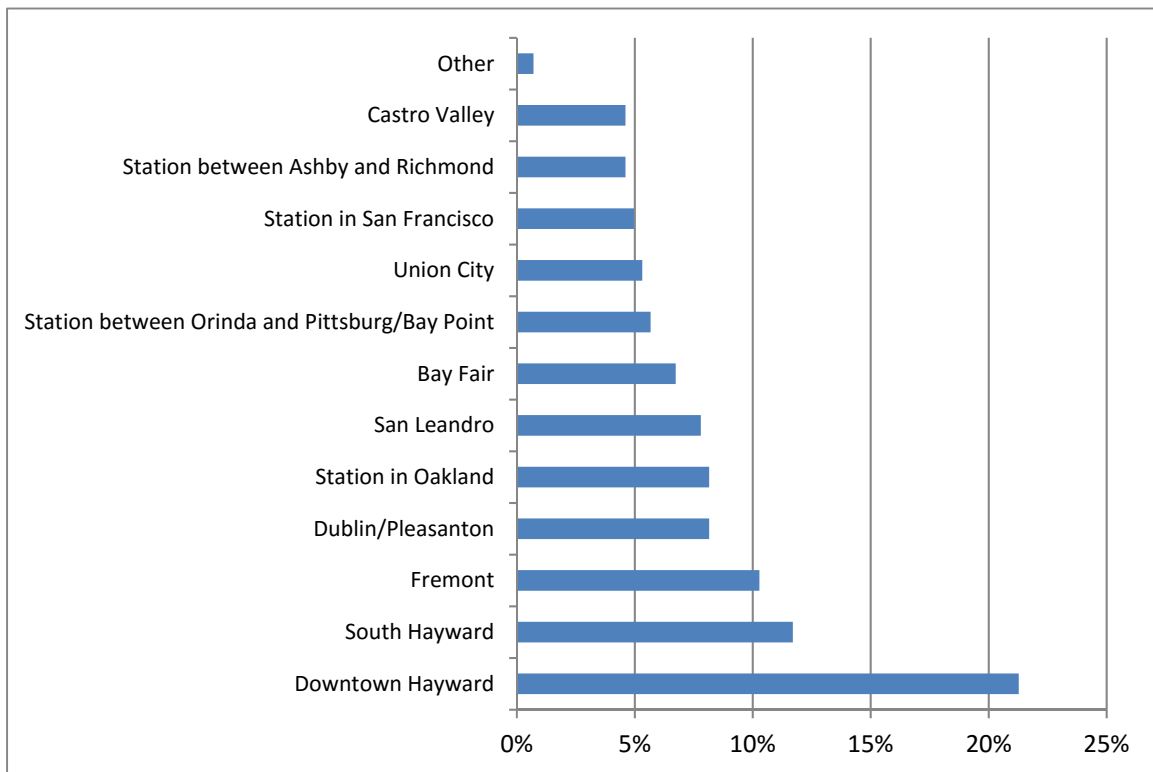
Survey respondents were asked both whether they were aware of current AC Transit service to the area and whether they had ever taken AC Transit to work. Responses were evaluated separately for employees of the South and West study areas, as shown in **Figure 3-26**. West Study Area employees were both more likely to state that they were aware of AC Transit service and were more likely to have taken AC Transit to work. These findings indicate that there is potential to increase awareness of transit service in both study areas. In addition, the share who have experience taking transit to work is higher than the share who typically take transit to work. This suggests that there is a segment of employees who are already amenable to taking transit as a potential option, and perhaps would choose this option on a more regular basis if a higher level of service were provided.

**Figure 3-26: Familiarity with AC Transit Service among South and West Study Area Employees**



Respondents were also asked what BART station is closest to their home and the distance to this station. The results are summarized in **Figure 3-27** and **Figure 3-28**. In **Figure 3-27** some stations are grouped based on the geographic location. A BART system map is shown in **Figure 3-29** for reference.

**Figure 3-27: Closest BART Station to Home**



**Figure 3-28: Distance to Closest BART Station**

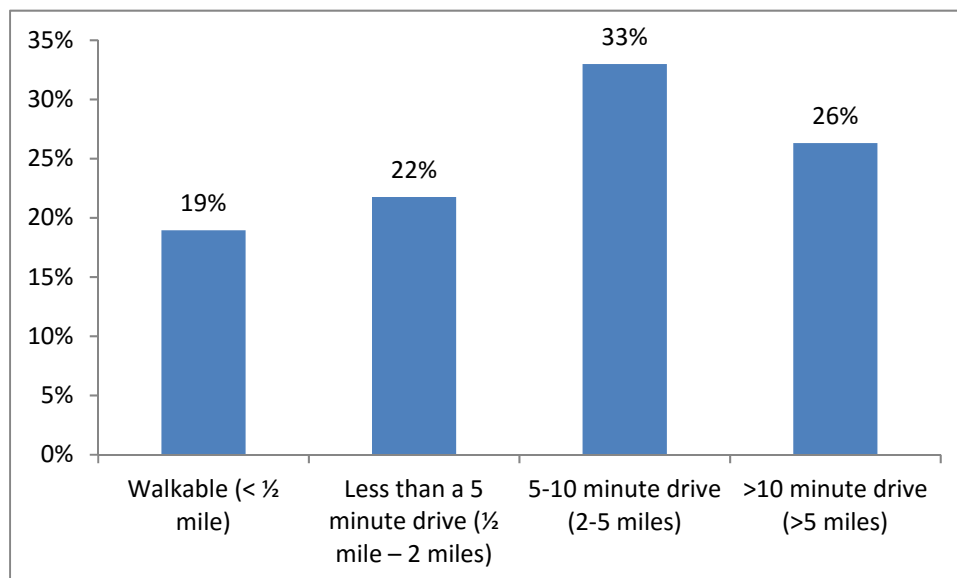


Figure 3-29: BART System Map

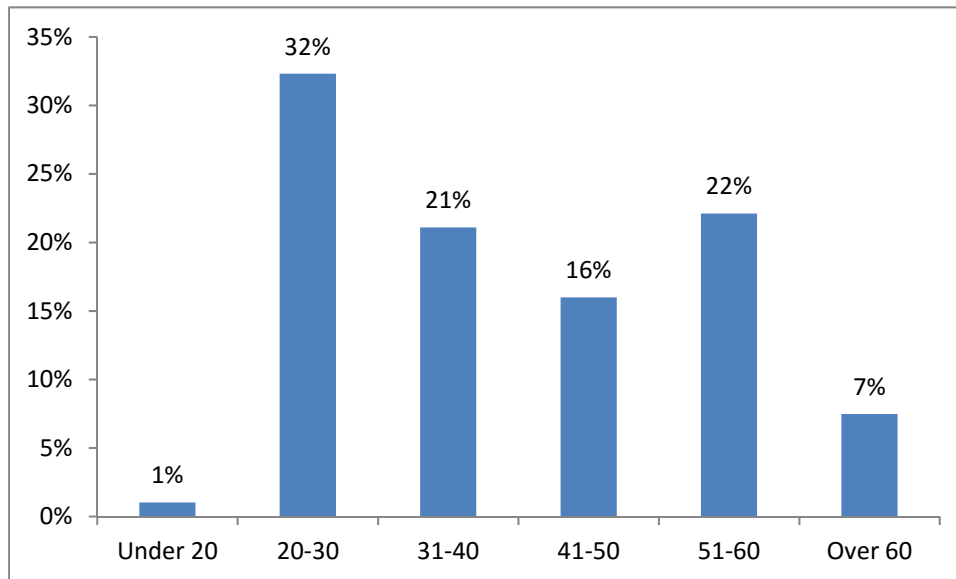


The majority of employees come from station areas near Hayward, including Downtown Hayward, South Hayward, San Leandro, Bay Fair and Union City. However, a fair number of employees come from areas farther away, including Fremont to the south, Dublin/Pleasanton to the east, Pittsburg/Bay Point to the northeast, Oakland and Richmond to the North, and San Francisco to the west. Many of these corridors experience high levels of traffic congestion, particularly during peak commute hours. During these hours the travel time on BART can often be competitive with auto, depending on the time needed to travel to and from BART station at either end of the trip. As **Figure 3-28** shows, nearly 20 percent of those surveyed live close enough to walk to a BART station, and more than half live a short drive from a station. This suggests that for many respondents, taking BART could be an alternative to driving if a good connection existed from the BART station to work.

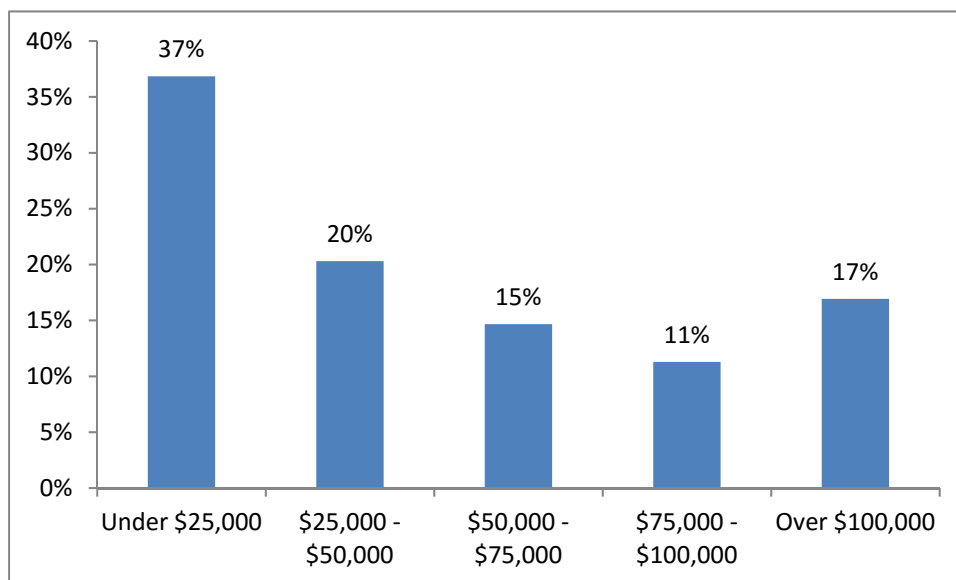
### 3.3.2.6 Demographics

Survey respondents were also asked a few demographics questions including their age and income level, as summarized in **Figure 3-30** and **Figure 3-31**. These results may not be representative of all employees in the study areas, but provide a summary of those surveyed.

**Figure 3-30: Age of Survey Respondents**



**Figure 3-31: Income Level of Survey Respondents**



### 3.4 SUMMARY OF FINDINGS

Outreach findings are summarized by study area and separated between residents and employees in **Table 3-2**.

Many of the residents that attended outreach events and enthusiastically supported the idea of a shuttle connecting to the Downtown Hayward BART Station and/or Downtown Hayward. Some residents currently conduct shopping in other cities besides Hayward, because those areas are easier to access from where they live. Some residents stated that a shuttle to Downtown Hayward may encourage them to shop in the area. Senior residents stated that once they can no longer drive, a shuttle option would help provide them with independence and that they would prefer a shuttle to taking public transit. However, although support at the outreach events was strong, the number of people in attendance was low.

Based on the resident survey results, even among those who supported a shuttle, respondents stated they would primarily take the shuttle during off-peak hours (9 AM-4 PM). Furthermore, South Study Area respondents stated that they would only take a shuttle to Downtown Hayward occasionally (1-5 times per month). Based on these responses, it appears that there would be no critical mass of riders during any particular time period, but rather riders would be spread throughout the day. Demand for a shuttle would be low, with most riders only riding occasionally, particularly for a route connecting to the South Study Area. While a shuttle could encourage some to shop in Downtown Hayward, based on the survey results, shuttle ridership would be expected to be low.

Potential demand among North Study Area residents to the Downtown Hayward BART Station is higher. These residents stated that they travel to Downtown Hayward and the Downtown Hayward BART Station more frequently than South Study Area residents and would take a shuttle option more frequently. Likely travel times were spread throughout the day.

By contrast, among employees surveyed, demand for shuttle use tended to be concentrated in the peak periods (6-9 AM and 4-7 PM) and would be used for regular commute travel, typically five days per week. In particular, many students of Life Chiropractic College West were interested in a shuttle connection for classes starting at 7:30 AM. These results suggest that there could be enough demand for a shuttle, particularly during the peak periods. This would especially be an attractive option for those who live near a BART station and for whom BART could be a time competitive alternative to driving due to traffic congestion. These results are encouraging and suggest that a shuttle option could be effective. Further analysis of shuttle demand and cost effectiveness will be evaluated in subsequent sections of the report.

TABLE 3-2: OUTREACH FINDINGS		
Study Area	Residents	Employees
North Study Area	<ul style="list-style-type: none"> <li>Residents frequently travel to Downtown Hayward and the Downtown Hayward BART Station</li> <li>Difficulty finding parking is not a huge deterrence for drivers</li> <li>Many residents stated that they would use a shuttle frequently</li> <li>Most important features were low cost, on-time performance, and short wait time</li> <li>Residents would be willing to walk farther to a stop to save travel time</li> <li>Most respondents would use the shuttle during off-peak hours</li> </ul>	
West Study Area		<ul style="list-style-type: none"> <li>Many students of Life Chiropractic would be interested in a shuttle connecting to BART, particularly for classes starting at 7:30am</li> <li>Most important shuttle features were on-time performance, drop-off close to work, and schedule aligns with work start and end times</li> <li>Employees would be willing to walk farther to a stop to save travel time</li> <li>Top reasons for not taking a shuttle were preferring to drive, driving would be faster, and don't live near BART</li> <li>Most potential riders would use the shuttle during peak hours (6-9 AM and 4-7 PM)</li> <li>Most respondents currently drive to work and do not have trouble finding parking</li> <li>Many likely riders frequently experience traffic congestion during commute</li> <li>Many respondents live within a walkable distance to a BART station</li> </ul>

Study Area	Residents	Employees
<p><b>South Study Area</b></p>	<ul style="list-style-type: none"> <li>Residents do not frequently travel to Downtown Hayward; many conduct shopping trips in other areas such as Union City</li> <li>When traveling to Downtown Hayward, most residents drive or carpool</li> <li>Difficulty finding parking is not a huge deterrence for drivers</li> <li>Many residents stated that they would use a shuttle to Downtown Hayward occasionally</li> <li>Most important features were on-time performance, short wait time, and close to origin and destination</li> <li>Residents would be willing to walk farther to a stop to save travel time</li> <li>Most respondents would use the shuttle during off-peak hours</li> <li>Most residents who attended outreach events were seniors who would be interested in a shuttle as an alternative to driving</li> </ul>	<ul style="list-style-type: none"> <li>Most important shuttle features were on-time performance, drop-off close to work, and schedule aligns with work start and end times</li> <li>Employees would be willing to walk farther to a stop to save travel time</li> <li>Top reasons for not taking a shuttle were preferring to drive, driving would be faster, and don't live near BART</li> <li>Most potential riders would use the shuttle during peak hours (6-9 AM and 4-7 PM)</li> <li>Most respondents currently drive to work and do not have trouble finding parking</li> <li>Many likely riders frequently experience traffic congestion during commute</li> <li>Many respondents live within a walkable distance to a BART station</li> </ul>



## 4 SHUTTLE ROUTE ALTERNATIVES DEVELOPMENT

This chapter describes the process used to develop a set of route alternatives for detailed assessment. An initial set of routes was identified to serve the study areas selected and meet the connectivity goals of the City. This initial set of routes was benchmarked against an evaluation of peer systems in the Bay Area and further screened based on conceptual-level ridership estimates and potential emissions reductions and input from the Technical Advisory Committee, City staff, and the City Council. Using this process, a shortlist of four routes was forwarded for further assessment. Based on additional consultation with City staff, route efficiency and potential funding partners, a single route was proposed for final study and near-term implementation with a second route selected for possible future implementation.

### 4.1 INITIAL ALTERNATIVE DEVELOPMENT

Based on an understanding of the City's goals and the general study areas described previously, four corridors were identified that would most benefit from a connection to regional transit: Cannery Area to Hayward BART, West Industrial Area to Hayward BART, CSUEB to Hayward BART, and South Industrial Area to South Hayward BART. Service to other key destinations, such as Chabot College, St. Rose Hospital, Downtown Hayward, and Eden Shores would be folded into the corridors based on proximity to the proposed route.

Using surveys of residents and employees in the area and an analysis of current transit service gaps and opportunities (discussed previously), the following eight conceptual routes were identified:

- Tennyson Route
  - Connect southern portion of West Industrial Area to South Hayward BART
- Winton Route
  - Connect northern portion of West Industrial Area to Hayward BART
- Fairway Park to Downtown Route (three alternatives)
  - Connect southern Hayward residents to downtown Hayward and/or BART
    - Alternative 1 – provide connection to South Hayward BART
    - Alternative 2 – provide connection to downtown Hayward only
    - Alternative 3 – provide connection to downtown Hayward and Hayward BART
- South Industrial Loop Route
  - Connect South Industrial Area to South Hayward BART
- CSUEB/Hills Route
  - Connect CSUEB campus and nearby residential areas to downtown Hayward and BART
- Amtrak/Downtown Loop/Cannery Route

- Downtown circulator shuttle with connections to BART and Amtrak stations

For each of these routes, a data analysis was performed to estimate the ridership, vehicle trips reduced, emissions reduction, service population within ½ mile, and efficiency metrics (cost per rider, riders per hour, riders per mile). Route maps and metrics are contained within **Appendix D**.

## 4.2 EVALUATION OF PEER SYSTEMS

To inform the route development and screening process, an evaluation of six peer shuttle systems was undertaken. A full discussion of the peer review can be found in the memorandum<sup>19</sup> contained within **Appendix E**. The key findings from the peer review were as follows:

1. Most of the peer systems connect major transit centers with employment centers via timed connections to enable convenient travel.
2. Ridership is highest for high-frequency services, particularly when headways are 15 minutes or less
3. Most of the peer systems offer technological components to help increase convenience and ridership. These include transit card (e.g. Clipper card) integration, real-time arrival and shuttle tracking platforms, and inclusion in online mapping programs (e.g. Google Maps).
4. Most peer systems are public-private partnerships and have strong community and private sector support (e.g. Business Improvement Districts, Transportation Management Agencies, and major local employers).
5. A key challenge for these peer systems is achieving a sustainable funding source beyond the initial start-up grant. Long-term funding sources could include TMA funds, BID contributions, city or county funds, and other private sector contributions.

These findings were incorporated into the screening process by ensuring that the route selection process favored the characteristics identified above. The most important characteristic was the extent to which the concept connects regional transit centers (i.e. BART stations) with local employment centers (per item 1 above). The potential ridership of the selected alternative was considered (item 2 above) and is discussed in more detail in Section 4.3.1 below. Consideration of potential partnerships and funding sources is presented in Chapter 6.

Data on general operating characteristics was available for four of the peer systems. This information is presented below in **Table 4-1**.

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<sup>19</sup> Fehr & Peers. *Peer Review for Hayward Shuttle*. Memorandum to City of Hayward. August 20, 2015

TABLE 4-1: PEER SYSTEM METRICS				
System Name	Annual Boardings	Ridership/Service Hour	Ridership/Service Mile	Cost/Revenue Hour
San Leandro Links	191,646	44.4	4.1	\$72.92
Palo Alto Shuttle	166,050	28.4	1.0	\$58.11
Irvine iShuttle	249,750	11.7	1.6	\$121.89
Alameda Estuary Crossing	86,400	40.0	3.5	\$96.30

## 4.3 ROUTE SCREENING

Based on efficiency metrics and feedback from the Technical Advisory Committee (TAC), the eight conceptual routes were narrowed down to the following six routes, which were presented to the Hayward City Council for consideration:

- 1) Tennyson Route,
- 2) Winton Route,
- 3) Fairway Park to Downtown Route – Alternative 1,
- 4) South Industrial Loop Route,
- 5) CSUEB/Hills Route, and
- 6) Amtrak/Downtown Loop/Cannery Route.

### 4.3.1 Ridership Estimates

Ridership estimates were prepared for the six shuttle routes presented to City Council. Estimates were prepared using the Alameda Countywide Travel Demand Model developed by the Alameda County Transportation Commission (ACTC). A full discussion of the methodology for developing the ridership and emissions forecasts for the four routes can be found in the memorandum<sup>20</sup> contained within **Appendix F**.

A summary of comparable route performance is provided in **Table 4-2** below, which demonstrates that the highest performing route is the Tennyson Route, which would have high daily ridership, boardings per mile, and emissions reductions. This is followed by the Winton and South Industrial Loop routes, which have slightly lower levels of ridership and emissions reductions. This indicates that routes providing last mile connections to employment areas have the highest potential to generate ridership and reduce emissions.

<sup>20</sup> Fehr & Peers. *Ridership Forecasting Results* Memorandum to City of Hayward. October 30, 2015

TABLE 4-2: ROUTE PERFORMANCE COMPARISONS				
Route Name		Average Daily Boardings	Boardings per Mile	Average Daily Reduction in CO <sub>2</sub> (kg)
West Study Area				
Couplet	Tennyson	419	36	2,110
	Winton	323	30	1,620
South Study Area				
Fairway Park to Downtown		242	19	290
South Industrial Loop		227	38	1,140
North Study Area				
CSUEB Hills		214	21	230
A/D Loop/Cannery		184	41	50

### 4.3.2 Development of Shortlist of Four Routes

Based on feedback from the City Council in response to the route performance comparisons presented above, and taking into account additional input from the TAC, the following four routes were advanced for final consideration as best meeting the needs of the community:

- 1) Tennyson Route,
- 2) Winton Route,
- 3) Amtrak/Downtown Loop/Cannery Route, and
- 4) South Industrial Route.

A more detailed description of each of these four routes is provided below.

#### 4.3.2.1 Tennyson Route

The primary function of this route is to provide first-mile/last-mile service connecting employees in the southern part of the West Industrial Area to the BART network. The South Hayward BART station is the closest station to this area. The route is designed to operate alongside the Winton Route as a couplet. The Winton Route by contrast would serve the northern half of the West Industrial Area. There would be a transfer point between routes at Industrial Boulevard/Depot Road. To avoid unduly long travel times, a single route to serve the entire West Industrial Area was not considered.

#### **4.3.2.2 Winton Route**

Similar to the Tennyson Route, the primary function of this route is to provide first-mile/last-mile service connecting employees in the northern part of the West Industrial Area to the BART network. Downtown Hayward BART Station is selected as it is the closest station to this part of the West Industrial Area. A secondary function is to connect to the Southland Mall. This route is designed to operate alongside the Tennyson Route, as a couplet. The Tennyson Route would serve the southern half of the West Industrial Area, and there would be a transfer point between routes at Industrial Boulevard/Depot Road.

#### **4.3.2.3 Amtrak/Downtown Loop/Cannery Route**

The primary function of this route is to act as a downtown circulator shuttle between the Amtrak and BART stations and the commercial and retail areas in the northern part of the downtown area. The route generally operates in a counter-clockwise loop starting at the Amtrak station before traveling through the Cannery residential development and past the Hayward BART station. The route then makes a loop around commercial and retail areas in the northern part of the downtown area before traveling back to the BART and Amtrak stations.

#### **4.3.2.4 South Industrial Loop Route**

The primary function of this route is to provide a first-mile/last-mile service connecting employees in the South Industrial Area to the BART network. The South Hayward BART Station is selected as it is the closest station to this area. The route provides non-stop service between the BART station and Industrial Parkway before making a clockwise loop in the area along San Antonio Street, San Luis Obispo Street, Whipple Road, and Wiegman Road.

### **4.3.3 Selection of Final Route**

After further consultation amongst City staff, a final route was developed for near-term implementation. This route is a hybrid route developed from the Tennyson, Winton, and Amtrak/Downtown/Cannery routes, named the "Winton Loop Hybrid Route". Additionally, the South Industrial Route was also retained as a possible second phase, i.e. a longer-term implementation to complement the Winton Loop Hybrid Route. A description of the Winton Loop Hybrid Route is provided below.

#### **4.3.3.1 Winton Loop Hybrid Route**

The chosen route is a hybrid of the Winton, Tennyson, and Downtown Loop routes. This route (the Winton Loop Hybrid) has been designed to be as productive as possible while meeting the goals and objectives of the study, including maintaining funding potential. It has been developed to be implementable in the near-term.

The function of this route is to provide first-mile/last-mile service to Hayward BART and Downtown Hayward for the following groups:

- Employees of and students at Life Chiropractic College and Chabot College,
- Employees of and visitors to the Hayward Hall of Justice and surrounding government administration buildings,
- Employees of and visitors to Southland Mall, and
- Employees of West Industrial Area businesses.

The route makes a counter-clockwise loop around the Downtown Hayward area before proceeding west to the Hayward Hall of Justice and Southland Mall. The route then makes a loop in the northern part of the West Industrial Area along Winton Avenue and Clawiter Road to serve the area and the two colleges before returning to Downtown Hayward via the Southland Mall and the Hall of Justice. A map of this route is presented in **Figure 4-1**.

The chosen route would serve the same locations as the existing Alameda County employee shuttle route, such as the Hayward BART station and the Hayward Hall of Justice, but also serve additional destinations such as Southland Mall, Chabot College, and the West Industrial Area.

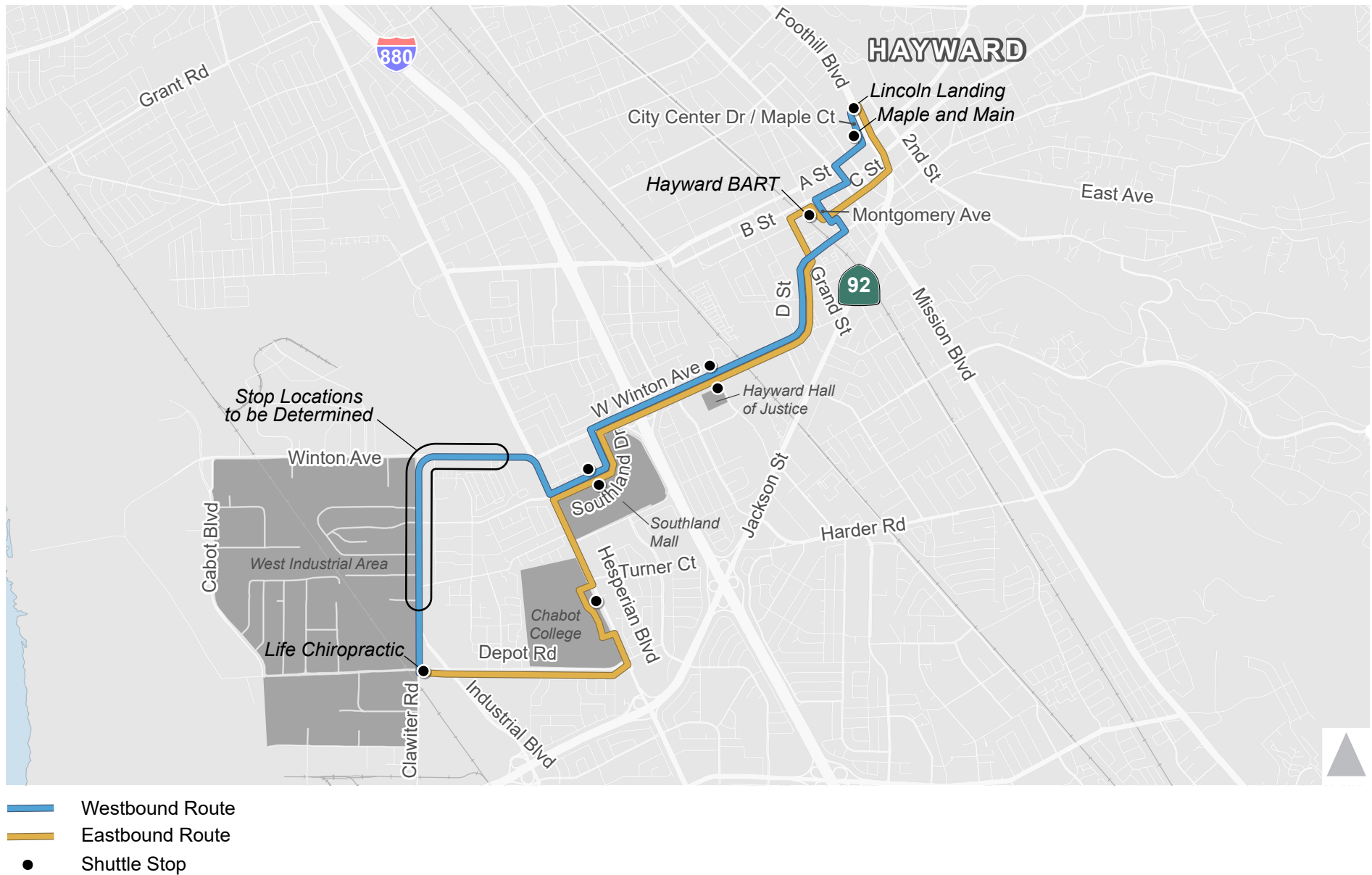


Figure 4-1  
Winton Loop Hybrid Route Alignment and Stop Locations

## 5 SHUTTLE OPERATIONS AND ACCESS IMPROVEMENT PLAN

This chapter presents the operations and access improvement plan for the proposed shuttle route. The operations plan discusses the route alignment, stop locations, schedule, ridership, and other operating characteristics. An operations plan is also presented for the potential phase two route. The access improvement plan identifies potential access and connectivity projects that are recommended to enhance the shuttle stop area and make the service visible and attractive to potential passengers.

### 5.1 SERVICE OPERATIONS PLAN

A service operations plan is presented for this route which details the route alignment, stop locations, markets and destinations, ridership estimate, and operating characteristics. A description of the Phase Two route for potential future implementation, the South Industrial Loop route, is also provided.

#### 5.1.1 Winton Loop Hybrid Route

This route is generally oriented east-west, with the paths of travel in each direction mostly similar, with the exception of a few crossover points that give the route a figure-eight-like appearance. The roundtrip length of the proposed Winton Loop Hybrid route is 9.9 miles (5.2 miles eastbound and 4.7 miles westbound). The proposed full routing and stops are shown in **Figure 4-1**. The route includes the following twelve stops, in order of service.

- Eastbound
  - Life Chiropractic College (Depot Road/Clawiter Road)
  - Chabot College (Hesperian Boulevard/Depot Road)<sup>21</sup>
  - Southland Mall (Southland Drive)
  - Hayward Hall of Justice (West Winton Avenue, in between Edloe Drive and Amador Street)
  - Hayward BART Station **[lay over location]**
  - Lincoln Landing (Foothill Boulevard/City Center Drive)
- Westbound
  - Lincoln Landing (Foothill Boulevard/City Center Drive)
  - Maple & Main (Maple Court/A Street)
  - Hayward BART Station **[lay over location]**

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<sup>21</sup> Because this stop location is on private property, permission from Chabot College would be required to operate at this location.



- Hayward Hall of Justice (West Winton Avenue, in between Edloe Drive and Amador Street)
- Southland Mall (Southland Drive)
- West Industrial Area (stop locations to be determined)
- Life Chiropractic College (Depot Road/Clawiter Road)

#### 5.1.1.1 Routing Description

Eastbound: The eastbound run would begin at Life Chiropractic College at the far-side stop at the intersection of Depot Road and Industrial Boulevard. From this location, the shuttle would travel westbound to the Chabot College campus via Depot Road and Hesperian Boulevard before entering the campus. The shuttle would then return to Hesperian Boulevard and continue traveling northbound to the Southland Mall area, where it would turn eastbound onto Southland Drive and stop adjacent to the mall. The shuttle would continue to the vicinity of the Hayward Hall of Justice (and other Alameda County government services) via Southland Drive and West Winton Avenue. To provide access closer to the center of the governmental campus, the shuttle could serve the Hall of Justice directly via Amador Street and use Crystal Gate Common to turn around and proceed on Amador Street to return to West Winton Avenue, where the shuttle would proceed eastbound. However, this option would lead to a less direct route, and for that purpose was not selected. The shuttle would travel to the Hayward BART Station via Grand Street, B Street and Montgomery Avenue before stopping in the bus station adjacent to the Hayward BART station. The bus may layover at this time. From the BART station, the shuttle would perform a counter-clockwise loop through downtown Hayward, via C Street, Foothill Boulevard, City Center Drive, Maple Court, A Street, Mission Boulevard, and B Street. In this area, the shuttle would stop at Lincoln Landing, the final stop in the eastbound direction.

Westbound: The shuttle would then immediately begin its westbound run and complete the loop through the downtown area by stopping at Maple & Main, and at the Hayward BART station (where it may lay over) before traveling further west. The shuttle would proceed westbound to the Hayward Hall of Justice via C Street, Atherton Street, D Street, and West Winton Avenue. The shuttle would continue westbound to Southland Mall via West Winton Avenue and Southland Drive. The route would then begin its counter-clockwise loop through the West Industrial Area via Hesperian Boulevard, West Winton Avenue, and Clawiter Road before stopping at Life Chiropractic College, the final stop in the westbound direction.

A map of the route is shown in **Figure 4-1**.

#### 5.1.1.2 Layover Location

The shuttle bus would lay over and wait for the next run at the Hayward BART Station bus stop on the east side of the BART tracks off Montgomery Street. Restrooms are provided at this location for the driver. The dwell time would be scheduled to be synchronized with the arrival of BART trains to provide a convenient

connection for passengers. This stop is served in both westbound and eastbound directions, so the layover could be scheduled to occur in either direction, dependent on what would best align with meeting the train schedule.

### 5.1.1.3 Schedule

Shuttle service was developed to serve trips throughout the day (between 8 AM and 6 PM). An average headway of 15 minutes is desired to provide a level of service that offers flexibility to users by being frequent enough such that many users would not need to plan around the schedule. Five shuttle vehicles are required in order to meet the 15-minute headway: four shuttles in service due to the length of the route and one shuttle vehicle in reserve in case of a breakdown.

To provide a high-quality connection to regional transit, the shuttle schedule should be timed with respect to the BART station train schedule. At the station, the Richmond-Warm Springs/South Fremont train runs on a 15-minute headway all day, while the Daly City-Warm Springs/South Fremont train also runs on a 15-minute headway from 5 AM to 7 PM. The current schedules provided by BART indicate that these two trains operate about four to six minutes apart during the time in which the proposed shuttle would be in service. Since the proposed shuttle would have a 15-minute headway, this allows for the schedule to be timed to limit transfer wait times to seven minutes or less during peak commute periods. A summary of the shuttle headway schedule compared with the BART service schedule is shown in **Table 5-1** below.

TABLE 5-1: REGIONAL TRANSIT SCHEDULE (WEEKDAYS)		
Service	Service Span	Headway (min)
Winton Loop Hybrid Route	8 AM – 6 PM	15
BART – Richmond/Fremont	4 AM – 1 AM	15
BART – Daly City/Fremont	5 AM – 7 PM	15

Shuttle travel time was estimated based on travel time runs recorded along the route which factor in estimated dwell times. Using this approach, the total round-trip running time was estimated to be 48 minutes. While the round-trip run time of 48 minutes assumes fair weather and typical traffic conditions, inclement weather, roadway construction, or other causes of congestion (such as a collision) would require additional run time. A buffer of ten minutes was assumed, meaning that the minimum round-trip headway without accounting for any layover time was 58 minutes. This is the effective round-trip time that should be used when developing the schedule.

#### 5.1.1.4 Operating Characteristics

A summary of operating statistics for the route is shown below in **Table 5-2**.

TABLE 5-2: ROUTE OPERATING CHARACTERISTICS					
Route	Service Span	Headway (min)	Service Days per Year	Shuttles in Service	One-way Distance (miles)
<b>Winton Loop Hybrid</b>	8 AM – 6 PM; Weekdays only	15	261	4	5.2 (EB) 4.7 (WB)

A summary of daily and annual metrics is shown below in **Table 5-3**.

TABLE 5-3: DAILY AND ANNUAL PER-SHUTTLE METRICS AND ROUTE METRICS		
<b>Daily Per-Shuttle Metrics</b>	<b>Round-Trip Runtime w/ Recovery (min)</b>	56
	<b>Vehicle Revenue Hours</b>	10
	<b>Vehicle Service Hours</b>	11
	<b>Vehicle Revenue Miles</b>	106
	<b>Vehicle Service Miles</b>	111
<b>Daily Route Metrics</b>	<b>Daily Vehicle Revenue Hours</b>	40
	<b>Daily Vehicle Service Hours</b>	44
	<b>Daily Vehicle Revenue Miles</b>	424
	<b>Daily Vehicle Service Miles</b>	446
<b>Annual Route Metrics</b>	<b>Annual Vehicle Revenue Hours</b>	10,440
	<b>Annual Vehicle Service Hours</b>	11,500
	<b>Annual Vehicle Revenue Miles</b>	110,800
	<b>Annual Vehicle Service Miles</b>	116,400

#### 5.1.1.5 Ridership

The projected daily boardings for the Winton Loop Hybrid route was estimated to be 630 boardings per day. This estimate was developed using a combination of the ridership estimates that had previously been prepared for the Amtrak/Downtown Loop and Winton Loop routes (see Section 4.3.1), as well as an estimate derived from a survey conducted by the Hayward Hall of Justice. Since the hybrid route traversed a similar alignment to the Amtrak/Downtown Loop, covered some of the same service area as the Winton Loop, and would provide a connection to the Hayward Hall of Justice, the following ridership combination was used:

- 100 percent of the Amtrak/Downtown Loop ridership (180 daily boardings)
- 50 percent of the Winton Loop ridership (160 daily boardings)
- 290 daily boardings from the Hayward Hall of Justice

This level of ridership translates to approximately 14.3 boardings per service hour and 1.4 boardings per service mile on an annual basis. These rates are on the lower end of the spectrum compared to peer systems, but are comparable to systems such as the Palo Alto Shuttle (1.0 boarding per service mile, 28.4 boardings per service hour) and the Irvine iShuttle (1.6 boardings per service mile, 11.7 boardings per service hour).

#### 5.1.2 Potential Phase Two: South Industrial Loop Route

For this route, outbound is defined as away from the South Hayward Station. The roundtrip length of the proposed South Industrial Loop Route is 5.8 miles (2.9 miles inbound and outbound). The proposed conceptual routing and stops is shown in **Appendix D**. The route includes the following 16 stops (ordered per the outbound direction).

- South Hayward BART Station
- Huntwood Avenue/Sandoval Way
- 30559 San Antonio Street (mid-block)
- 30873 San Antonio Street (mid-block)
- San Antonio Street/Zephyr Avenue
- 31284 San Antonio Street (mid-block)
- San Luis Obispo Street/San Benito Street
- Huntwood Avenue/San Luis Obispo Street
- Whipple Road/Wiegman Road
- 31285 Wiegman Road
- Wiegman Road/Zephyr Avenue
- Wiegman Road/Delta Court
- 1563 Wiegman Road

- Huntwood Avenue/Wiegman Road
- Huntwood Avenue/San Antonio Road

#### 5.1.2.1 Routing Description

The outbound run would begin at the South Hayward Station at the shuttle turnaround on the east side of the BART tracks off Dixon Street. From the station, the shuttle would travel express (for 1.3 miles) to Huntwood Avenue. The shuttle would then perform a clockwise loop through the South Industrial Area, via San Antonio Street, San Luis Obispo Street, Huntwood Avenue, Whipple Road, and Wiegman Road, stopping a total of 15 times (at an average stop spacing of 1,200 feet). Having returned to Industrial Parkway, the shuttle will express back to the BART Station.

A map of the route is presented in **Appendix D**.

#### 5.1.2.2 Lay Over Location

For both outbound and inbound travel, the shuttle bus would dwell and wait for the next run at the shuttle stop adjacent to the station on the east side of the BART tracks off of Dixon Street, where restrooms are provided. Food and beverage services are a short walk away on Mission Boulevard.

#### 5.1.2.3 Schedule

Shuttle service was developed to serve the AM and PM peak commute. These time periods were determined to be between 6 AM and 10 AM, and between 3 PM and 7 PM. An average headway of 15 minutes is desired for commute service to prevent long waits. In order to meet a 15-minute headway schedule, two buses would be required for operation and one shuttle vehicle in reserve in case of a breakdown.

With respect to regional connections to transit, as was discussed with the Winton Route, the effective headway for trains at the Hayward BART station (and South Hayward BART station, for this route) is approximately 7.5 minutes. Since the proposed shuttle would have a 15-minute headway, this allows for the schedule to be timed to limit transfer wait times to seven minutes or less during peak commute periods. A summary of the shuttle headway schedule compared with the BART service schedule is shown in **Table 5-4** below.

TABLE 5-4: REGIONAL TRANSIT SCHEDULE (WEEKDAYS)		
Service	Service Span	Headway (min)
<b>South Industrial Loop</b>	6:00 – 9:00 AM, 3:00 – 6:00 PM	15
<b>BART – Richmond/Fremont</b>	4 AM – 1 AM	15
<b>BART – Daly City/Fremont</b>	5 AM – 7:00 PM	15

While the round-trip run time of 23 minutes assumes fair weather and typical traffic conditions, inclement weather, roadway construction, or other causes of congestion (such as a collision) would require additional run time. A buffer of ten minutes was assumed, meaning that the minimum round-trip headway without accounting for any layover time was 33 minutes. This is the effective round-trip time used when developing the schedule.

## 5.2 SHUTTLE STOP ACCESS AND CONNECTIVITY PROJECTS

For the selected Winton Loop Hybrid route, each proposed stop location's accessibility and existing amenities (where applicable) were assessed to identify projects that could enhance access and connectivity to the surrounding neighborhood. The projects identified primarily consist of improvements to shuttle stop amenities and crosswalk treatments near the stops. A list of these projects scored on a set of qualitative metrics is provided at the end of the section.

Since stop locations along West Winton Avenue and Clawiter Road are still to be determined at the time of this study, specific access and connectivity projects were not identified for these corridors.

### 5.2.1 Lincoln Landing

Lincoln Landing is a proposed mixed-use development that would consist of two six-story residential buildings with commercial space on the ground floors and one single-story commercial building between the residential buildings. In total, the site would have 476 apartment units and 80,500 square feet of commercial space.

The proposed stop location to connect to Lincoln Landing is a far-side stop on City Center Drive to the immediate west of the intersection with Foothill Boulevard. Based on plans provided in the Notice of Preparation for the Lincoln Landing Development EIR<sup>22</sup>, while there is no sidewalk present today, the development proposes to include a sidewalk to provide pedestrian access along City Center Drive in a

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<sup>22</sup> Notice of Preparation of the Environmental Impact Report for the Lincoln Landing Project, City of Hayward, July 2016

manner that would be conceptually compatible with a shuttle stop (see **Appendix G**). It is recommended that the design in this area be reviewed by the City for compatibility with a future shuttle route stop that would include pedestrian accessibility via a sidewalk plus a bus flag pole at a minimum and amenities such as a shelter, bench, and trash bin. Streets near this stop have sidewalks on both sides of the street and have no need for new crosswalks.

### 5.2.2 Maple and Main

Maple and Main is an approved mixed-use development that would consist of a five-story residential building and a four-story medical office building, the latter of which is an existing medical office building that would be renovated. In total, the site would have 240 apartment units, 47,750 square feet of medical office space, and 5,571 square feet of ground-floor retail space in the residential building. The project is expected to begin construction in Winter 2017 and to complete full buildout in Winter 2018.

The proposed stop location to connect with Maple and Main would be either a midblock stop on Maple Court between McKeever Avenue and A Street or a near-side stop at the intersection of A Street and Maple Court. The midblock location would provide direct access to the Maple and Main development, while the near-side stop would provide a more visible shuttle stop location to the surrounding neighborhood since it would be located on the corner of A Street. If a midblock location is chosen, plans provided in the Initial Study for the Maple and Main Mixed-Use project<sup>23</sup> show that the existing sidewalk and street lighting would be preserved and enhanced with street trees, which would be compatible with a future stop location here (see **Appendix H**). The street currently has on-street parking on the west side of the street that would need to be removed in order for the shuttle vehicle to pull over to the curbside. If the near-side location is chosen closer to A Street, there is an existing sidewalk in this location along with street lighting which would be compatible with a shuttle stop. However, since the sidewalk is wider in this location, there is no on-street parking. This would require the shuttle to stop in the vehicle travel lane. For either location, it is recommended that the stop include amenities such as a bus flag pole (at minimum), shelter, bench, and trash bin. Streets near the stop have sidewalks on both sides of the street and have no need for new crosswalks.

### 5.2.3 Hayward BART Station

The proposed stop location at the Hayward BART station would be in the bus layover area adjacent to the main entrance of the station, which is served by multiple AC Transit routes and shuttle routes. This location would serve westbound and eastbound directions of travel for the proposed route and serve as the layover

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<sup>23</sup> *Maple & Main Mixed-Use Project – Recirculated Initial Study and Mitigated Negative Declaration*, City of Hayward, November 2016

location for shuttle drivers. This location has abundant amenities such as bus shelters, lighting, and benches as well as ample pedestrian connections to the station and surrounding neighborhood. Therefore, no near-term improvements would be needed at this location. Streets near this stop have sidewalks on both sides of the street and have no need for new crosswalks.

#### **5.2.4 Hayward Hall of Justice**

The proposed shuttle stops to connect with the Hayward Hall of Justice and Alameda County Social Services Department are located on West Winton Avenue midblock between Edloe Drive and Amador Street, which are currently served by AC Transit. These stops are located less than 1,000 feet from the Hall of Justice. Both locations have a bus pole and pedestrian lighting from nearby streetlamps, but no other amenities. It is recommended that the stops be upgraded to include a bus shelter, bench, and trash can.

#### **5.2.5 Southland Mall**

The proposed shuttle stops at Southland Mall are on both sides of Southland Drive to the east of Southland Place at existing bus stops used by AC Transit routes 22 and 386. In the eastbound direction, the shuttle stop has a flag pole, shelter, bench, trash bin, and pedestrian lighting. In the westbound direction, the stop has a flag pole but no shelter, bench, or pedestrian lighting. It is recommended that the shuttle stop for the westbound direction be upgraded to include a shelter, bench, trash bin, and pedestrian lighting.

While the crosswalk adjacent to these proposed stops has stop signs for traffic in both directions, the crossing covers five lanes of traffic, which could be uncomfortable for pedestrians to navigate. It is recommended that the adjacent crosswalk be enhanced to improve pedestrian visibility. The appropriate enhancements to implement can be determined via an engineering study and could include features such as higher-visibility striping, a median refuge, or rectangular rapid-flashing beacons that are at driver eye-level instead of in pavement. These treatments and other example crossing treatments are described in more detail in **Appendix I**.

#### **5.2.6 West Industrial Area**

The proposed shuttle stops in the West Industrial Area are yet to be determined. However, this area is notable for incomplete sidewalks and missing or unmarked crosswalks. Therefore, we recommend that pedestrian accessibility be studied once the stop locations are finalized.

#### **5.2.7 Life Chiropractic College West**

The Life Chiropractic College stop is located on Depot Road on the far side of the intersection of Clawiter Road. The stop is served by AC Transit routes 83 and 86, but features only a bus flag pole and no shelter,



bench, or trash bin. There is lighting for pedestrians provided by the adjacent College parking lot. The nearest intersection (Depot Road/Clawiter Road) is signalized and has crosswalks and pedestrian signal heads for pedestrians on all four sides, but the striping on the eastern side of the intersection is extremely worn. It is recommended that this stop be upgraded to include a shelter, bench, and trash bin for passenger comfort. It is also recommended that the eastern crosswalk at the intersection of Clawiter Road and Depot Road be repainted for improved visibility.

### 5.2.8 Chabot College

The proposed stop location at Chabot College would be located at the existing campus bus station, which is located in the parking lot adjacent to the north end of the main campus area and accessed via the intersection of Hesperian Boulevard and Turner Court. AC Transit routes 22, 97, M, and S serve this location. This location has amenities such as a bus flag pole, shelter, benches, and pedestrian lighting. The location also has ample pedestrian connectivity with the campus. Therefore, no additional investments or upgrades are recommended at this location. Streets in the vicinity have sidewalks on both sides of the street and have no need for new crosswalks.

### 5.2.9 Opening Day Route Alignment

Since the eastern-most stops would be located adjacent to proposed developments in downtown Hayward, there are two potential options for the route alignment if these developments aren't complete by the time the route begins service. One option is to have the shuttle operate only on the portion of the route west of (and including) the Hayward BART station. A second option would be to establish temporary stops near the proposed stop locations at Lincoln Landing and Maple and Main. These temporary stops would need to be placed in a different location from their ultimate position due to construction or inadequacy of the current location for serving a shuttle stop.

### 5.2.10 Summary of Access and Connectivity Projects

Based on the above analysis of the accessibility and connectivity of each stop, **Table 5-5** shows a summary of the potential improvement projects that could be made along the route. The improvements have been assessed qualitatively on the following metrics to assist planning staff in the prioritization of project implementation:

- Project cost to City
  - Low: Less than \$10,000
  - Medium: Between \$10,000 to \$50,000
  - High: Greater than \$50,000

- Project implementation timeline
  - Near-Term: Project should be implemented alongside rollout of shuttle service
  - Long-Term: Project implementation is not urgent, but should be implemented within a few years
- Safety need
  - Low: The project would likely not address any potential safety issues
  - Medium: The project would help address minor issues (i.e. pedestrian lighting)
  - High: The project would help address major issues (i.e. pedestrian visibility in crosswalk)
- Convenience need
  - Low: The project would not improve rider convenience while waiting at the stop location
  - Medium: The project would somewhat improve rider convenience while waiting at the stop location
  - High: The project would greatly improve rider convenience while waiting at the stop location

TABLE 5-5: PEDESTRIAN IMPROVEMENT PROJECT SUMMARY

Project Location	Description	Type	Cost to City	Implementation Timeline	Safety Need	Convenience Need
Lincoln Landing	Provide flag pole, shelter, bench, and trash bin at stop	Stop Amenities	Medium	Near-Term	Low	Medium
Maple and Main	Provide flag pole, shelter, bench, and trash bin at stop	Stop Amenities	Medium	Near-Term	Low	Medium
Hayward Hall of Justice	Provide shelter, bench, and trash bin at stop	Stop Amenities	Medium	Near-Term	Medium	Medium
Southland Mall (westbound stop)	Provide shelter, bench, trash bin and pedestrian lighting at stop	Stop Amenities	Medium	Near-Term	Medium	Medium
Southland Mall	Enhance crosswalk visibility and comfort (ladder striping, median refuge, RRFB, etc.)	Crosswalk Treatment	Medium to High	Long-Term	High	Low
Life Chiropractic College West	Provide shelter, bench, and trash bin at stop	Stop Amenities	Medium	Near-Term	Low	Medium
Life Chiropractic College West	Re-stripe crosswalk for improved visibility	Crosswalk Treatment	Low	Near-Term	High	Low

## 6 IMPLEMENTATION PLAN

This section provides information about institutional approaches, costs, and funding plan for the City to deliver a shuttle service. The report outlines various methods to provide shuttle service and characteristics of the various alternatives including staffing commitments, procurement requirements and costs. This is followed by an implementation schedule and identification of potential grant funding sources for shuttle services.

### 6.1 INSTITUTIONAL ANALYSIS

The two most common institutional models to deliver and manage shuttle services were evaluated for the project: an Owner-Operator model (i.e. "Traditional") and a Fully-Contracted model (i.e. "Turnkey"). These two models are described in more detail below. In addition, non-traditional models such as on-demand ridesourcing services (i.e. Transportation Network Companies like Uber and Lyft) and flexible shuttle services (i.e. microtransit companies like Chariot) were considered by the City. Following the descriptions, a recommended model is detailed in terms of staff requirements and schedule and cost estimates, a preferred funding approach and other potential funding sources are then presented.

#### 6.1.1 Owner-Operator Model

Under an Owner-Operator shuttle delivery model, the City would be directly responsible for the day-to-day operation of the shuttle route, similar to many large-scale transit agencies, such as AC Transit. This would include performing tasks such as:

- Selecting, purchasing, operating, and maintaining shuttle vehicles;
- Selecting, purchasing, installing, and maintaining shuttle stop amenities;
- Hiring and managing operators, mechanics and support staff for shuttle operations and maintenance; and
- Providing facilities for servicing and storing shuttle vehicles.

In addition, the City would need to meet state safety oversight requirements for shuttle operations. This would require a significant allocation of City staff resources and new hires to oversee and manage, as well as staff to operate all aspects of the shuttle operations. The City would have total control over operations and City staff would have direct interaction with customers of the shuttle service.

### **6.1.1.1 Cost**

For the Winton Hybrid Loop route, the costs for an Owner-Operator delivery model depend on whether the shuttle vehicles are purchased or leased. If the vehicles are purchased, capital costs include the purchase of shuttle vehicles and amenities to be installed at stops, while operating costs include vehicle operation and maintenance, fuel, marketing, and support staff. If the vehicles are leased, capital costs include only the stop amenities. Operating costs are similar to the purchase option, because the vehicle lease cost replaces the direct operation and maintenance cost.

The total annual cost estimate of the Owner-Operator delivery model ranges from \$1.2 million (lease option) to \$1.45 million (purchase option) per year, which translates into a cost of approximately \$116 to \$140 per vehicle revenue hour per year, respectively. To develop these estimates, capital costs are amortized over a seven year period to reflect the typical service life of a transit shuttle vehicle, while operating costs are calculated on an annual basis by vehicle service miles or vehicles service hours per year, depending on the specific cost item.

The lease option is less expensive than the purchase option, primarily because the vehicle lease cost (which includes the vehicle and its operation and maintenance) of approximately \$705,000 per year is less than the cost of purchasing, operating, and maintaining the same type of vehicle; approximately \$888,000 per year. Most other costs between the two options are similar including fuel, marketing and supplies.

### **6.1.2 Fully-Contracted Model**

Under a Fully-Contracted shuttle delivery model, the City would be responsible for secure funding, procuring and managing a contract shuttle operator to provide:

- Drivers and mechanics,
- Vehicles,
- Fuel,
- Insurance, and
- Dispatch services.

The contracted shuttle operator would be responsible for operation and maintenance of the shuttle service and hiring and managing the necessary support staff. The City would set up an appropriate contract with the operator specifying performance and safety standards (e.g. headway, number/type of vehicles in service, maintenance, customer satisfaction, insurance requirements, safety, etc.). To ensure performance, the City would need to monitor the operator's compliance with the performance standards and communications protocols for incidents should they occur.

This would require a lower level of effort from City staff than the Owner-Operator model, as the primary task would be oversight of the contract and not day-to-day management of city staff and shuttle operations. While the City would not need to spend as much effort and resources on day-to-day operations, it would have less control over shuttle operations and less interaction with customers than under the Owner-Operator model.

With the use of the Fully-Contracted model, the City could benefit from economies of scale to reduce costs by contracting with a shuttle operator that provides multiple services in the East Bay. Under this scenario, the City may benefit from the existing resources of contract shuttle operators including a reservoir of drivers to draw on in the event of a driver absence, existing fueling locations and maintenance facilities, and spare vehicles.

There are two variants of the Fully-Contracted model – one in which the city staff directly manages the shuttle operator and another in which the city staff hires a shuttle program management contractor to manage the shuttle contractor on its behalf. These are described in more detail below.

#### **6.1.2.1 Option A (Shuttle Contractor Directly Managed by City)**

This option is defined as the City directly managing a shuttle contractor. This would require city staff to perform certain tasks, mainly associated with procurement of the shuttle contractor, ongoing management of contract requirements and representation of the service with the public. The staffing commitment for this option would be substantially less than if the City were to provide the service with the owner-operator model. Local agencies have been known to manage shuttle operation contracts of the proposed size through existing departments such as the Public Works, Transportation Services, or a Community Services division. A primary factor in identifying a city staff program manager would include transit operations background and experience. Tasks required to be performed include:

- Manage procurement activities including development of an RFP, review of proposals, interview process and contractor selection;
- Develop the shuttle operations agreement & negotiate terms with selected contractor;
- Develop and monitor performance reporting criteria;
- Manage the shuttle operations contractor to ensure services are performed in accordance with the terms set forth in the shuttle operations agreement;
- Coordination with other transit agencies (i.e. BART, AC Transit, CSUEB Shuttle); and
- Branding, Marketing and community outreach (including schedule material).

Based on the structure and experience of the City's staff overseeing the shuttle program, the City would directly provide and/or rely on vendors to provide shuttle support services not included in the shuttle

contractors responsibilities. The City could utilize existing City resources or procurements for items such as printing, sign services, web site services, or the maintenance division. The services expected to be required include the following:

- Graphic artist;
- Printing services (i.e. schedules, brochures, fliers, bus cards);
- Bus stop sign design;
- Bus stop sign manufacturer;
- Bus stop shelter procurement;
- Contractor (or City staff) to install and/or repair shuttle service signage and shelters;
- Web site services; and
- On call Transit Planner (to evaluate and recommend initial route and schedule revisions based on actual trial runs of the service performed by the shuttle service contractor and any future route revisions that may be considered based on actual operations data).

Many of these tasks will require additional staff and financial resources to procure contracts through City procurement process and are expected to be more heavily relied on at the time of service initiation. Ongoing needs for the vendor services would be on an as needed basis (see Section 6.4 for tasks identified for start-up costs).

#### **6.1.2.2 Option B (Shuttle Contractor Managed by Program Management Consultant)**

This option is defined as the City retaining a shuttle program management firm (program manager) to provide transit management expertise and oversee the shuttle operations contractor. The program manager's duties could include many or all of the activities listed in Option A, limiting the need for City staff to directly perform tasks related to procurement of the shuttle contractor, day to day management of contract requirements and representation of the service with the public. Using an analogy to the delivery of a capital project, the program manager approach is comparable to the City engaging a construction manager to oversee the contractor building a road or building. The construction manager provides a Resident Engineer to the project, who provides inspection and manages risk, schedule, budget, and construction quality on behalf of the City. Similarly, the shuttle program manager oversees the implementation and ongoing provision of service by the shuttle operations contractor, allowing the City to minimize staff resources devoted to the shuttle and transfer some of the risks associated with operations.

This option would further reduce City staffing requirements, and the need to have staff with a transit operations focus, to implement and manage shuttle service significantly compared to Option A, especially if the City assigns the program manager a broad scope of responsibilities. The City may choose to retain

responsibility for certain aspects of the shuttle service management directly (i.e. marketing), but the staff time savings would be less in this case. The City will also have less direct control over shuttle service and interaction with customers than in Option A.

Typically, the shuttle program manager would be hired first, to support the City's procurement of the operations contractor. In this case, the program manager's scope may include preparation of RFP material and support the City's review of proposals and contract negotiations with the shuttle operator. The scope of work for the program manager could also include all anticipated service needs (i.e. graphic artist, transit planning service, web site services) and reduce time and cost associated with multiple procurements.

#### **6.1.2.3 Cost**

For the Winton Hybrid Loop route, the costs for a Fully-Contracted delivery model is described with the two variations above, with City staff providing direct management of an operations contract or with the City using a contracted program manager to provide the direct management of an operations contract. In either the Option A or B scenario, the operations contract is the larger part of the service cost in this model. The costs for Option A and B scenario are therefore similar in cost, with the main difference being in the level of city staff resources required to manage the operations contractor (with Option A requiring more city staff resource). The total annual cost estimate of the Fully-Contracted delivery model is about \$1.05 million for both Option A and B. This translates into a cost of approximately \$99 per vehicle revenue hour. If you remove the program management component of the cost estimate, the service is estimated to operate at about \$84 per vehicle revenue hour.

### **6.1.3 Non-Traditional Delivery Models**

Within the past few years, non-traditional models have emerged for providing first/last-mile transportation connections by utilizing smart phone application platforms and crowdsourcing of routes. Two types of non-traditional service were evaluated: on-demand ridesourcing and flexible shuttle.

On-demand ridesourcing is a service offered through private Transportation Network Companies such as Uber and Lyft. Users request a ride via a smartphone application that pairs them with a driver and other passengers traveling in a similar direction. The service primarily utilizes passenger vehicles owned by drivers that can seat up to three passengers, though larger vehicles are also be available. The service is available to anyone with the smartphone application. This model would be managed similar to a fully-contracted model, in which the City would need to establish and monitor an agreement with the provider(s). City staff engaged with some local on-demand ridesourcing providers, but found they would not be as cost-effective as other models nor meet the goals and needs of the City, so this model was no longer considered.



Flexible shuttle services (also referred to as “microtransit”) are also offered through private companies, examples of which are Chariot and Via. The shuttle service is set up as a fixed-route that is adjusted over time based on online feedback from users (i.e. routes/stops are crowdsourced online or via a smartphone application). Users register with the provider and use either a smartphone application or internet browser to make seat reservations. The shuttle service typically uses specially-branded vans that can carry up to 14 passengers. This model would also be managed similar to a fully-contracted model, in which the City would need to establish and monitor an agreement with the provider. Due to the start-up nature of these providers, this flexible shuttle model could be cheaper than the traditional methods discussed above.

#### **6.1.4 Selection of Preferred Institutional Alternative**

Based on the models that have been used to provide similar services (to the Winton Hybrid Loop shuttle service), variations of two service models were explored, an owner-operator model and a fully contracted model. The City has recommended the pursuit of the fully-contracted model to implement the Winton Hybrid Loop shuttle service. Goals considered in evaluating the options included the provision of the service with a cost efficient model, as well as minimizing the administrative requirements on the existing City departments and the need for additional staff. The fully-contracted model is the lower cost option, through the use of operations contracts for items such as vehicles, vehicle operators, fuel, insurance and dispatcher. This model also provides the benefit of a larger pool of resources with transit operation expertise than would likely be available in the event the City were to act in an owner operator capacity for the relatively small amount of service for the proposed route.

With a similar cost structure, the City has two alternatives to implement the route under the fully contracted delivery model. The City can identify (or hire) a new staff resource to manage the operator contract directly or procure the services of a transit program manager for the role. With the procurement of a transit program manager, the City would effectively minimize the role of “in house” City staff to a project and grant manager role. Whether the City directly manages or secures the services of a transit program manager, both options are similar in the overall cost. A primary factor in the decision to utilize City staff or a transit program manager would be the availability of City staff with transit operations background and experience. The utilization of the program manager variation of the fully contracted model could provide the City with additional transit operations experience and could include a team that will provide the wide array of needs for the operation of the route and minimize the need to procure multiple smaller contracts/vendors.

## **6.2 ROLES AND RESPONSIBILITIES**

In **Table 6-1** below, the lead role of the City (or a program manager) and the shuttle operator are specified for both Fully-Contracted Model Option A and Fully-Contracted Model Option B.

TABLE 6-1: SHUTTLE PROGRAM ROLES AND RESPONSIBILITIES

Responsibilities	Option A	Option B
<b>Procurement of Program Manager Consultant*</b>	N/A	City
<b>Procurement of Shuttle Operations Contractor*</b>	City	Program Manager
<b>Service Implementation:</b> <ul style="list-style-type: none"> <li>• Service Branding</li> <li>• Development of Route Guides</li> <li>• Development of Website Content &amp; Design</li> <li>• Development of Bus Stop Signage Content &amp; Design</li> <li>• Development of Bus Stop Signage Installation scope of work (for City Public Works)</li> <li>• BART Coordination (identify designation of curb space &amp; sign permitting)</li> <li>• Development of Shuttle Operation Protocols &amp; Reporting Templates (ridership reports, on-time performance reports, etc.)</li> </ul>	City	Program Manager
<b>Bus Stop Signage Installation &amp; Maintenance</b>	City	City
<b>Develop Marketing Plan and Implement (Route Guides, Website, Signage, Rider Notifications, etc.)</b>	City	Program Manager
<b>Vehicle Procurement</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Vehicle Storage Facility</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Vehicle Maintenance Resources</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Establishment of Fueling Resources</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Operator Recruitment &amp; Retention</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Insurance</b>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Dispatch &amp; Operations Management Services:</b> <ul style="list-style-type: none"> <li>• Assignment &amp; Management Shuttle Operators</li> <li>• Respond to Rider Inquiries</li> <li>• Distribution of Rider Notifications</li> <li>• Complete Ridership &amp; Performance Reports</li> <li>• Ensure services are performed in accordance to scope of work and shuttle operation protocols.</li> </ul>	Shuttle Ops Contractor	Shuttle Ops Contractor
<b>Monitor program manager contract performance</b>	N/A	City
<b>Monitor ridership &amp; performance reporting</b>	City	Program Manager
<b>Preparation of Ridership &amp; Performance Summaries (for City Council, Funding Partners, etc)</b>	City	Program Manager
<b>Identify &amp; implement route and/or schedule modifications</b>	City	Program Manager

## 6.3 STAFFING REQUIREMENTS

**Table 6-2** below reflects the staffing requirements for the two Fully-Contracted delivery options based on similar shuttle operations in the San Francisco Bay Area. Option A includes resources provided completely by a City Staff Shuttle Manager position. In contrast, Option B includes the majority of Program Manager staff resources provided by a program management contractor.

TABLE 6-2: SHUTTLE PROGRAM ROLES AND RESPONSIBILITIES – FULLY-CONTRACTED MODEL			
Role	Provided By	Number of Full Time Equivalent	
		Option A	Option B
<b>Shuttle Manager</b>	City	0.30	0.1
<b>Program Manager</b>	Program Manager	N/A	0.25
<b>Operations Manager/Dispatcher</b>	Shuttle Operations Contractor	1	1
<b>Shuttle Operators</b>	Shuttle Operations Contractor	5	5
<b>Vehicle Maintenance Team</b>	Shuttle Operations Contractor	0.25	0.25

## 6.4 SCHEDULE

The schedules below are estimates of timeframes required for procurement of services for a typical public agency procurement process, with the assumption of a 4-week advertisement period.

The schedules detailed below assume that City staff that will provide the Program/Project Manager. Additional time would be required if new City staff personnel are required. The overall timeframe for Option A would be approximately 6 months, while the timeframe for Option B would be slightly longer, approximately 10 months, due to the added time needed to bring on board a program manager, but would include the Program Manager position as well as other services (i.e. transit planner, graphic designer, sign manufacturer) that would not need to be identified at a later date. Reduction in procurement time frames is possible, but would depend on the extent of expedited review of material by the City. Certain service implementation items can also be performed concurrently with the Shuttle Operations Procurement Process.

### **Program Manager Procurement (Required only for Fully-Contracted Model Option B)**

Approximately 16 weeks

- Prepare and Release RFP (with City Council approval)
- Release RFP
- Receive and evaluate proposals and prepare recommendation

- City Council Approval

### **Shuttle Operator Procurement**

Approximately 16 weeks

- Prepare and Release RFP (with City Council approval)
- Release RFP (4-week advertisement)
- Receive and evaluate proposals and prepare recommendation
- City Council Approval

### **Service Implementation**

Approximately 8-12 weeks

- Service Implementation:
  - Service Branding
  - Development of Route Guides
  - Development of Website Content & Design
  - Development of Bus Stop Signage Content & Design
  - BART Coordination (identify designation of curb space & sign permitting)
  - Development of Shuttle Operation Protocols & Reporting Templates (ridership reports, on-time performance reports, etc.)
- Bus Stop Signage Installation & Maintenance
- Develop Marketing Plan and Implement (Route Guides, Website, Signage, Rider Notifications, etc.)
- Shuttle Operations Contractor Responsibilities
  - Vehicle Procurement
  - Vehicle Storage Facility
  - Vehicle Maintenance Resources
  - Establishment of Fueling Resources
  - Operator Recruitment & Retention
  - Insurance

## **6.5 COST**

### **6.5.1 Startup and First Year Costs**

The cost of the proposed service is broken out by Start-up (**Table 6-3**) and Annual Operating Costs (**Table 6-4**). The implementation of the start-up tasks would be completed by City staff or a Program Manager, based on the delivery option selected.

TABLE 6-3: ESTIMATED START-UP COSTS

Task	Estimate of Hours	Cost	
		Option A	Option B
Procurement of Program Manager	30	N/A	\$ 6,000
Procurement of Shuttle Operator	60	\$ 12,000	\$ 12,000
Service Implementation	120	\$ 24,000	\$ 24,000
Vendor Expenses (route guides, sign manufacturing & installation, website development, etc.)		\$ 30,000	\$ 30,000
<b>Subtotal Start-up Costs</b>		<b>\$ 66,000</b>	<b>\$ 72,000</b>

TABLE 6-4: ESTIMATED ANNUAL OPERATING COSTS

Task	Option A		Option B	
	Estimate of Hours	Cost	Estimate of Hours	Cost
Shuttle Oversight (City Staff)	650	\$ 130,000	175	\$ 35,000
Program Oversight (Contracted)	N/A	N/A	525	\$ 105,000
Transit Planning Services	50	\$ 10,000	50	\$ 10,000
Shuttle Operator (Revenue Hours)	10,440	\$ 600,000	10,440	\$ 600,000
Vehicle Expense (Revenue Hours)	10,440	\$ 220,000	10,440	\$ 220,000
Fuel Expense (Revenue Hours)	10,440	\$ 60,000	10,440	\$ 60,000
Vendor Expenses (route guide production, website maintenance, etc.)	N/A	\$ 10,000	N/A	\$ 10,000
<b>Subtotal Annual Operating Cost</b>		<b>\$ 1,030,000</b>		<b>\$ 1,040,000</b>

Note: Cost numbers are rounded to the nearest \$1,000

Assumptions:

- Operating hours are 8AM – 6PM Monday through Friday (about 261 days per year)
- One route with a frequency of 15 minutes
- Five 30-passenger capacity “cut away” shuttle vehicles (includes four vehicles to operate the service plus one spare vehicle for maintenance rotation)

The cost of implementing either Option A or B is similar, with the primary difference between the two models being the management of the contracted operator directly by the City or through a contracted program manager. The total annual cost estimate of the Fully-Contracted delivery model is about \$1.04 million for both option A and B in this model. This translates into a cost of approximately \$100 per vehicle revenue hour. If you remove the management component of the cost estimate, the service is estimated to operate at about \$84 per vehicle revenue hour. These costs are based on conservative estimates of the

effort and resources required to provide the service. A lower-cost approach to implementing the route would be to change the initial hours of operation to peak period only service (7-9 AM, 4-6PM).

There is also the potential for lower-cost turnkey or flexible, non-traditional shuttle operators to provide the service at a lower cost. The City received a quote from a microtransit provider that was approximately \$330,000 per year (around \$55 to \$65 per revenue hour) for a Winton Avenue service, which demonstrates this potential. This quote has not been verified.

## 6.5.2 Comparison with Peer Systems

Route productivity and efficiency compared with peer systems is presented below in **Table 6-5**. Productivity for the Winton Loop Hybrid Route is within the range of, although below average, of similar systems. The cost per revenue hour for the proposed route Fully-Contracted model would be similar to most of the peer systems, all of which are also Fully-Contracted systems.

TABLE 6-5: PEER SYSTEM METRICS				
System Name	Annual Boardings	Ridership/Service Hour	Ridership/Service Mile	Cost/Revenue Hour
San Leandro Links	191,646	44.4	4.1	\$72.92
Palo Alto Shuttle	166,050	28.4	1.0	\$58.11
Irvine iShuttle	249,750	11.7	1.6	\$121.89
Alameda Estuary Crossing	86,400	40.0	3.5	\$96.30
Winton Loop Hybrid Route	164,430	14.3	1.3	\$100.57

## 6.5.3 Five-Year Cost Projection

The estimates shown in **Table 6-6** and **Table 6-7** below details the costs for shuttle service for the next 5 years under Option A and Option B. This financial plan is based on the Winton Loop Hybrid Route, operating on 15 minute headways between 8 AM and 6 PM on weekdays, using 30 passenger “cut away” shuttle buses. The service would be operated using the Fully-Contracted option.

TABLE 6-6: ESTIMATED ANNUAL OPERATING COSTS – OPTION A

Item	2017	2018	2019	2020	2021	5-Year Total
Labor	\$ 600,000	\$ 630,000	\$ 661,500	\$ 694,575	\$ 729,304	\$ 3,315,379
Vehicle	\$ 220,000	\$ 231,000	\$ 242,550	\$ 254,678	\$ 267,411	\$ 1,215,639
Fuel	\$ 60,000	\$ 63,000	\$ 66,150	\$ 69,458	\$ 72,930	\$ 331,538
<b>Subtotal Shuttle Operations</b>	<b>\$ 880,000</b>	<b>\$ 924,000</b>	<b>\$ 970,200</b>	<b>\$ 1,018,710</b>	<b>\$ 1,069,646</b>	<b>\$ 4,862,556</b>
Shuttle Management	\$ 150,000	\$ 157,500	\$ 65,375	\$ 173,644	\$ 182,326	\$ 828,845
<b>SUBTOTAL Operations &amp; Management</b>	<b>\$ 1,030,000</b>	<b>\$ 1,081,500</b>	<b>\$ 1,135,575</b>	<b>\$ 1,192,354</b>	<b>\$ 1,251,971</b>	<b>\$ 5,691,400</b>
Start-up Expenses	\$ 66,000	-	-	-	-	\$ 66,000
<b>TOTAL</b>	<b>\$ 1,096,000</b>	<b>\$ 1,081,500</b>	<b>\$ 1,135,575</b>	<b>\$ 1,192,354</b>	<b>\$ 1,251,971</b>	<b>\$ 5,757,400</b>

Assumptions:

- Five percent escalation rate

TABLE 6-7: ESTIMATED ANNUAL OPERATING COSTS – OPTION B

Item	2017	2018	2019	2020	2021	5-Year Total
Labor	\$ 600,000	\$ 630,000	\$ 661,500	\$ 694,575	\$ 729,304	\$ 3,315,379
Vehicle	\$ 220,000	\$ 231,000	\$ 242,550	\$ 254,678	\$ 267,411	\$ 1,215,639
Fuel	\$ 60,000	\$ 63,000	\$ 66,150	\$ 69,458	\$ 72,930	\$ 331,538
<b>Subtotal Shuttle Operations</b>	<b>\$ 880,000</b>	<b>\$ 924,000</b>	<b>\$ 970,200</b>	<b>\$ 1,018,710</b>	<b>\$ 1,069,646</b>	<b>\$ 4,862,556</b>
Program Management	\$ 160,000	\$ 168,000	\$ 176,400	\$ 185,220	\$ 194,481	\$ 884,101
<b>SUBTOTAL Operations &amp; Management</b>	<b>\$ 1,040,000</b>	<b>\$ 1,092,000</b>	<b>\$ 1,146,600</b>	<b>\$ 1,203,930</b>	<b>\$ 1,264,127</b>	<b>\$ 5,746,657</b>
Start-up Expenses	\$ 72,000	-	-	-	-	\$ 72,000
<b>TOTAL</b>	<b>\$ 1,112,000</b>	<b>\$ 1,092,000</b>	<b>\$ 1,146,600</b>	<b>\$ 1,203,930</b>	<b>\$ 1,264,127</b>	<b>\$ 5,818,657</b>

Assumptions:

- Five percent escalation rate

## 6.6 FUNDING SOURCES

The City is proposing to pursue grant opportunities to fund the proposed shuttle service. As part of the City's ongoing application to the Alameda CTC Capital Improvement Program (CIP) process, the request for shuttle funding will be considered for multiple funding sources. Grant funding programs eligible to fund shuttle services are detailed in **Table 6-8** below, including the fund sources that will be evaluated through the Alameda CTC CIP process. Shuttle funding sources often have specific requirements such as matching

funding or cost effectiveness criteria that may limit the amount of funds awarded to a project. For instance, projects competing for funding through the BAAQMD programs are often limited in the amount of grant funds awarded by a cost effectiveness based evaluation (i.e. the more riders and therefore vehicle trips the shuttle service will effectively reduce relative to the cost of providing the shuttle service). The City can expect to need to secure grants from more than one source, which will also assist in meeting grant matching requirements. Identifying funding from a local source(s) will also assist in securing other grant funds. In general, the ability to demonstrate the proposed shuttle service's reduction of vehicle congestion and vehicle trips, support of priority development areas and disadvantaged communities, and regional benefits the service provides will support shuttle service grant requests.

In the event additional and/or local funding is required, the City could also consider pursuing the creation of a new local funding source. One option is the creation of a property based improvement district (PBID). Pursuit of a PBID would require a further study to define the district, benefits, proposed special assessment fees and a ballot process of affected property owners to consider approval.



TABLE 6-8: POTENTIAL FUNDING SOURCES

Grant Funding Program	Source of Revenue	Programming Agency	Revenue Potential	Eligibility Guidelines
<b>Alameda CTC (Through CIP Process)</b>				
Community Development Investment	Measure BB Sales Tax	ACTC	\$1.5M per year countywide	Transit that facilitates transit-oriented growth <ul style="list-style-type: none"> <li>• Eligibility includes transit operations</li> <li>• Revenue represents amount eligible for non-infrastructure component of this program</li> <li>• Maximum grant of \$500k for shuttle operations</li> <li>• 50% match required</li> </ul>
Transportation Fund for Clean Air (TFCA) Program Manager Funds <i>City/County Shares 70%</i>	Vehicle Registration Fee	ACTC	\$131k per year for Hayward (\$1.4M per year countywide)	Shuttle/Feeder Bus Service <ul style="list-style-type: none"> <li>• City of Hayward share of these funds currently oversubscribed</li> <li>• Project required to meet cost effectiveness standards for emissions reduced</li> <li>• Consideration in evaluation process for pilot project services as well as for services in Air District Community Air Risk Evaluation (CARE) areas</li> <li>• Coordination with local transit agency required</li> <li>• TFCA collected by the Bay Area Air Quality Management District (BAAQMD) and programmed by ACTC</li> </ul>
TFCA Program Manager Funds <i>Transit Discretionary 30%</i>	Vehicle Registration Fee	ACTC	\$586k per year countywide	Shuttle/Feeder Bus Service <ul style="list-style-type: none"> <li>• Programmed to transit-related projects on a discretionary basis</li> <li>• This component of the TFCA program is current oversubscribed</li> <li>• Project required to meet (and evaluated) on cost effectiveness standards for emissions reduced</li> <li>• Consideration in evaluation process for pilot project services as well as services in Air District CARE areas</li> <li>• Coordination with local transit agency required</li> <li>• TFCA collected by the BAAQMD and programmed by ACTC</li> </ul>

TABLE 6-8: POTENTIAL FUNDING SOURCES

Lifeline Transportation Program	State Transit Assistance Funds Section 5307 JARC	ACTC	\$3M per year countywide	New or enhanced fixed route transit services, restoration of Lifeline-related transit services and shuttle <ul style="list-style-type: none"> <li>• Cycle 5 of the program is anticipated to include FY17 funding</li> <li>• City may be required to partner with eligible transit agency for these fund sources</li> <li>• ACTC identifies the programming priority of the MTC program</li> </ul>
Transit Grant Program <i>Innovative and emerging transit projects</i>	Measure BB Sales Tax	ACTC	\$3M per year countywide	Innovative and emerging transit projects <ul style="list-style-type: none"> <li>• Priority for projects that contribute significantly to furthering countywide access to and expansion of transit services</li> <li>• Eligibility includes transit service expansion and preservation to provide congestion relief</li> </ul>
Transit Grant Program <i>Transit for Congestion Relief Program</i>	Vehicle Registration Fee	ACTC	\$2.85 M per year countywide	Maintain and improve the County's transportation network and promote the reduction of vehicle-related emissions through congestion relief, alternative transportation, or innovative transportation strategies <ul style="list-style-type: none"> <li>• Priority for projects that contribute significantly to furthering countywide access to and expansion of transit services</li> <li>• Eligibility includes transit service expansion and preservation to provide congestion relief</li> </ul>
<b>Bay Area Air Quality Management District (BAAQMD)</b>				
Regional TFCA Existing Shuttle/Feeder Bus Service and Rideshare Service	Vehicle Registration Fee	BAAQMD	Up to \$ 4 M (in 9 County Air District in FY 2017)	Pilot Trip Reduction —in CARE areas or Priority Development Areas (PDAs) <ul style="list-style-type: none"> <li>• FY2018 guidelines expected to be available in Summer 2017</li> <li>• Project required to meet cost effectiveness standards for emissions reduced</li> <li>• Projects prioritized on cost effectiveness</li> <li>• Consideration in evaluation for Pilot Project services as well as for services in Air District CARE areas</li> <li>• Coordination with local transit agency required</li> <li>• Cannot be combined with TFCA Program Manager funding</li> </ul>

## 6.7 NEXT STEPS

As the City moves forward to implement the shuttle service on the Winton Loop Hybrid Route, next steps to consider include first securing funding, and then once the funding plan is solidified and approved to implement the service. The steps are outlined below:

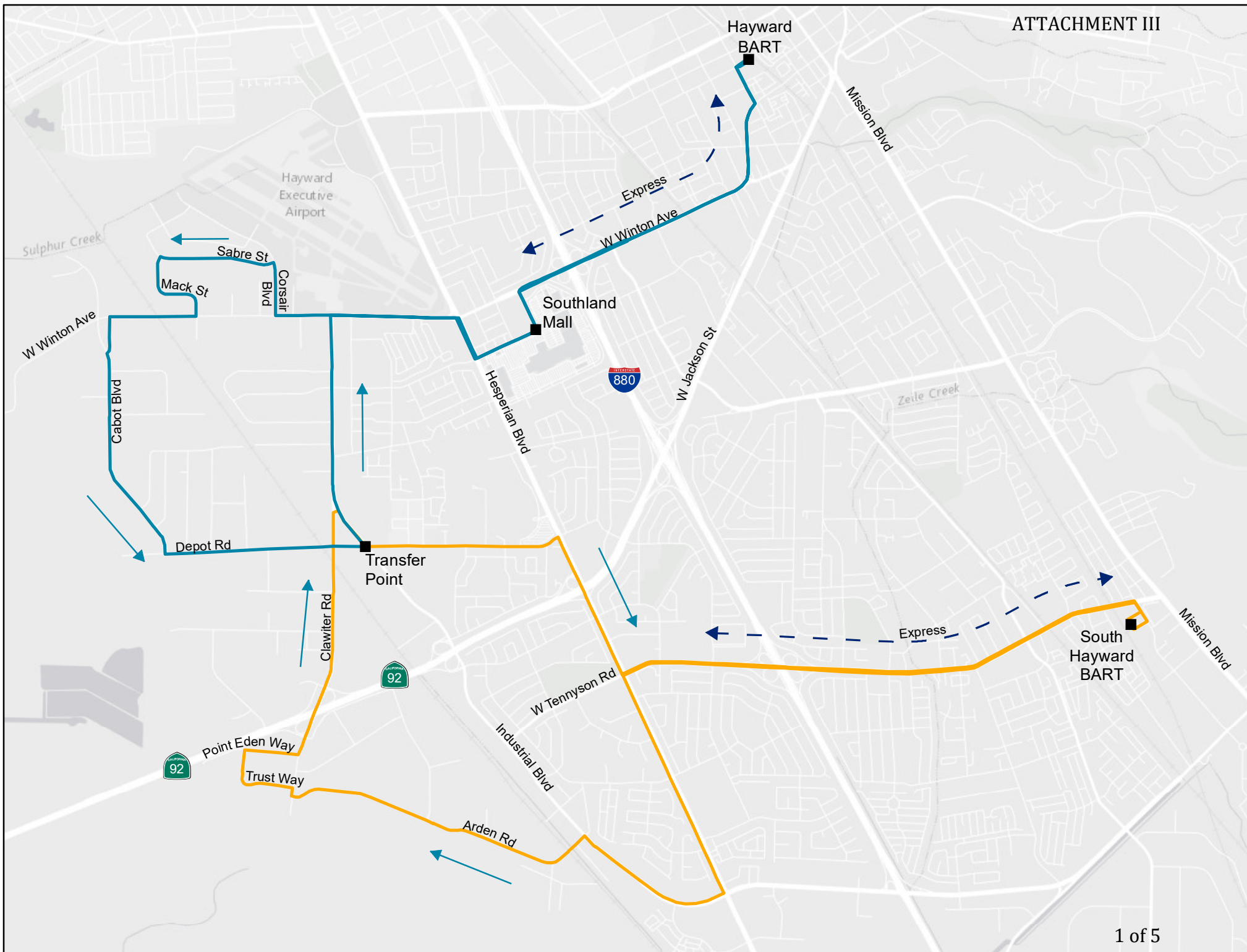
### *Secure Funding*

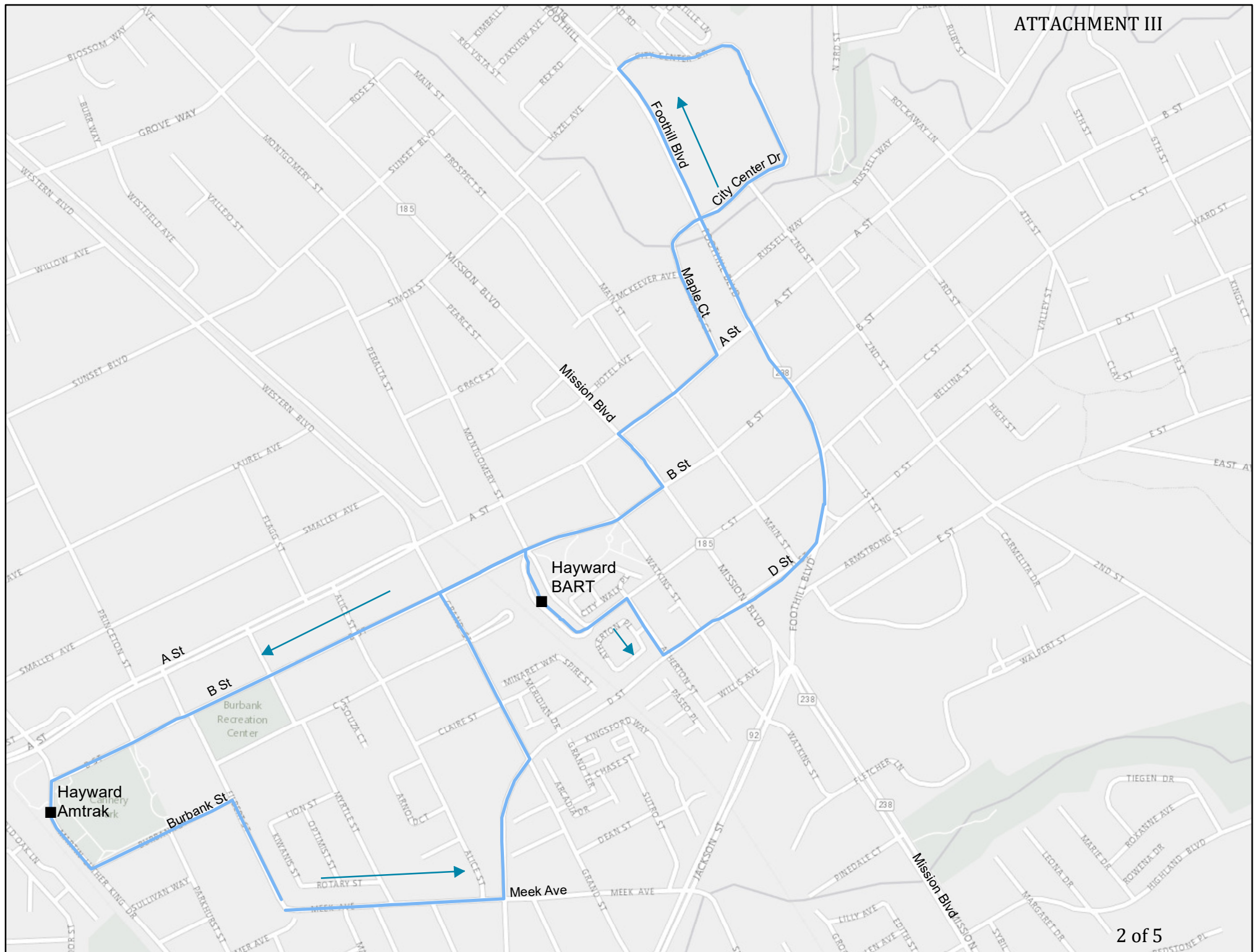
- Identify City staff to:
  - Secure commitments for local fund sources
  - Build community support for the project
  - Monitor ACTC CIP Process
  - Monitor BAAQMD for release of the Regional TFCA Shuttle program and evaluate the application opportunity (late Spring/early Summer)

### *Once Funding Plan Identified and Approved*

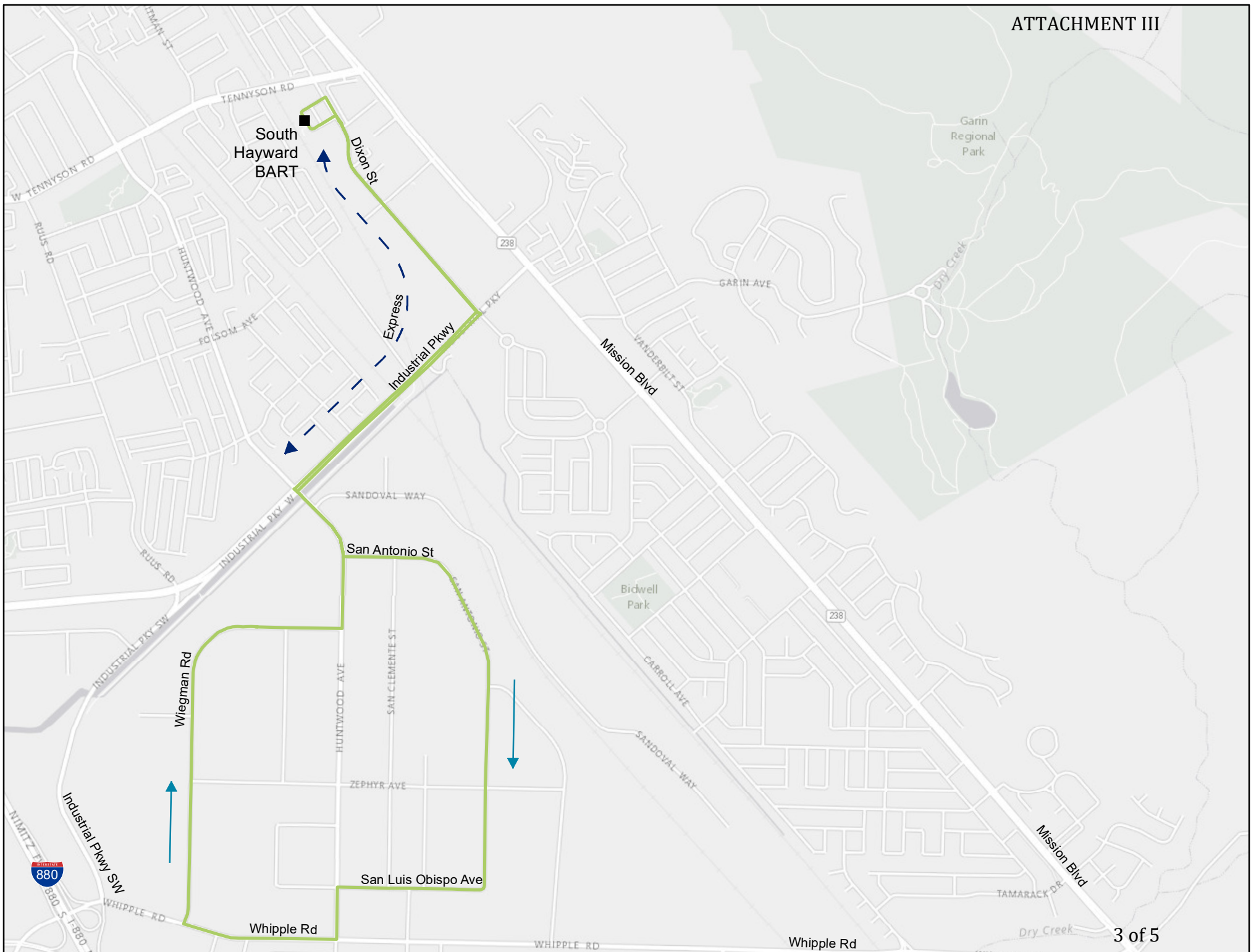
- Execute funding / grant agreements
- Draft RFP scope (for program manager or operations contract)
  - Ensure procurement process meets grant requirements
- Initiate outreach discussion on how to inform the community of the new service
- RFP process (based on option selected, may include more than one RFP)
  - Release, evaluate and award contract
- Service implementation
  - Service branding/route guides/website
  - Coordination with other transit operators
  - Development of shuttle operation protocols & reporting templates
- Bus stop signage tasks
- Develop marketing plan and implement
- Agree on shuttle operations contractor schedule for responsibilities, including
  - Vehicle procurement
  - Vehicle storage facility
  - Vehicle maintenance resources
  - Establishment of fueling resources
  - Operator recruitment & retention
  - Insurance

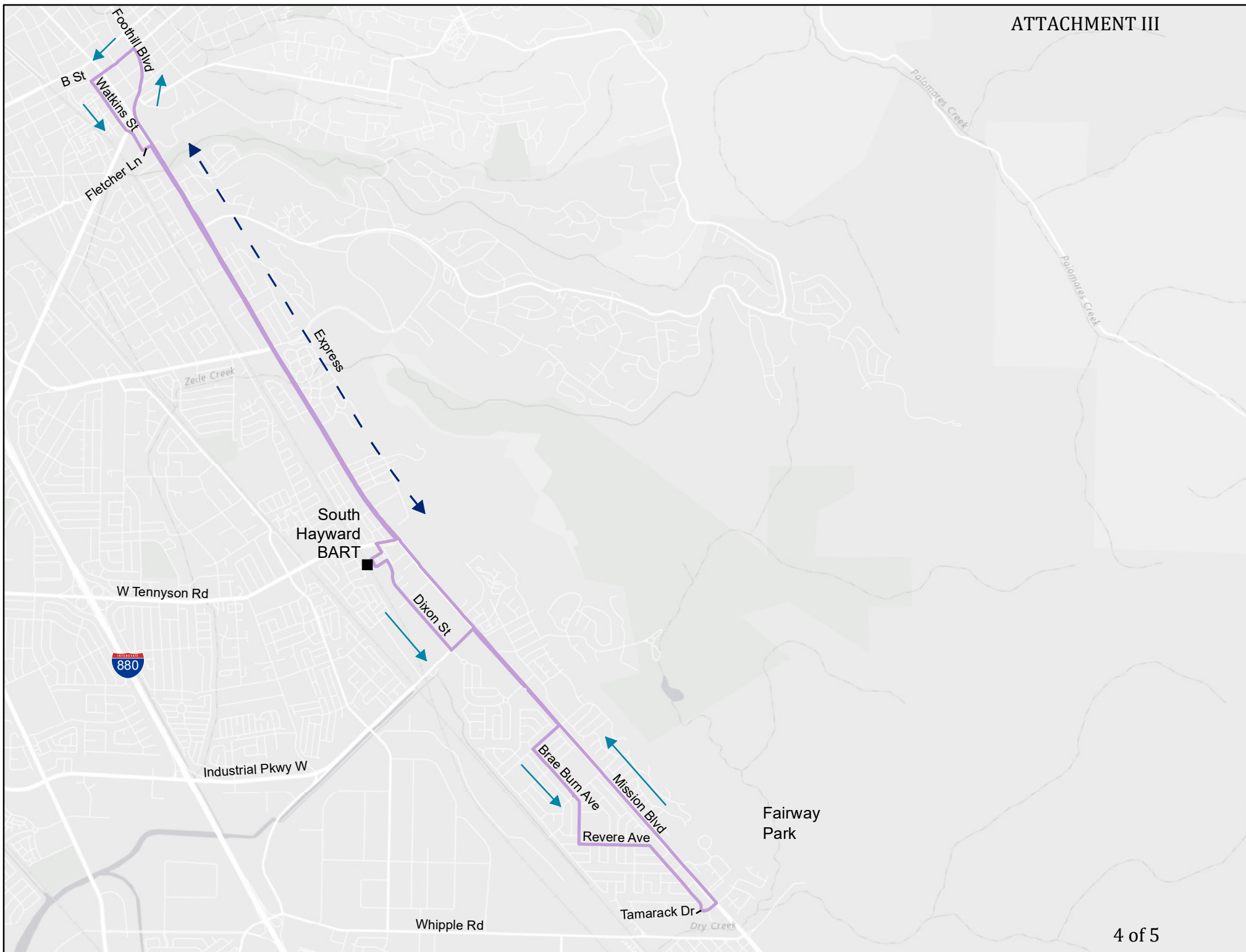




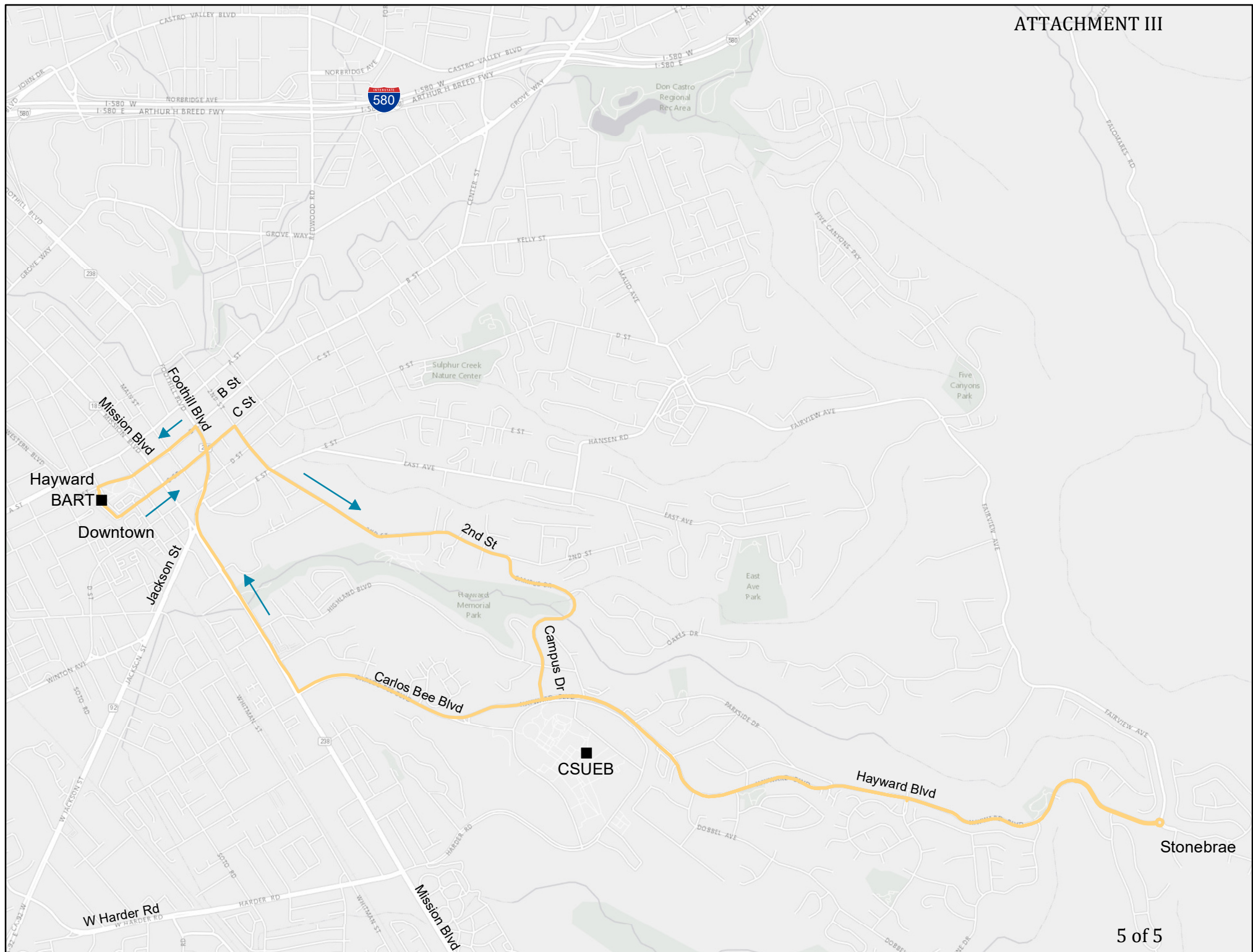




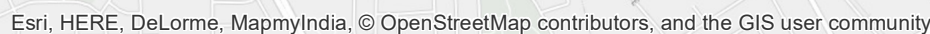




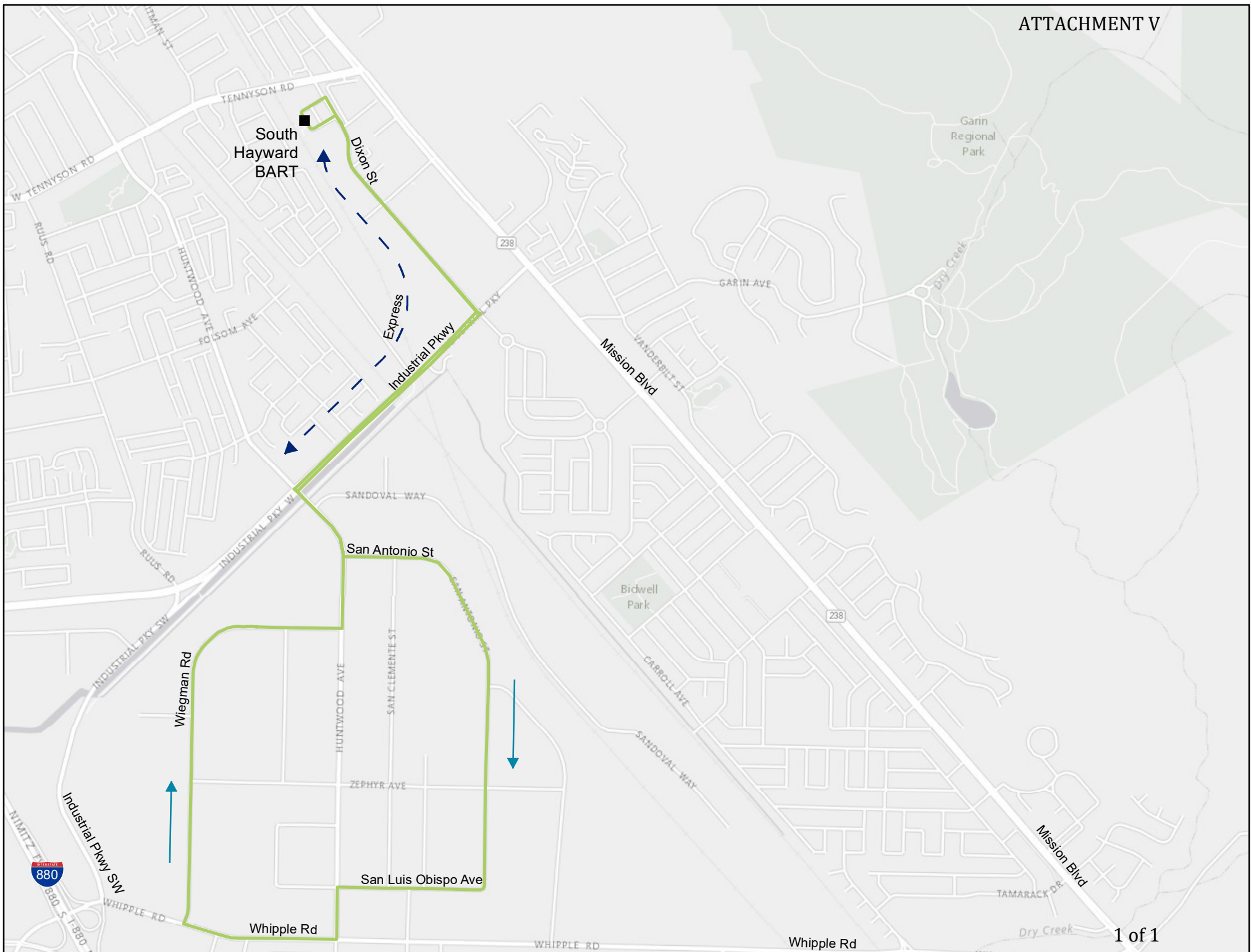




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# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** PH 17-084

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** Director of Human Resources

**SUBJECT**

Adoption of a Resolution of Intention and Introduction of an Ordinance Approving an Amendment to the Contract Between the City of Hayward and the California Public Employees Retirement System (CalPERS) for Miscellaneous Members in Unrepresented Executive and Council Appointed Officer Groups

**RECOMMENDATION**

That the City Council adopts the Resolution of Intention to approve an amendment to the City of Hayward's contract with CalPERS, introduces an Ordinance to approve the contract amendment, and authorizes staff to execute the contract.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Resolution Authorizing Intention to Approve Amendment to the Contract between the City and CalPERS
Attachment III	Ordinance Authorizing an Amendment to the Contract between the City and CalPERS
Attachment IV	Exhibit to the Ordinance - Sample Amendment to CalPERS Contract



DATE: September 19, 2017

TO: Mayor and City Council

FROM: Director of Human Resources

SUBJECT Adoption of a Resolution of Intention and Introduction of an Ordinance  
Approving an Amendment to the Contract Between the City of Hayward and the  
California Public Employees Retirement System (CalPERS) for Miscellaneous  
Members in Unrepresented Executive and Council Appointed Officer Groups

## RECOMMENDATION

That the City Council adopts the Resolution of Intention to approve an amendment to the City of Hayward's contract with CalPERS, introduces an Ordinance to approve the contract amendment, and authorizes staff to execute the contract.

## BACKGROUND

On May 27, 2017, the City Council adopted Ordinance 17-05 approving the amendment to the City of Hayward's CalPERS miscellaneous contract for Classic and Public Employees' Pension Reform Act ("PEPRA") members, which authorized a 3% employee cost-share in accordance with Government Code Section 20516.

Under the terms of the current Unrepresented Salary and Benefits Resolution and the employment contracts for Council Appointed Officers, Unrepresented Executives and Council Appointed Officers will continue to pay the current employee contribution of 8% for classic members and 6.25% for PEPRA members in addition to a total of 3% of the employer's share, which has been phased in by one percent per year beginning in FY 2016. In addition to the 3% contribution of the employer's share, beginning on June 26, 2017, these employees will also contribute an additional 2%, for a total of 13% for classic members and a total of 11.25% for PEPRA members.

During discussions between the City Manager and the City's unrepresented executives, which includes the Assistant City Manager, Department Directors, and the Police and Fire Chiefs, executives expressed a desire for competitive salaries and benefits and were willing to contribute more toward the cost of fringe benefits, especially for CalPERS, due to increasing retirement costs. The City Manager explained to the executives that the City is not in a financial position to provide cost of living (COLA) or equity adjustments in FY 2018; however, the City is able to increase the stipend for the purchase, maintenance, updating, etc. of personal equipment used to perform their duties and to stay connected when out of the office for fiscal year 2018. In addition, executives were asked to contribute an additional two

percent (2%) to the CalPERS employer cost for a total cost share of five percent (5%) effective June 26, 2017. Executives acknowledge their role as leaders in the organization and understand the need for additional contributions to offset rising pension costs. Executives are also keenly aware of the fiscal challenges the City is facing, especially the need to reduce the growing unfunded liability for retirement benefits.

## DISCUSSION

The City contracts with CalPERS for retirement benefits. The existing CalPERS contract for Miscellaneous members (non-safety) requires Classic members (hired prior to January 1, 2013) to pay 8% of their salaries for the employees' share of retirement costs. PEPRAs (hired on or after January 1, 2013 and receiving overall lower retirement benefits than Classic members) are required to contribute at least 50% of the normal cost of PERS benefits, which is currently 12.50%. Therefore, PEPRAs contribute 6.25% of their salaries for the employees' share of retirement costs. The City currently contributes 27.4% for each miscellaneous member's retirement for FY 2018.

Currently under the current CalPERS contract, Unrepresented Executives and Council Appointed Officers are contributing 3% towards the employer share. The proposed contract amendment will increase that amount an additional 2%, for a total of 5% in FY 2018. This employee contribution toward the employer rate shall be credited to each member's account as a normal contribution effective the first pay period following 30 days of the adoption of the final Ordinance. This action by the Council to amend the CalPERS agreement to reflect the negotiated contributions will allow the FY 2018 deductions to commence.

## STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Priorities.

## FISCAL IMPACT

As CalPERS rates continue to increase, it is noteworthy that all the City's bargaining groups cost share and contribute to the employer's share of the PERS rate. The City of Hayward successfully negotiated contracts that are consistent with the City's philosophy that the cost of employee benefits must be shared to preserve the benefit levels and manage the City's expenses, allowing the City to preserve critical services to the community. This includes employee contributions toward the cost of their retirement benefits. The table below shows the rate that each bargaining unit is contributing, including the proposed contract amendments:

Table 1: Percentage of CalPERS employer share paid by employee.

Bargaining Group	CalPERS Contract	Total CalPERS Cost Share Contribution (FY18)
HAME	Miscellaneous	3.0%
Local 21	Miscellaneous	3.0%
Unrepresented	Miscellaneous	3.0%
<b>Unrep Exec/Council Appointed</b>	<b>Miscellaneous</b>	<b>5.0%</b>
SEIU	Miscellaneous	4.5%
HPOA Classic	Safety	6.0%
HPOA PEPR	Safety	3.0%
Local 1909 Classic	Safety	6.0%
Local 1909 PEPR	Safety	5.25%

The approximate cost savings for the Unrepresented Executive and Council Appointed Officer Groups in fiscal year 2018 because of the additional 2% contribution will be \$31,935.32 (LB 17-027).

#### NEXT STEPS

Human Resources staff will work with Finance Department staff to complete the contract amendment process. The final reading of the Ordinance will be presented during a Public Hearing on October 17, 2017. If approved, the Ordinance will take effect on November 16, 2017. The contract amendment will be effective November 27, 2017.

Prepared by: Ali Adams, Human Resources Analyst II

Recommended by: Nina S. Collins, Director of Human Resources

Approved by:



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Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 17-

Introduced by Council Member \_\_\_\_\_

RESOLUTION AUTHORIZING INTENTION TO APPROVE AN  
AMENDMENT TO CONTRACT BETWEEN THE BOARD OF  
ADMINISTRATION, CALIFORNIA PUBLIC EMPLOYEES RETIREMENT  
SYSTEM AND THE CITY OF HAYWARD

WHEREAS, the Public Employees' Retirement Law permits the participation of public agencies and their employees in the Public Employees' Retirement System by the execution of a contract, and sets forth the procedure by which said public agencies may elect to subject themselves and their employees to amendments to said Law; and

WHEREAS, one of the steps in the procedures to amend this contract is the adoption by the governing body of the public agency of a resolution giving notice of its intention to approve an amendment to said contract, which resolution shall contain a summary of the change proposed in said contract; and

WHEREAS, the following is a statement of the proposed change: To provide Section 20516 (Employees Sharing Additional Cost) of an additional 2% for local miscellaneous members in the Council Appointed Group and the Unrepresented Executive Employees Group.

NOW, THEREFORE, BE IT RESOLVED that the governing body of the above agency does hereby give notice of intention to approve an amendment to the contract between said public agency and the Board of Administration of the Public Employees' Retirement System, a copy of said amendment being attached hereto, as an "Exhibit" and by this reference made a part hereof.

IN COUNCIL, HAYWARD, CALIFORNIA \_\_\_\_\_, 2017



ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:  
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward

ORDINANCE NO. 17-

AN ORDINANCE AUTHORIZING THE AMENDMENT OF THE CONTRACT BETWEEN THE CITY OF HAYWARD AND THE BOARD OF ADMINISTRATION OF THE CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM.

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. Provisions.

1. That an amendment between the City Council of the City of Hayward and the Board of Administration, California Public Employees' Retirement System is hereby authorized, a copy of said amendment being attached hereto, marked Exhibit, and by such reference made a part hereof as though herein set out in full.
2. The City Manager of the City of Hayward is hereby authorized, empowered, and directed to execute said amendment for and on behalf of the City of Hayward.

Section 2. Severance. Should any part of this ordinance be declared by a final decision of a court or tribunal of competent jurisdiction to be unconstitutional, invalid, or beyond the authority of the City, such decision shall not affect the validity of the remainder of this ordinance, which shall continue in full force and effect, provided that the remainder of the ordinance, absent the unexcised portion, can be reasonably interpreted to give effect to the intentions of the City Council.

Section 3. Effective Date. In accordance with the provisions of Section 620 of the City Charter, this ordinance shall become effective 30 days from and after the date of its adoption.

INTRODUCED at a regular meeting of the City Council of the City of Hayward, held the \_\_\_\_ day of \_\_\_\_, 2017, by Council Member \_\_\_\_\_.

ADOPTED at a regular meeting of the City Council of the City of Hayward, held the \_\_\_\_ day of \_\_\_\_, 2017, by the following votes of members of said City Council.

AYES: COUNCIL MEMBERS:

MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

APPROVED: \_\_\_\_\_  
Mayor of the City of Hayward

DATE: \_\_\_\_\_

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward



# EXHIBIT

California  
Public Employees' Retirement System

## AMENDMENT TO CONTRACT

Between the  
Board of Administration  
California Public Employees' Retirement System  
and the  
City Council  
City of Hayward

The Board of Administration, California Public Employees' Retirement System, hereinafter referred to as Board, and the governing body of the above public agency, hereinafter referred to as Public Agency, having entered into a contract effective October 1, 1950, and witnessed August 7, 1950, and as amended effective January 16, 1952, January 1, 1956, April 1, 1959, January 1, 1960, November 1, 1962, April 1, 1965, December 1, 1969, July 1, 1973, July 16, 1973, June 1, 1978, April 23, 1979, January 12, 1981, March 9, 1981, July 11, 1986, October 10, 1988, June 21, 1991, June 19, 1992, March 8, 1996, January 1, 2001, April 1, 2001, July 1, 2001, August 26, 2002, May 23, 2008, July 4, 2011, February 24, 2014, July 27, 2015, June 27, 2016, February 20, 2017 and June 26, 2017 which provides for participation of Public Agency in said System, Board and Public Agency hereby agree as follows:

- A. Paragraphs 1 through 16 are hereby stricken from said contract as executed effective June 26, 2017, and hereby replaced by the following paragraphs numbered 1 through 16 inclusive:
  - 1. All words and terms used herein which are defined in the Public Employees' Retirement Law shall have the meaning as defined therein unless otherwise specifically provided. "Normal retirement age" shall mean age 55 for classic local miscellaneous members, age 62 for new local miscellaneous members, age 50 for classic local safety members and age 57 for new local safety members.

2. Public Agency shall participate in the Public Employees' Retirement System from and after October 1, 1950 making its employees as hereinafter provided, members of said System subject to all provisions of the Public Employees' Retirement Law except such as apply only on election of a contracting agency and are not provided for herein and to all amendments to said Law hereafter enacted except those, which by express provisions thereof, apply only on the election of a contracting agency.
3. Public Agency agrees to indemnify, defend and hold harmless the California Public Employees' Retirement System (CalPERS) and its trustees, agents and employees, the CalPERS Board of Administration, and the California Public Employees' Retirement Fund from any claims, demands, actions, losses, liabilities, damages, judgments, expenses and costs, including but not limited to interest, penalties and attorney fees that may arise as a result of any of the following:
  - (a) Public Agency's election to provide retirement benefits, provisions or formulas under this Contract that are different than the retirement benefits, provisions or formulas provided under the Public Agency's prior non-CalPERS retirement program.
  - (b) Any dispute, disagreement, claim, or proceeding (including without limitation arbitration, administrative hearing, or litigation) between Public Agency and its employees (or their representatives) which relates to Public Agency's election to amend this Contract to provide retirement benefits, provisions or formulas that are different than such employees' existing retirement benefits, provisions or formulas.
  - (c) Public Agency's agreement with a third party other than CalPERS to provide retirement benefits, provisions, or formulas that are different than the retirement benefits, provisions or formulas provided under this Contract and provided for under the California Public Employees' Retirement Law.
4. Employees of Public Agency in the following classes shall become members of said Retirement System except such in each such class as are excluded by law or this agreement:
  - a. Local Fire Fighters (herein referred to as local safety members);
  - b. Local Police Officers (herein referred to as local safety members);
  - c. Employees other than local safety members (herein referred to as local miscellaneous members).

5. In addition to the classes of employees excluded from membership by said Retirement Law, the following classes of employees shall not become members of said Retirement System:
  - a. **PERSONS EMPLOYED AFTER JANUARY 16, 1952 AS CROSSING GUARDS; AND**
  - b. **PERSONS EMPLOYED AFTER JANUARY 30, 1959 AS PART-TIME LIFEGUARDS AND PART-TIME LIBRARY AIDES.**
6. The percentage of final compensation to be provided for each year of credited prior and current service for classic local miscellaneous members in employment before and not on or after August 26, 2002 shall be determined in accordance with Section 21354 of said Retirement Law, subject to the reduction provided therein for service on and after January 5, 1956, the effective date of Social Security coverage, and prior to December 30, 1980, termination of Social Security, for members whose service has been included in Federal Social Security (2% at age 55 Full and Modified).
7. The percentage of final compensation to be provided for each year of credited prior and current service for classic local miscellaneous members in employment on or after August 26, 2002 shall be determined in accordance with Section 21354.4 of said Retirement Law, subject to the reduction provided therein for service on and after January 1, 1956, the effective date of Social Security coverage, and prior to December 30, 1980, termination of Social Security, for members whose service has been included in Federal Social Security (2.5% at age 55 Full and Modified).
8. The percentage of final compensation to be provided for each year of credited prior and current service as a new local miscellaneous member shall be determined in accordance with Section 7522.20 of said Retirement Law (2% at age 62 Full).
9. The percentage of final compensation to be provided for each year of credited prior and current service as a classic local safety member shall be determined in accordance with Section 21362.2 of said Retirement Law (3% at age 50 Full).
10. The percentage of final compensation to be provided for each year of credited prior and current service as a new local safety member shall be determined in accordance with Section 7522.25(d) of said Retirement Law (2% at age 57 Full).
11. Public Agency elected and elects to be subject to the following optional provisions:
  - a. Section 21573 (Third Level of 1959 Survivor Benefits) for local safety members only.

- b. Sections 21624 and 21626 (Post-Retirement Survivor Allowance) for local safety members only.
- c. Section 20042 (One-Year Final Compensation) for classic members only.
- d. Section 21635 (Post-Retirement Survivor Allowance to Continue After Remarriage) for local safety members only.
- e. Section 21024 (Military Service Credit as Public Service).
- f. Section 21027 (Military Service Credit for Retired Persons).
- g. Section 21551 (Continuation of Pre-Retirement Death Benefits After Remarriage of Survivor).
- h. Section 21022 (Public Service Credit for Periods of Lay-Off) for local miscellaneous members only.
- i. Section 21574 (Fourth Level of 1959 Survivor Benefits) for local miscellaneous members only.
- j. Section 20903 (Two Years Additional Service Credit).
- k. Section 20965 (Credit for Unused Sick Leave) for local fire members only.
- l. Section 21547.7 (Alternate Death Benefit for Local Fire Members Credited with 20 or More Years of Service).
- m. Section 20516 (Employees Sharing Cost of Additional Benefits):

Section 21362.2 (3% @ 50) effective January 1, 2001 and Section 20042 (One-Year Final Compensation) effective January 12, 1981 for classic local fire members. The employee cost sharing contribution is not to exceed 15.607%. The maximum employee cost sharing contribution is the normal cost plus the increase in the accrued liability due to the benefit improvement amortized over 20 years. In no event shall the employee cost sharing contribution attributable to the unfunded liability remain in effect beyond June 30 preceding the 20th anniversary of the effective date of the additional benefits. Therefore, after June 30, 2020, in any given contribution year, the maximum employee cost sharing contribution cannot exceed 5.986%.

Section 21362.2 (3% @ 50) effective July 1, 2001 and Section 20042 (One-Year Final Compensation) effective April 23, 1979 for classic local police members. The employee cost sharing contribution is not to exceed 13.882%. The maximum employee cost sharing contribution is the normal cost plus the increase in the accrued liability due to the benefit improvement amortized over 20 years. In no event shall the employee cost sharing contribution attributable to the unfunded liability remain in effect beyond June 30 preceding the 20th anniversary of the effective date of the additional benefits. Therefore, after June 30, 2021, in any given contribution year, the maximum employee cost sharing contribution cannot exceed 5.505%.

n. Section 20516 (Employees Sharing Additional Cost):

From and after February 24, 2014, 3.75% for new local fire members.

From and after July 27, 2015, 2.25% for new local police members.

From and after February 20, 2017, 5.25% for new local fire members in the International Association of Firefighters Local 1909.

From and after February 20, 2017, 3% for new local police members in the Hayward Police Officers' Association.

From and after June 26, 2017, 3% for local miscellaneous members in the Hayward Association of Management Employees Group, International Federation of Professional and Technical Engineers Local 21, Unrepresented Group, Management, Human Resources, and City Attorneys and City Managers Group.

From June 26, 2017 and until the effective date of this amendment to contract, 3% for local miscellaneous members in the Unrepresented Executive Group and Council Appointed Employees Group.

From and after the effective date of this amendment to contract, 5% for local miscellaneous members in the Unrepresented Executive Group and Council Appointed Employees Group.

The portion of the employer's contribution that the member agrees to contribute from his or her compensation, over and above the member's normal contribution ("Cost Sharing Percentage"), shall not exceed the Employer Normal Cost Rate, as that rate is defined in the CalPERS Actuarial Valuation for the relevant fiscal year. If the Cost Sharing Percentage will exceed the relevant Employer Normal Cost Rate, the Cost Sharing Percentage shall automatically be reduced to an amount equal to, and not to exceed, the Employer Normal Cost Rate for the relevant fiscal year.



12. Public Agency, in accordance with Government Code Section 20790, ceased to be an "employer" for purposes of Section 20834 effective on June 1, 1978. Accumulated contributions of Public Agency shall be fixed and determined as provided in Government Code Section 20834, and accumulated contributions thereafter shall be held by the Board as provided in Government Code Section 20834.
13. Public Agency shall contribute to said Retirement System the contributions determined by actuarial valuations of prior and future service liability with respect to local miscellaneous members and local safety members of said Retirement System.
14. Public Agency shall also contribute to said Retirement System as follows:  
A187
  - a. Contributions required per covered member on account of the 1959 Survivor Benefits provided under Section 21574 of said Retirement Law. (Subject to annual change.) In addition, all assets and liabilities of Public Agency and its employees shall be pooled in a single account, based on term insurance rates, for survivors of all local safety members.
  - b. Contributions required per covered member on account of the 1959 Survivor Benefits provided under Section 21574 of said Retirement Law. (Subject to annual change.) In addition, all assets and liabilities of Public Agency and its employees shall be pooled in a single account, based on term insurance rates, for survivors of all local miscellaneous members.
  - c. A reasonable amount, as fixed by the Board, payable in one installment within 60 days of date of contract to cover the costs of administering said System as it affects the employees of Public Agency, not including the costs of special valuations or of the periodic investigation and valuations required by law.
  - d. A reasonable amount, as fixed by the Board, payable in one installment as the occasions arise, to cover the costs of special valuations on account of employees of Public Agency, and costs of the periodic investigation and valuations required by law.
15. Contributions required of Public Agency and its employees shall be subject to adjustment by Board on account of amendments to the Public Employees' Retirement Law, and on account of the experience under the Retirement System as determined by the periodic investigation and valuation required by said Retirement Law.

16. Contributions required of Public Agency and its employees shall be paid by Public Agency to the Retirement System within fifteen days after the end of the period to which said contributions refer or as may be prescribed by Board regulation. If more or less than the correct amount of contributions is paid for any period, proper adjustment shall be made in connection with subsequent remittances. Adjustments on account of errors in contributions required of any employee may be made by direct payments between the employee and the Board.

B This amendment shall be effective on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

BOARD OF ADMINISTRATION  
PUBLIC EMPLOYEES' RETIREMENT SYSTEM

CITY COUNCIL  
CITY OF HAYWARD

BY \_\_\_\_\_  
ARNITA PAIGE, CHIEF  
PENSION CONTRACTS AND PREFUNDING  
PROGRAMS DIVISION  
PUBLIC EMPLOYEES' RETIREMENT SYSTEM

BY \_\_\_\_\_  
PRESIDING OFFICER

\_\_\_\_\_  
Witness Date

Attest:

\_\_\_\_\_  
Clerk



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** LB 17-038

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**DATE:** September 19, 2017

**TO:** Mayor and City Council

**FROM:** City Attorney and City Clerk

**SUBJECT**

Introduction of Ordinance Amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code to provide for increased membership to the Library Commission

**RECOMMENDATION**

That the Council introduces an ordinance amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code ("HMC") to provide for increased membership on the Library Commission.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Ordinance



DATE: September 19, 2017

TO: Mayor and City Council

FROM: City Attorney and City Clerk

SUBJECT Introduction of Ordinance Amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code to provide for increased membership to the Library Commission

#### RECOMMENDATION

That the Council introduces an ordinance amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code ("HMC") to provide for increased membership on the Library Commission.

#### SUMMARY

Following the July 25, 2017 annual Board/Commission/Task Force interviews, the City Council expressed an interest in increasing the number of members on the Library Commission from seven (7) to nine (9), with the intent that the increase would benefit the Commission in light of the new 21<sup>st</sup> Century Library which is anticipated to create new services.

This report and accompanying ordinance recommend that the City Council introduce an ordinance amending [Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code](#) to increase the number of seats on the Library Commission.

#### BACKGROUND

The Library Commission currently consists of seven (7) members, one of whom is designated Chairman. In 1974, the membership of the Library Commission was increased from five (5) to seven (7) members. This change was accomplished by means of an amendment to Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code (Ordinance 74-028), introduced on October 1, 1974, and adopted October 15, 1974.

#### DISCUSSION

To increase the number of members of the Library Commission, it is necessary to introduce and adopt an ordinance amending Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code. The amendment will change the number of Library Commission members from seven (7) to nine (9). One of the seats is to have a two-year term and the other seat is to

have a four-year term, remaining consistent with the staggered terms currently in place for all commission members. Therefore, City staff recommends revising Chapter 2, Article 3, Section 2-3.50 of the Hayward Municipal Code.

When the amendment to Chapter 2, Article 3, Section 2-3.50 is approved by the City Council, the City Clerk's office will work with MuniCode to update the Code accordingly.

## STRATEGIC PRIORITIES

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

## FISCAL IMPACT

There is no fiscal impact associated with increasing the number of seats on the Library Commission.

## PUBLIC CONTACT

If introduced, the City Clerk will publish a legal notice of the introduction of the ordinance prior to its adoption in the manner provided in the Charter.

## NEXT STEPS

If introduced on September 19, 2017, the City Council will consider adoption of the ordinance on September 26, 2017. The ordinance would become effective thirty days after adoption.

Prepared and Recommended by: Michael S. Lawson, City Attorney  
Miriam Lens, City Clerk

Approved by:



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Kelly McAdoo, City Manager

ORDINANCE NO. 17-

AN ORDINANCE AMENDING CHAPTER 2, ARTICLE 3, SECTION 2-3.50 OF THE HAYWARD MUNICIPAL CODE TO INCREASE THE NUMBER OF LIBRARY COMMISSIONERS FROM SEVEN (7) TO NINE (9)

THE CITY COUNCIL OF THE CITY OF HAYWARD DOES ORDAIN AS FOLLOWS:

Section 1. Provisions

Chapter 2, Article 3, of the Hayward Municipal Code is hereby amended by amending the following section to read as follows:

SEC. 2-3.50 – LIBRARY COMMISSION. MEMBERS.

The Library Commission shall consist of nine (9) members, one (1) of whom shall be designated Chairman in the manner provided in Section 904 of the Charter. Members of the Library Commission shall serve to the expiration of their present terms of office and the appointment and qualifications of their successors.

Section 2. Effective Date.

In accordance with the provisions of Section 620 of the City Charter, this ordinance shall become effective 30 days from and after the date of its adoption.

INTRODUCED at a regular meeting of the City Council of the City of Hayward, held the \_\_\_\_ day of \_\_\_\_, 2017, by Council Member \_\_\_\_\_.

ADOPTED at a regular meeting of the City Council of the City of Hayward, held the \_\_\_\_ day of \_\_\_\_, 2017, by the following votes of members of said City Council.

AYES: COUNCIL MEMBERS:

MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

APPROVED: \_\_\_\_\_  
Mayor of the City of Hayward

DATE: \_\_\_\_\_

ATTEST: \_\_\_\_\_  
City Clerk of the City of Hayward

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney of the City of Hayward