

CITY OF HAYWARD

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



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Tuesday, September 11, 2018

7:00 PM

**Matt Jimenez Community Center
28200 Ruus Road, Hayward, CA 94544**

City Council

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

SPECIAL CITY COUNCIL MEETING**CALL TO ORDER Pledge of Allegiance: Council Member Peixoto****ROLL CALL****PUBLIC COMMENTS**

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

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

1. [CONS 18-559](#) Resolution Supporting Two League of California Cities Policy Resolutions Being Considered at the 2018 League of California Cities Annual Business Meeting

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

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.

2. [WS 18-030](#) Update on the Implementation of the Three Council Strategic Initiatives Two-Year Action Plans: Complete Streets, Complete Communities, and Tennyson Corridor (Report from City Manager McAdoo)

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

CITY MANAGER'S COMMENTS

Oral reports 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 18, 2018, 7:00 PM

PUBLIC COMMENT RULES

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

PLEASE TAKE NOTICE

That 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

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

File #: CONS 18-559

DATE: September 11, 2018

TO: Mayor and City Council

FROM: City Manager

SUBJECT

Resolution Supporting Two League of California Cities Policy Resolutions Being Considered at the 2018 League of California Cities Annual Business Meeting

RECOMMENDATION

That the City Council adopts a Resolution supporting two League of California Cities policy resolutions that will be considered at the 2018 League of California Cities Annual Business Meeting.

SUMMARY

The League of California Cities (League) 2018 Annual Conference is scheduled for September 12-14, 2018 in Long Beach, California. The League's Annual Business (General Assembly) Meeting, that take place on September 14, 2018, is where voting delegates from member municipalities vote on the League policy resolutions that are being considered. The resolutions approved by the League's General Assembly become League policy. Per previous City Council action, Assistant City Manager Hurtado will be attending the conference and will serve as the City's voting delegate on these resolutions.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Resolution



DATE: September 11, 2018

TO: Mayor and City Council

FROM: City Manager

SUBJECT: Resolution Supporting Two League of California Cities Policy Resolutions Being Considered at the 2018 League of California Cities Annual Business Meeting

RECOMMENDATION

That the City Council adopts a Resolution supporting two League of California Cities policy resolutions that will be considered at the 2018 League of California Cities Annual Business Meeting.

SUMMARY

The League of California Cities (League) 2018 Annual Conference is scheduled for September 12-14, 2018 in Long Beach, California. The League's Annual Business (General Assembly) Meeting, that takes place on September 14, 2018, is where voting delegates from member municipalities vote on the League policy resolutions that are being considered. The resolutions approved by the League's General Assembly become League policy. Per previous City Council action, Assistant City Manager Hurtado will be attending the conference and will serve as the City's voting delegate on these resolutions.

BACKGROUND

Policy development is a vital and ongoing process within the League of California Cities. The principle means for deciding policy on the important issues facing California cities is through the League's seven standing policy committees and the board of directors. The process allows for timely consideration of issues in a changing environment and assures city officials the opportunity to both initiate and influence League policy decisions. Annual Conference resolutions are an additional way to develop League policy.

Two League policy resolutions have been introduced for consideration at the 2018 League of California Cities Annual Conference. The purpose of this report is to provide information about these two resolutions and to obtain direction from Council regarding the City's official position on each resolution.

In accordance with the League of California Cities bylaws, the Hayward City Council designated Assistant City Manager Maria Hurtado to serve as the City's Voting Delegate at the 2018 League of California Cities Annual Conference ([Resolution No. 18-154](#)) to represent the

Council's position on League policy matters being considered at the League's Annual Business (General Assembly) Meeting.

DISCUSSION

A summary of each of the two League policy resolutions being considered at the Annual Conference is provided below along with staff recommendations. A complete copy of both League resolutions, including background information and the League's staff analysis, is also available in the [2018 League of California Cities Annual Conference Resolutions Packet](#).¹

League Policy Resolution No. 1:

Title: A Resolution of the League of California Cities Calling Upon the League to Respond to the Increasing Vulnerabilities to Local Municipal Authority, Control, and Revenue, and Explore the Preparation of a Ballot Measure and/or Constitutional Amendment that Would Further Strengthen Local Democracy and Authority.

Summary:

League Policy Resolution No. 1 was introduced out of concern over a number of recent measures coming from the state Legislature and the initiative process that attempt to roll back local control and hinder cities from providing optimal services for their residents. Recent examples of such efforts are provided as part of the background material provided on Page 6 of the [League's Annual Conference Resolutions Packet](#). (Ref. Footnote No. 1).

The authors of this resolution maintain that, "local government, when done right, is the best form of democracy precisely because it is closest to home." It is further posited that a ballot measure and/or constitutional amendment will provide the state's voters the opportunity to further strengthen local authority and maintain the role of local democracy to best preserve their local quality of life while still leaving the appropriate issues at the county, regional, or state levels – depending on the topic.

Staff Recommendation: Support.

League Policy Resolution No. 1 is consistent with the City Council's adopted General Legislative Principles, including:

A. Enhancing Revenue Sources:

- 1) Support the protection or expansion of federal, state, and local funding sources that provide revenue to the City; and

¹ League of CA Cities Annual Conference Resolutions Packet Link: <http://www.cacities.org/Resources-Documents/Policy-Advocacy-Section/Policy-Development/Annual-Conference-Resolutions/2018-Annual-Conference-Resolution-Packet>

- 2) Oppose any federal or state legislation, policies, programs, referenda, unfunded mandates and budgets that would have an adverse impact on the City's ability to provide adequate programs, projects, and services.

B. Maintaining Home Rule Authority:

- 1) Support any legislation, policies, referenda, and budgets that maintain or improve local regulatory control and authority; and
- 2) Oppose any legislation, policies, referenda, and budgets that undermine or circumvent the City Charter.

League Policy Resolution No. 2:

Title: A Resolution of the League of California Cities Declaring its Commitment to Support the Repeal of Preemption in [California Food and Agriculture Code § 11501.1\(a\)](#) that Prevents Local Governments from Regulating Pesticides.

Summary:

League Policy Resolution No. 2 directs the League to endorse the repeal of a statute that preempts local regulation of pesticides. It also encourages both the state and the League to study the negative impacts of anticoagulant rodenticide and address the inability of cities to regulate the use of rodenticides and pesticides. Specifically related to anticoagulant rodenticides, this resolution would:

- A. Encourage the state to fund research into the negative impacts and a potential restriction or ban;
- B. Direct the League to consider creating a task force to study and report on the unintended negative consequences of its use;
- C. Encourage cities and property owners to eliminate its use; and
- D. Encourage cities to join advocacy efforts against its use.

The complete version of League Policy Resolution No. 2 is available on Page 15 of the [League's Annual Conference Resolutions Packet](#) (Ref. Footnote No. 1). The background information leading to this recommended policy, and the League's staff analysis, is also provided in this section of the Annual Conference Resolutions Packet.

Staff Recommendation: Support.

This resolution is consistent with the following City Council adopted General Legislative Principle:

Maintaining Home Rule Authority:

- 1) Support any legislation, policies, referenda, and budgets that maintain or improve local regulatory control and authority; and
- 2) Oppose any legislation, policies, referenda, and budgets that undermine or circumvent the City Charter.

FISCAL AND ECONOMIC IMPACT

There are no immediate fiscal or economic impacts to the City that are associated with this report. However, both proposed League of California Cities policy resolutions aim to prevent efforts to diminish local authority, control, and access to public revenues. Consequently, the Hayward City Council's action will help establish League policy and subsequent political action that, in concert with the League members, can influence state legislation and regulations that in turn impact the City's level of local authority and access to public resources over the long-term.

STRATEGIC INITIATIVES

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

PUBLIC CONTACT

The agenda for this item was posted in compliance with the California Brown Act and does not require additional public notice.

NEXT STEPS

As the City of Hayward's designated voting delegate, Assistant City Manager Hurtado will represent the Council's vote at the 2018 League of California Cities Annual Business (General Assembly) Meeting on September 14, 2018.

Prepared by: David Korth, Assistant to the City Manager

Recommended by: Maria A. Hurtado, Assistant City Manager

Approved by:



Kelly McAdoo, City Manager

HAYWARD CITY COUNCIL

RESOLUTION NO. 18-

Introduced by Council Member _____

RESOLUTION SUPPORTING TWO LEAGUE OF CALIFORNIA CITIES POLICY RESOLUTIONS BEING CONSIDERED AT THE 2018 LEAGUE OF CALIFORNIA CITIES ANNUAL MEETING.

WHEREAS, The League of California Cities is scheduled to conduct its annual meeting from September 12-14, 2018 in Long Beach, California; and

WHEREAS, as a member in good standing with the League of California Cities, the City of Hayward is entitled to vote on policy matters that come before the League at its Annual Business (General Assembly) Meeting, scheduled to take place on September 14, 2018; and

WHEREAS, in accordance with League of California Cities bylaws, the Hayward City Council adopted Hayward Resolution No. 18-154 on July 3, 2018 designating Assistant City Manager Maria A. Hurtado to serve as the City's Voting Delegate at the 2018 League of California Cities Annual Conference; and

WHEREAS, two League policy resolutions will be considered at the League's 2018 Annual Conference; and

WHEREAS, both of the League policy resolutions are consistent with and supportive of the Hayward City Council's adopted General Legislative Principles.

NOW, THEREFORE, BE IT RESOLVED that the Hayward City Council hereby directs Assistant City Manager Hurtado as its 2018 League of California Cities Annual Conference Voting Delegate to vote in support of both of the following League policy resolutions during the League's Annual Business (General Assembly) meeting:

Resolution No. 1: A Resolution of the League of California Cities Calling Upon the League to Respond to the Increasing Vulnerabilities to Local Municipal Authority, Control, and Revenue, and Explore the Preparation of a Ballot Measure and/or Constitutional Amendment that Would Further Strengthen Local Democracy and Authority.

Resolution No. 2: A Resolution of the League of California Cities Declaring its Commitment to Support the Repeal of Preemption in California Food and Agriculture Code §11501.1 (a) that Prevents Local Governments from Regulating Pesticides.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2018

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

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

File #: WS 18-030

DATE: September 11, 2018

TO: Mayor and City Council

FROM: City Manager

SUBJECT

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

RECOMMENDATION

That Council accepts and comments on the progress report on the implementation of the two-year Strategic Initiative Action Plans.

SUMMARY

On June 20, 2017, the City Council adopted Two-Year Action Plans for the Council's three Strategic Initiatives: Complete Communities; Complete Streets; and the Tennyson Corridor. This staff report provides a six-month status update on the implementation progress and recommends focus implementation areas for this second and final year. The two-year action plans for each of the three strategic initiatives are attached with detailed information on the specific goals and objectives, milestones, and tasks (Attachments II, III, and IV).

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Complete Streets Updated Action Plan
Attachment III	Complete Communities Updated Action Plan
Attachment IV	Tennyson Corridor Updated Action Plan



DATE: September 11, 2018

TO: Mayor & City Council

FROM: City Manager

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

RECOMMENDATION

That Council accepts and comments on the progress report on the implementation of the two-year Strategic Initiative Action Plans.

SUMMARY

On June 20, 2017, the City Council adopted Two-Year Action Plans for the Council's three Strategic Initiatives: Complete Communities, Complete Streets, and the Tennyson Corridor. This staff report provides a six-month status update on the implementation progress and recommends focus implementation areas for this second and final year. The two-year action plans for each of the three strategic initiatives are attached with detailed information on the specific goals and objectives, milestones, and tasks (Attachments II, III, and IV).

BACKGROUND

In November 2016, the City Council held a Council priority setting retreat where they identified three strategic initiatives for the next two years: Complete Streets; Complete Communities; and Tennyson Corridor. These initiatives support the Council's priorities of Safe, Clean, Green, and Thriving. Council's identification of these strategic initiatives helped staff better understand Council's priorities, align current projects and strategies within these strategic initiative focus areas, and apply resources and staff time more intentionally.

On [June 20, 2017](#), the City Council adopted three Strategic Initiative Two-Year Action Plans for Complete Communities, Complete Streets, and the Tennyson Corridor and directed staff to return to Council every six-months to provide a status update on the implementation. Council received the first status update on [January 20, 2018](#) and received a 2nd update via an informational report on [July 10, 2018](#).

DISCUSSION

Over the past year, staff made significant progress on milestones outlined in each of the two-year action plans. This report outlines the various accomplishments since January 2018. This report also recommends more specific focus implementation areas this next and final year of the two-year action plans, after lessons learned from delays that occurred in the first-year of implementation caused by staffing vacancies and other competing priorities.

Below is a summary of the various milestones completed and recommended focus areas for FY 2019 for each of the three strategic initiatives.

COMPLETE STREETS STRATEGIC INITIATIVE

The Complete Streets Strategic Initiative identified the following three goals:

1. Prioritize safety for all modes of travel;
2. Provide complete streets that balance the diverse needs of users of the public right-of-way; and
3. Maintain sufficient funding to provide for existing and future transportation facility and service needs, including the operation and maintenance of the transportation system.

Since January 2018, the following major milestones were accomplished:

- ***NEIGHBORHOOD TRAFFIC CALMING PROGRAM ADOPTION (GOAL 1, TASK 1.A.1)***
Staff and TKJM, Inc. developed a Neighborhood Traffic Calming Program (NTCP) to address frequently voiced neighborhood traffic safety concerns such as speeding, cut-through traffic, and bicycle and pedestrian safety. City Council adopted the program on July 3, 2018.
- ***MISSION BOULEVARD PHASE 2 & 3 CORRIDOR IMPROVEMENTS (GOAL 2, TASK 2.A.3)***
Staff has begun Phase 2 Construction on the Mission Boulevard Corridor Improvements, which occur from Industrial Parkway to the south City limit near Blanche Street.
- ***DEVELOP A BICYCLE AND PEDESTRIAN MASTER PLAN AND SAFE ROUTES TO SCHOOL PLAN (GOAL NO. 2, TASK 2.A.4)***
Staff and Kittleson & Associates officially began the development of the Citywide Bicycle and Pedestrian Master Plan Update. They are currently analyzing current conditions to identify gaps in the network for bicyclists and pedestrians.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation:

- ***COMPLETE CITYWIDE INTERSECTION STUDY (GOAL NO. 1, TASK 1.A.1)***
Evaluate existing and future conditions, identify deficiencies, provide recommendations and prioritize transportation infrastructure needs at key intersections throughout the City. The study will also develop a capital improvement plan to address transportation-related impacts associated with new developments.
- ***TENNYSON ROAD COMPLETE STREETS FEASIBILITY STUDY (GOAL NO. 1, TASK 1.C.1)***
Develop conceptual plans for Tennyson Road and coordinate/align the future project with the Tennyson Corridor Strategic Initiative.
- ***HAYWARD BOULEVARD TRAFFIC CALMING AND SAFETY PROJECT (GOAL NO. 1, TASK 1.C.2)***
Develop conceptual plans for Hayward Boulevard, so staff can apply for local, regional, and federal grants.
- ***IMPLEMENT THE MAIN STREET COMPLETE STREET PROJECT (GOAL NO. 2, TASK 2.A.2)***
Engage with the public to introduce the conceptual plans that have been developed and select street section(s) to begin design work.
- ***MISSION BOULEVARD PHASE 2 & 3 CORRIDOR IMPROVEMENTS (GOAL 2, TASK 2.A.3)***
Begin the construction on Phase 3 of the Mission Boulevard Corridor Improvements which improves Mission Boulevard from “A” Street to the north City limit near Rose Street.

COMPLETE COMMUNITIES STRATEGIC INITIATIVE

The three goals in the Complete Communities Strategic Initiative are:

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

Since January, the following major milestones were accomplished:

- ***IMPROVING QUALITY OF LIFE FOR RESIDENTS, BUSINESSES OWNERS, AND COMMUNITY MEMBERS IN ALL HAYWARD NEIGHBORHOODS (GOAL NO. 1, TASK 1.B.1.A)***
In FY2018, the Neighborhood Improvement Program (NIP) Grant initiative awarded two grants to support murals to deter graffiti: \$5,000 was awarded to support the painting of a mural in Palma Ceia Park, and \$10,000 was awarded in support of the Hayward Book-to-Action immigration themed mural in South Hayward.

- ***ESTABLISH COMMUNITY NEIGHBORHOOD EMERGENCY RESPONSE TEAM (GOAL NO. 1, TASK 1.D.1.B)***

Staff completed the development of the new Neighborhood Emergency Response Team (NERT) program, which is being rolled out in FY2019. Staff created a webpage and flyers to help with recruitment. The goal for FY2019 is to host twelve NERT classes in South Hayward to train 240 community members.

- ***IDENTIFY DEVELOPMENT PROJECTS TO RECEIVE FIRST ROUND A1 FUNDING (GOAL 2, OBJECTIVE 2.B.1.B)***

The City released a Notice of Funding Availability (NOFA) for the development of affordable housing on April 30, 2018. The NOFA identifies affordable housing projects consistent with the City's priorities to receive city affordable housing funds. The maximum loan amount under the NOFA is ten percent of the total development costs. Projects awarded funds will be required to restrict a minimum of 20 percent of the total affordable units to provide housing for extremely low-income households. The City Council approved scoring criteria on March 20, 2018, which prioritizes housing for special needs populations.

- ***EXPLORE MEASURES TO PREVENT HOUSING DISPLACEMENT (GOAL 2, OBJECTIVE 2.D.2.B)***

On May 29, 2018, Council approved a moratorium on decontrol of rental units under the Residential Rent Stabilization Ordinance (RRSO) to pause decontrol of housing units while this component of the ordinance can be evaluated. Council also approved amendments to the RRSO to clarify that the Eviction for Cause provisions are applicable to all units covered under the ordinance included decontrolled units.

- ***ANALYZE HOME SAFETY PROGRAMS (WEED ABATEMENT PR) (GOAL NO. 2, TASK 2.D.3.D)***

The City launched specialized software (3Di) in May 2018 to streamline customer service interactions related to weed abatement issues. The platform gives customers visual feedback on what actions are needed to increase defensible space and reduce fire risk.

- ***INDUSTRIAL ZONING UPDATE (GOAL NO. 3, ACTION 3.A.1)***

Staff is reviewing the draft regulations. Staff will present to the Planning Commission at a study session in October 2018 and to Council in early 2019.

- ***DEVELOP SHORELINE MASTER PLAN (GOAL NO. 3, ACTION 3.A.2)***

The City received a Caltrans grant for \$509,000 to complete the Master Plan study. The project will kickoff in October 2018, including hiring a consultant. Staff estimates completion in approximately February of 2021.

- ***REFINE DOWNTOWN SPECIFIC PLAN (GOAL NO. 3, ACTION 3.A.3)***

Staff is currently reviewing the draft Specific Plan and Draft Code. The Public review draft is anticipated for winter 2018, with ultimate adoption by April 2019.

- **REVISE AND UPDATE FORM-BASED CODE (GOAL NO. 3, ACTION 3.A.4)**
The City Council approved a contract in May 2018 to use Lisa Wise Consulting to prepare the update. The kickoff meeting was held in July 2018.
- **REVIEW PARK IN-LIEU FEES (GOAL NO. 3, ACTION 3.B.1)**
The City selected Community Attributes Inc to prepare the nexus study through a competitive RFP process. Work on the nexus study began in May 2018 and is expected to conclude by March 2019.
- **ASSESS THE VIABILITY OF DEVELOPING A VACANT BUILDING ORDINANCE (GOAL NO. 3, ACTION 3.C.1)**
Staff assessed the viability through a series of empathy interviews and drafted an ordinance with the goal of establishing an enforcement processes to protect neighborhoods from distressed vacant buildings. Staff will present the draft ordinance to Council in winter 2018.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation.

- Continue ongoing work on the Notice of Funding Availability (NOFA) and the Residential Rent Stabilization Ordinance (RRSO).
- Continue ongoing work on each of the Regulatory Toolkit items:
 - Industrial Zoning Update
 - Shoreline Master Plan
 - Downtown Specific Plan
 - Form-Based Code
 - Park In-Lieu Fees
 - Vacant Building Ordinance
- *Explore ways to facilitate public art (Goal 1, Task 1.c.3)*
Finalize workplan with a comprehensive community outreach strategy and explore funding options to explore public art.
- *Facilitate economic development and growth opportunities within communities (Goal 1, Task 1.c.4)*
Expedite hiring of Economic Development Specialists to increase capacity and to develop a business incubator.
- *Introduce pro-equity practices aligned with Anti-Discrimination Action Plan (ADAP) in the major functions of city government (Goal 1, Task 1.e.2)*
Finalize City workplan and priorities in coordination with the Community Task Force.

TENNYSON CORRIDOR STRATEGIC INITIATIVE

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

1. Work with the community to create a Vision Plan for the Corridor;
2. Increase pedestrian and cyclist safety;
3. Improve community appearance;
4. Foster a cohesive sense of place; and
5. Improve community resiliency;

Since January, the following major milestones were accomplished:

- **CONDUCT EMPATHY INTERVIEWS WITH KEY STAKEHOLDERS AND A DIVERSE SET OF COMMUNITY MEMBERS TO PREPARE FOR VISIONING SESSIONS (GOAL 1, TASK 1.A.1)**

- Through an outreach grant from the Davenport Institute, the City partnered with the Chabot College Student Initiative Center (SIC) to interview over 200 community members and stakeholders over the past six months.
- Staff launched a website, online survey, and interactive map, which can be found at: www.Hayward-ca.gov/TennysonThrives
- The Chabot students translated their interviews into an art exhibit that was displayed at City Hall the week of May 21 (Needles in the HayStack).
- Through an outreach grant from the Water Board, the City is currently partnering with Rising Sun Energy Center to conduct interviews specifically around water and urban greening along the Corridor.

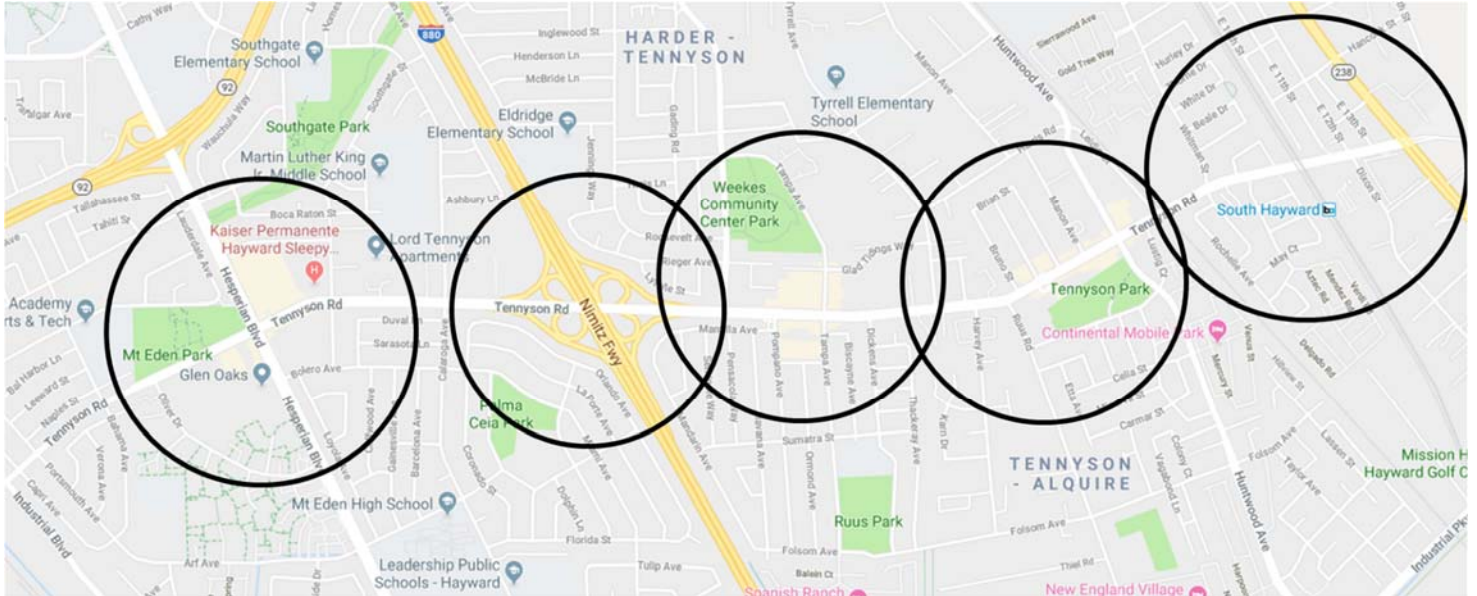
- **HOST COMMUNITY VISIONING SESSIONS (GOAL 1, TASK 1.A.2)**

Staff has worked with the Chabot College SIC to trend the data collected into the following five draft Opportunity Areas. Staff is looking for input from Council on these five Areas at the September 11, 2018 meeting. Each Opportunity Area is divided into solutions that focus on investment in place and solutions that focus on investment in people.

Investment in Place		Investment in People	
	Design, Land Use, Infrastructure		Programs and Partnerships
I	Dynamic Public Spaces and Amenities		Engaged and Well-Resourced Communities
II	Unique Neighborhood Identities		Vibrant and Proud Communities
III	Green and Resilient Environments		Healthy and Prepared Communities
IV	Diverse Transportation Options		Active and Connected Communities
V	Diverse Housing Options		Stable and Rooted Communities

The Chabot SIC will direct their energies to creating, testing, and vetting solutions that focus on people. They held their first visioning session at Palma Ceia park in July 2018, which was attended by more than 300 community members. They will host several more visioning sessions this fall.

Staff is exploring a partnership with Cal Poly's Planning Department to create and vet physical design solutions that focus on the places along the Tennyson Corridor. They will be doing this through the lens of focus nodes. The five draft focus nodes are below. Staff is also looking for input from Council on these.



- ***IDENTIFY AND PILOT POSSIBLE PEDESTRIAN AND BIKE PATH IMPROVEMENTS IN COORDINATION WITH DEVELOPMENT OF THE COMPLETE STREETS FEASIBILITY PLAN (GOAL 2, TASK 2.A.2), AND PARTNER WITH BIKE EAST BAY TO PROVIDE CLASSES AND SAFETY EQUIPMENT (TASK 2.B.1)***

These tasks have been folded into the on-going Bike and Ped Masterplan Update, which has a Technical Advisory Group that includes Bike East Bay. There will be several popup events in FY2019 associated with this update. Staff spent several dozen hours over the past six months assessing the costs and constraints associated with popup bike lanes and continues to evaluate where and when such an event would be most impactful with the least amount of risk. In addition, staff partnered over the past six months to assist the planners of the Bike Rodeo on June 30th from 11am to 3pm at Mt. Eden Park.

- ***UPDATE EXISTING LANDSCAPING ALONG THE CORRIDOR (GOAL 3, TASK 3.A.1)***
Staff has completed updates to the landscape surrounding the South Hayward BART Station. Staff has begun the manual preparations to upgrade medians on the eastern end of the Corridor. Staff will continue to upgrade medians throughout FY2019.
- ***USE DATA AND EVIDENCE DRIVEN APPROACHES TO ADDRESS ILLEGAL DUMPING (GOAL 3, TASK 3.B.1)***
Over the past six months, staff has created data governance goals and a data inventory in partnership with Bloomberg Philanthropies' What Works Cities Initiative. Based on this work, staff has prioritized evaluating and updating the structure of Access Hayward.

- ***DEVELOP A FAÇADE IMPROVEMENT PROGRAM FOR BUSINESSES (GOAL 3, TASK 3.C.3)***
Staff has conducted extensive outreach to small businesses on Tennyson Road to inform them of the City's façade improvement program. Thus far, 16 businesses have been approved for the program, at \$10,000 each. Three businesses have completed their upgrades.
- ***EXPAND THE DOWNTOWN STREETS TEAM (DST) TO THE CORRIDOR (GOAL 3, TASK 3.B.2)***
Since January, DST has been cleaning Tennyson Rd every Wednesday-Friday from 8am-12pm. DST currently has 31 Team Members. 10 individuals have reached beyond 90-day employment and 17 people have gone from homeless to housed.
- ***PARTNER WITH KEEP HAYWARD CLEAN AND GREEN (KHCG) ON EVENTS IN THE CORRIDOR (GOAL 3, TASK 3.B.3)***
Over the past six months, there were cleanups at Tyrell Elementary on February 24 and Ruus Park on March 24, as well as the annual citywide cleanup at Weekes Park on May 12.
- ***SUPPORT AND DEVELOP SUSTAINABLE NEIGHBORHOOD-BASED FUNDING FOR SMALL PROJECTS (GOAL 4, TASK 4.B.2)***
The FY2019 budget includes additional Neighborhood Improvement Program funding to support small neighborhood projects. Staff is partnering with the Chabot College SIC to improve the grant funding model, including adding a participatory element.
- ***EXPLORE POSSIBILITY OF A SECOND HAYWARD FARMER'S MARKET LOCATION ALONG THE TENNYSON CORRIDOR (GOAL 4, TASK 4.B.3)***
Economic Development staff is in conversation with the Agricultural Institute of Marin (AIM) about a potential market in South Hayward. AIM is reviewing the feasibility of a second location.
- ***EXPANSION OF THE CITY'S BRACE AND BOLT PROGRAM (GOAL 5, TASK 5.C.3)***
The program has expanded its pool of FEMA certified contractors available to complete projects. Targeted outreach to low-income census tracts with potential eligible applicants is ongoing.
- ***COORDINATE WITH LOCAL SERVICE PROVIDERS AND TRANSIT AGENCIES TO PROMOTE THE CITY'S PARATRANSIT PROGRAM (GOAL 5 TASK 5.D.2.)***
The Community Services Division has commissioned a City of Hayward Needs Assessment to identify service gaps in the following areas: transportation, housing, health services, and employment. The assessment is scheduled for completion in Fall FY2019. The HOP is partnering with the City of Fremont and LIFE Eldercare to contract with transportation network company LYFT to serve seniors and people with disabilities. The service is scheduled to launch in Winter FY2019.

- ***TARGET OUTREACH FOR THE EBCE, PAYS, CYES, WATER REBATE, GRID ALTERNATIVE AND SUN SHARES PROGRAMS TO RESIDENTS AND PROPERTY MANAGERS ALONG TENNYSON (GOAL 5 TASK 5.E.2.)***

East Bay Energy Watch's Smart Light Program came to the Tennyson Corridor last winter. They visited 199 businesses and conducted 34 energy audits. In addition, staff received grant funding to hire additional CYES staff to work specifically in the Tennyson neighborhoods during this 2018 summer.

Recommended Focus Areas for FY 2019:

Staff recommends the following focus areas for second-year implementation:

- Continue Vision Plan efforts:
 - Partner with the Chabot College Student Initiative Center (SIC) to conduct charettes and idea-generating sessions with stakeholder groups
 - Partner with the SIC to pilot participatory neighborhood improvement grant giving and coaching
 - Host a series of coordination meetings with community leaders and initiatives in South Hayward, including the Hayward Promise Neighborhood, the South Hayward Family Center, and the Hayward Area Recreation and Park District
 - Pursue the partnership with the Cal Poly Planning Department for the physical design element of the Vision Plan
- Continue installing landscape improvements in the Corridor medians
- Continue work on the Bike & Pedestrian Master Plan and start work on the Tennyson Corridor Complete Streets Feasibility Study, including convening Bike East Bay and other partners as part of the technical advisory group
- Continue implementation and expansion of the Façade Improvement Program to businesses along the Corridor
- Continue partnering with the Downtown Streets Team and Keep Hayward Clean & Green to provide cleanup services along the Corridor
- Implement the Neighborhood Emergency Response Team program, focusing on partner organizations and schools along the Corridor

FISCAL IMPACT

There are no fiscal impacts resulting from this informational report.

STRATEGIC INITIATIVES

This staff report provides an update on the implementation of the three Council's strategic initiatives.

NEXT STEPS

Staff will next present to Council in early 2019 at a Council Retreat to re-affirm strategic initiatives and/or identify other strategic initiatives for the upcoming two years.

Prepared by: Rod Affonso, Streets Manager
Allen Baquilar, Senior Civil Engineer
Lucky Narain, Senior Management Analyst
Richard Nield, Landscape Manager
Mary Thomas, Management Analyst
Sandi Wong, IT Solutions Analyst

Recommended by: Maria A. Hurtado, Assistant City Manager

Approved by:



Kelly McAdoo, City Manager



COMPLETE STREETS STRATEGIC INITIATIVE

TWO-YEAR ACTION PLAN (FY 2018 & 2019) – Update as of June 29, 2018

ACTION/ TASK	START DATE	DUE DATE	STATUS	COMMENT
1.a.1 Complete Citywide Intersection Study	November 2018	December 2019		Present <i>Existing Conditions Analysis</i> to Council Infrastructure Committee in January 2018. Staff augmentation needed to continue project.
1.b.1 Neighborhood Traffic Calming Program Adoption	September 2016	July 2018		Council adopted on July 3, 2018. Staff will now be able to utilize the program to identify and prioritize traffic calming improvements throughout the City.
1.b.2 Incorporate design standards and best practices in complete streets roadway design and update standard details	Ongoing	December 2019		Preparation of RFP in December 2018 will include project scoping and determination of schedule and cost. Initiate after completion of Task 2.a.iv.
1.c.1 Tennyson Road Complete Streets Feasibility Study.	November 2018	December 2019		Prepare RFP in late 2018. Aligns with the Tennyson Corridor Strategic Initiative . Study will develop a concept plan for Tennyson Road. Staff will then apply for ACTC grant in Spring 2019.
1.c.2 Hayward Blvd Traffic Calming and Safety Project.	November 2018	September 2019		Develop a concept plan for Hayward Blvd and apply for local, regional, and federal grant in Summer 2019.
2.a.1 Continue implementation of existing repair and rehabilitation programs: <ul style="list-style-type: none"> • Sidewalk Repair Program • Pavement Rehab Program • Wheelchair Ramp Program 	Ongoing	Ongoing		Number of complete street elements are added, improved, or repaired under these programs including sidewalks, curb ramps, bike lanes and crosswalks.
2.a.2 Implement Main Street Complete Street Project	October 2018	March 2019		Alameda CTC awarded a \$1.675 million grant towards the construction of this project. Staff to complete RFP for design work in October 2017. Award contract January 2018. Construction: March 2019 – May 2020.
2.a.3 Mission Blvd Phase 2&3 Corridor Improvements	November 2017	June 2019		Construction has started on Phase 2. Phase 3 to start construction Summer 2019.
2.a.4 Develop Modal Priorities for Arterial and Major Collector Streets. Use work done as part of Central County Complete Street Project as a base and refine and update per community and Council feedback and priorities.	January 2019	August 2019		Awaiting staff augmentation. Will build off Countywide Multimodal Arterial Plan
2.a.5 Develop a Multi-Modal Level of Service Standard.	December 2018	May 2019		Awaiting staff augmentation. Will build off Countywide Multimodal Arterial Plan

ACTION/ TASK	START DATE	DUE DATE	STATUS	COMMENT
2.a.6 Develop a Bicycle and Pedestrian Master Plan and Safe Routes to School Plan	January 2018	April 2019		RFP issued in August. Proposals received September 23. City Staff and Consultant team currently determining and analyzing the existing Bicycle and Pedestrian conditions/improvements within the City.
2.a.7 Complete Shuttle Feasibility Study and implement a first mile/last mile connector service to serve areas underserved by existing transit services.	Completed			Completed. Presented to Council on 9/19/17. AC Transit will augment service starting in 2018. Re-evaluate need for shuttle in two years.
2.a.8 Downtown Specific Plan.	Ongoing	April 2019		Aligns with the Complete Communities Strategic Initiative . DTSP will contain a robust complete streets component.
2.a.9 Continue staff training to ensure that all new development and redevelopment projects incorporate complete streets elements.	Ongoing	Ongoing		This is an ongoing task to refine processes and train staff internally.
3.a.1 Determine feasibility of Traffic Impact Fee as a permanent revenue source for development/retrofit of complete streets.	April 2019	November 2019		Need to complete the City-wide Intersection Improvement and Multimodal LOS studies before moving forward with this task. Initiate after completion of Task 1.a.i.
3.a.2 Identify priority corridors throughout the City and develop projects consistent with City's long-term vision and goal. Such projects have a higher likelihood of being funded through grants.	October 2018	May 2019		This will be done as part of developing modal priority in the Citywide Multimodal Plan & Citywide Intersection Improvement Study. Similar projects include Task 1.4.a, Tennyson Road Complete Streets Feasibility Plan. Initiate after completion of Tasks 2.a.iv and 2.a.v.
3.a.3 Pursue regional, state and federal grant opportunities related to complete streets implementation.	Ongoing	Ongoing		Staff apply for grants every year. Proposed Traffic Impact Fees could be set aside that could provide matching funds for grants.
3.a.4 Evaluate how complete streets projects can be incorporated into the CIP on a prioritized basis.	Ongoing	Ongoing		All roadway projects will incorporate elements of Complete Streets Policy
3.b.1 Develop and implement best practices related to ongoing maintenance of facilities.	Ongoing	Ongoing		

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

COMPLETE COMMUNITIES STRATEGIC INITIATIVE

TWO-YEAR ACTION PLAN (FY 2018 & 2019) – Update as of June 29, 2018

ACTION/ TASK	DUE DATE	STATUS	COMMENT
1.a.1. Support community-based public safety programs	September 2017 & 2018		Programs show continued success and growth with strong community support.
1.a.2. Create opportunities for outreach and education	September 2017 & 2018		In progress
1.a.3. Strengthen neighborhood connections	September 2017 & 2018		Educate Public about neighborhood watch, NIXLE and Nextdoor.
1.b.1. Work with neighborhood groups to promote and award Neighborhood Improvement Grants for placemaking projects to create neighborhood identity opportunities	June 2018		NEW: Aligns with Tennyson Corridor and Complete Streets Strategy Teams.
1.b.2.a. Incorporate Complete Communities checklist for new development	March 2018		New: Aligns with Tennyson Corridor and Complete Streets Strategy Teams.
1.b.2.b. Explore expansion of a second farmer’s market location	December 2018		New: Aligns with Tennyson Corridor Strategy Team.
1.c.1. Identify existing partnerships for collaboration with local faith-based and non-profit organizations	September 2017 & 2018		On schedule: FY19 agencies under contract. FY19 Biennial funds projects underway.
	September 2017 & 2018		On schedule. Partnerships developed to expand housing and transportation options for residents.
1.c.2. Create opportunities for businesses to engage locally, and work to engage with local small businesses	Jun-19		In progress. Program is adopted and is being implemented for Tennyson corridor. The City received several applications and two businesses have completed improvements.
1.c.3. Explore ways to facilitate public art	Mar-19		New: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
	Mar-19		In progress

ACTION/TASK	DUE DATE	STATUS	COMMENT
1.c.4. Facilitate economic development and growth opportunities within communities	Dec-17		Multiple incentive programs. Adopted in November 2017. Funding will be an issue over time.
	Jun-18		Project on hold due to lack of staff.
1.d.1. Increase City & neighborhood capacity to respond to emergencies	Jun-19		New: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline.
	Mar-18		Staff has completed the development of the new Neighborhood Emergency Response Team (NERT) program, which will be rolled out in FY19 when the program budget becomes available.
1.d.2. Provide opportunities for residents to increase their environmental sustainability	March & September 2018		In progress
1.e.1. Sponsor, support, and host events that celebrate and value Hayward’s diversity	Dec-18		In progress
1.e.2. Adopt and implement the Anti-Discrimination Action Plan (ADAP)	Mar-19		New: The process to develop a systemic approach to the introduction of equity and social justice goals aligned with ADAP will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline. Hiring and interviewing staff and adopt flexible timelines to account for daycare, etc.
	Jun-19		Ongoing - Various departments completed.
1.e.3. Equity and social justice values guide department operations, programs and service delivery	Jun-19		New: Operationalize ADAP goals throughout the organization. Ongoing
	Jun-19		New: Determine how the City can integrate the principals of “fair and just” in the delivery of City services. Ongoing
2.a.1. Create a centralized City division to address and promote equal housing opportunities for all people	Dec-17		Housing Division Manager, Management Analysts, Administrative Clerk have been hired. Recruitment started for Housing Specialist.
	Jun-18		1) One state grant will not be used because only applies to single family homes. 2) Rental housing empathy work was conducted. The City conducted several stakeholders meeting regarding housing affordability strategies.
	Mar-18		New: Applying for various sources of funding (Hazard Mitigation Grant Program, CPSE, etc.). Ongoing - Not mandatory, but instead a voluntary ordinance. Potential funding through FEMA, State funding and PACE.
	Jun-18		Recipients of Affordable housing loan funds are required to electronically report on tenant rent and income on either an annual or quarterly basis depending on the regulatory terms. On-site monitoring of borrowers’ files happens every 1 to 3 years depending on condition of property. Regular evaluation of compliance will resume once Housing Development Specialist is hired.

ACTION/TASK	DUE DATE	STATUS	COMMENT
2.b.1. Oversee the development of housing affordable to low and moderate-income households	Dec-17		Task complete. ADU Ordinance adopted by City Council on November 7, 2017 (Ordinance 17-16).
	Dec-17		On March 27, 2018, Council Authorized a Notice of Funding Availability (NOFA) to identify projects to receive Measure A1 bond funds. The NOFA was released on April 30, 2018. Applications were due on June 29, 2018. Staff will return to council in September 2018 to recommend projects.
	Mar-18		1) City discussing pre-development in the following areas: Depot Rd (Clauwiter), Mid Penn, Clearbrook, Eden. 2) Notice of Funding Availability released in April 2018 encourages development of housing for special needs and extremely low-income populations.
2.c.1. Achieve an adequate supply of decent, safe and affordable housing	September 2018 & 2019		Behind schedule – in progress
	June 2018 & 2019		Behind schedule – in progress
2.d.1. Identify adequate sites to encourage the development of a variety of housing for all income levels	Sep-17		The Affordable Housing Ordinance was updated in November 2017. Staff provided the information necessary to have the Master Fee Schedule for 2019 updated based on Council action.
2.d.2. Explore measures to prevent housing displacement	Mar-18		Ongoing. Affirmative Fair Marketing is a requirement for all affordable housing projects receiving funding under the NOFA.
	Jun-18		On May 29, 2018, Council approved a moratorium on the decontrol of rental units under the Residential Rent Stabilization Ordinance (RRSO) to pause decontrol of housing units while this component of the ordinance can be evaluated. Council also approved amendments to the RRSO to clarify that the Eviction for Cause provisions are applicable to all units covered under the ordinance included decontrolled units.
	Sep-18		Staff held stakeholder’s meetings in February and March 2018. Council considered implementing a mandatory mediation program. As a result of community concern regarding its effectiveness and inconclusive evidence from other jurisdictions, the discussion has been suspended. Council directed staff to evaluate tenant protection ordinance and tenant relocation assistance ordinance.
2.d.3. Mitigate any constraints to housing production and affordability	Mar-18		3/22 Proposing no mandatory ordinance because of the adverse impact on housing affordability. Instead, a voluntary ordinance is proposed.
	Sep-18		Ongoing
	Jun-18		Ongoing
	Jun-18		Specialized software (3Di) launched in May 2018 to streamline customer service interactions related to weed abatement issues.
3.a.1. Industrial Zoning Update	Jun-18		In progress: <ul style="list-style-type: none"> • Staff is reviewing draft regulations. • Study session with Planning Commission and City Council anticipated for summer 2018. • ETA for adoption winter 2018.

ACTION/TASK	DUE DATE	STATUS	COMMENT
3.a.2. Develop Shoreline Master Plan	Jun-19		In progress: Received Caltrans SB1 grant for total of \$509,000 to prepare the Shoreline Master Plan. Preparing Request for Proposals (RFP) for consultant services to be released in October 2018. Anticipated project completion in May 2020.
3.a.3. Refine Downtown Specific Plan	Jun-18		In process: <ul style="list-style-type: none"> • Applied for extension of ACTC grant. • Public Draft Plan, Code & EIR expected 8/18. • Public Workshop planned for 9/18.
3.a.4. Revise and update Form-Based Code	Dec-17		Behind schedule, but in progress: Request for Proposals released in April 2018; Lisa Wise Consulting will prepare the update; Contract was approved by the City Council on May 22, 2018. Scope of Work estimated to start in July 2018.
	Sep-18		See above
	Mar-19		See above
3.a.5. Unified Development Code / Performance Based Zoning	Dec-17		On hold - No budget allocated for this project. Projected cost is approx. \$700,000.
	Mar-18		Paused - lack of funding
3.b.1. Review Park In-Lieu Fees	Mar-19		In process: RFP issued for nexus study in March 2018. Community Attributes Inc was chosen to prepare the nexus study. Work began in May 2018 and is expected to conclude by December 2018.
3.b.2. Review Commercial In-Lieu Fees	Jun-19		See above
3.c.1. Assess the Viability of developing a Vacant Building Ordinance	Mar-18		In progress. <ul style="list-style-type: none"> • Outreach/empathy work needs planning. • Draft of new ordinance in hand.
3.c.2. Update and Amend Vice statutes in Municipal Code	Sep-17		Completed
	Dec-19		Ongoing
	Sep-18		On schedule <ul style="list-style-type: none"> • Updating forms and templates. • Developing standard conditions of approval.

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

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

Purpose: To develop an attractive, cohesive, thriving Tennyson Corridor through thoughtful engagement of residents, businesses and community partnerships.



GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
1. Work with the community to create a community vision plan for the Tennyson Corridor and catalyst sites to serve as a foundation for long-term planning and policies	1.a. Work to understand community needs and desires for the Corridor	1.a.1. Conduct empathy interviews with key stakeholders and a diverse set of community members to prepare for visioning sessions <ul style="list-style-type: none"> Create initial list of stakeholders and set up one-on-one meetings Launch empathy interviews to identify long range goals and objectives for the corridor Create on-line survey to solicit feedback 	Planning Division, CMO, Lean Innovation Team	CS-1.1 CS-1.7 CS-5.2 LU-1.4 LU-4 LU-4.1 LU-4.2 CS-5.2 HQL-5.1	Jun 2018		Through an outreach grant from the Davenport Institute, the City has partnered with Chabot College to interview over 200 community stakeholders. Staff has also launched a website and online survey, which can be found at: www.Hayward-ca.gov/TennysonThrives
		1.a.2. Host community visioning sessions <ul style="list-style-type: none"> Design visioning process based on insight from empathy interviews Host multiple visioning exercises/charrette-type activities with stakeholders at central meeting locations along the Corridor 	Planning Division, CMO, Lean Innovation Team		Dec 2018		The FY19 budget included funding to continue supporting the partnership with the Chabot College Student Initiative Center, who will work with staff to host visioning sessions in fall of 2018.
		1.a.3. Ensure active stakeholder involvement in the creation of the Tennyson Road Complete Streets Feasibility Study <ul style="list-style-type: none"> Set a goal for community involvement Connect any relevant staff or consultants with stakeholders and coordinate appropriate outreach methods 	Sr. Transportation Engineer	M-3.2 M-3.3 M-3.10	Dec 2018		The Tennyson Road Complete Streets Feasibility Study is postponed until there are sufficient staffing levels to manage the project. The anticipated start date is early in 2019.
	1.b. Identify funding options for future Tennyson Corridor planning, improvements, and infrastructure	1.b.1. City will collaborate with HARD on the utilization of F1 funding in the Tennyson Corridor	Planning Division	HQL-10.17 HQL-11.6 HQL-12.4	Dec 2017		Completed in past update Ongoing
		1.b.2. Research and make recommendations regarding the implementation of an Enhanced Infrastructure Financing District	CMO Analyst, E&T Analyst	M-12 M-12.3 M-12.4	Jun 2018		Staff has conducted preliminary research. Further research and recommendations are postponed until there is additional staff capacity.
		1.b.3. Research and make recommendations regarding assessment of Traffic Impact Fees for new development projects	Associate Transportation Engineer/Senior Planner	M-12 M-12.3 M-12.4	Jun 2018		Due to staffing shortages and competing priorities, this task has been delayed until FY20.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		1.b.4. Research planning grants to conduct a “Specific Plan Light” planning process for the Tennyson Corridor <ul style="list-style-type: none"> Work with regional partners to identify future planning grants Identify local funding match for new Plan 	Deputy Director of Development Services/Planning Division	M-8.7 M-12 M-12.1 M-12.2 M-12.3 M-12.4	Jun 2019		Staff is exploring a possible partnership with Cal Poly to support this work.
	1.c. Lead the development and construction of a new South Hayward Family Center (SHFC) in coordination with community stakeholders	1.c.1 Coordinate and participate in taskforce meetings comprised of community partners	Director of Library & Community Services	HQL 12.1-12.6, 12.8	Dec 2017		Completed in past update
		1.c.2 Coordinate and participate in governance group meetings comprised of community partners	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.3 Support the governance group to select facility operator(s) from among RFP respondents	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.4 Support the governance group the architectural design selection and procurement methods	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.5 Support the governance group in their capital funding development of the SHFC	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2017		Completed in past update
		1.c.6 Construction phase	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	June 2018		This phase of the project is moving forward, but is behind the originally stated due date.
		1.c.7 Project Close-Out	Director of Library & Community Services	HQL 12.1 HQL-12.6 HQL-12.8	Dec 2020		This phase of the project is moving forward, but is behind the originally stated due date.
1. Increase Pedestrian and Bicycle Safety	2.a. Enhance protected bike and pedestrian ways	2.a.1. Support and expand collaboration with Caltrans and Union Pacific to update crossings to increase safety <ul style="list-style-type: none"> Create a list of desired safety features Schedule regular check-ins with City Staff, Caltrans and Amtrak regarding high conflict crossings Collaborate with partners to ensure that cyclist and pedestrian safety is represented in ways such as including bike lanes 	Transportation Manager	M-1.1 M-1.6 M-2.3 M-2.4 M-3.1 M-3.10 M-5.6 M-5.7 M-7.2, M-7.6	Dec 2017		The Alameda County Transportation Commission (ACTC) is in the process of completing a series of recommendations to help mitigate the pedestrian fatalities that have occurred in the corridor. This report should be completed in the Fall of 2018 with recommendations and funding opportunities.
		2.a.2. Identify and pilot possible pedestrian and bike path improvements in coordination with development of the Complete Streets Feasibility Plan <ul style="list-style-type: none"> Pop-up bike lanes Adopt-A-Crosswalk Program Bike rack installations 	Transportation Division, Streets Manager, Environmental Services Manager, UES Management Analyst	M-1.1, M-9.1 M-1.2, M-1.6 M-3, M-3.1 M-3.2, M-3.3 M-3.10, M-3.12 M-5, M5.1 M-5.2, M-5.6 M-6.2, M-6.3	Jun 2018		This task has been folded into the on-going Bike-Ped Masterplan Update, which has a Technical Advisory Group that includes Bike East Bay. There will be several popup events in FY19 associated with this Update. Staff spent several dozen hours over the past six months assessing the costs and constraints associated with popup bike lanes and continues to evaluate where and when such an event would be most impactful with the least amount of risk. In addition,

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
							staff partnered over the past six months to assist the planners of the Bike Rodeo on June 30th from 11am to 3pm at Mt. Eden Park.
		2.a.3. Add green paint on bike paths in conflict areas <ul style="list-style-type: none"> Utilize existing data to determine the sections of bike path with the greatest need Schedule upgrades to identified bike paths 	Streets Manager	M-6.2 M-6.3 M-3	Jun 2018		Completed in past update: Green paint has been installed in the bike lanes on Tennyson from Mission to Hesperian at all conflict areas. Conflict areas are where bikes may need to interact with cars, such as the beginning and end of an intersection.
	2.b. Increase bicycle safety education	2.b.1 Partner with Bike East Bay to provide classes and safety equipment <ul style="list-style-type: none"> Collaborate with Bike East Bay's "Eden Area" representative to expand their presence to currently scheduled City events such as the Summer Reading Fair, Words for Lunch Collaborate with local wholesalers and BEB to develop a bike light giveaway and installation program 	Environmental Services Manager	M-1.8 M-6.6	June 2018		See the comments for 2.a.2
		2.c.1. Grow participation in the Hayward EYES program <ul style="list-style-type: none"> Community outreach to private property owners to increase education and participation in the program 	Crime Prevention Specialist	CS-2.1 CS 11.1	Sept 2018		
	2.c. Collaborate with community members to improve public safety	2.c.2. Expand the Coffee with a Cop and other engagement models to support community based public safety programs <ul style="list-style-type: none"> Identify new locations for Coffee with Cops with higher community turn out Hold additional Coffee with a Cop if warranted Research holding a National Night Out Event Support and improve resident use of Next Door Explore and pilot new opportunities for positive interactions between public safety and the community 	Crime Prevention Specialist, L&CS Management Analyst	CS 1.1 CS 1.2	Sept 2018		
		2.c.3. Work with BART police to expand on-site patrols at the South Hayward BART station and adjacent streets <ul style="list-style-type: none"> Schedule regular check-ins with BART PD Support and improve existing relationships with BART PD and HPD/COH Maintenance Dept Identify and funding/MOU/or other resources necessary to increase patrolling by BART PD 	HPD Staff Sergeant	CS 2.10	Jun 2018		HPD is in continuous contact with BART police. There are no current plans to exempt on-site patrols at the South Hayward station.
		2.c.4. Explore the need for increased HPD bike patrol along Tennyson <ul style="list-style-type: none"> Analysis of outcomes of currently existing bike patrol officers (crime stats pre-post officer posting) Analysis of gaps in service to the Tennyson Corridor that could be solved using additional patrol officers 	Crime Analysis Unit	CS-2.2 CS-2.1 CS-2.3	Jun 2019		

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Explore funding mechanisms for additional bike patrol or community policing officers in Tennyson Corridor 					
	2.d. Improve safety through increased lighting	2.d.1. Create Lighting Incentive Program <ul style="list-style-type: none"> Research incentive programs in other jurisdictions for private property owners to upgrade lighting Identify rebates and funding opportunities for the lighting program (PG&E, East Bay Community Energy, etc) Identify 3 pilot locations for test lighting incentive program 	Economic Development Specialist, UES Management Analyst	CS-1.10 LU-4.4	Dec 2018		This incentive program is postponed indefinitely until there are sufficient staffing levels to design and test the concept.
		2.d.2. Install additional light poles in South Hayward BART JPA area to improve visibility on pedestrian walkways near public transit	South Hayward BART JPA		Dec 2017		Completed at past update
		3.a.1. Update existing landscaping along the Corridor <ul style="list-style-type: none"> Shift focus of FY 18 landscaping to Tennyson Corridor Install two weather-based irrigation controllers on Corridor for irrigation needs in Fall of 2019 	Landscape Maintenance Manager	LU-4.11	Jun 2018		Staff has completed updates to the landscape surrounding the South Hayward BART Station. Staff has begun the manual preparations to upgrade medians on the eastern end of the Corridor. Staff will continue to upgrade medians throughout FY19.
	3.a. Enhance landscaping	3.a.2. Partner with Stopwaste and KHCG to apply for grant money to host at least one Pavement-to-Garden event <ul style="list-style-type: none"> Identify stakeholder partners for pilot site Design and implement pilot site Based on lessons learned, design pavement-to-garden program to prepare for grant applications Map possible future sites along Tennyson 	UES Management Analyst	PFS-5.4 LU-4.11	Jun 2019		Staff has received a Disadvantaged Communities Outreach grant from the Department of Water Resources. Staff is working with CYES and Chabot to conduct outreach, at which point staff will complete applications for implementation funding.
3. Improve Community Appearance	3.b. Decrease dumping and litter	3.b.1. Use data and evidence driven approaches to address illegal dumping <ul style="list-style-type: none"> Complete analysis of illegal dumping and bulky pickup maps using GIS Conduct empathy interviews with multi-family housing stakeholders Test program design changes, including possible rewards, in collaboration with landlords, tenants, and Waste Management Bring recommended changes to Council 	Maintenance Services, Code Enforcement, CMO Management Analyst, Solid Waste Manager	PFS-7.2 ED-5.4	Jun 2018		Over the past six months, staff has created data governance goals and a data inventory in partnership with Bloomberg Philanthropies' What Works Cities Initiative. Based on this work, staff has prioritized the evaluation of the Access Hayward structure.
		3.b.2 Expand the Downtown Streets Team program to the Tennyson Corridor	L&CS Management Analyst	ED-5.4	Dec 2017		The Downtown Streets team pilot continues to run along the Tennyson Corridor. Since January, DST has been cleaning Tennyson Rd every Wednesday-Friday from 8am-12pm. DST currently has 31

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Negotiate a pilot expansion of the Downtown Streets to the Tennyson Corridor Annual reporting on accomplishments related to: assistance provided to participants, litter picked up, housing assistance to participants 					Team Members. 10 individuals have reached beyond 90-day employment and 17 people have gone from homeless to housed. The DST team will provide an annual report at the end of the calendar year.
		3.b.3. Partner with KHCG to hold targeted cleanup events as needed	Maintenance Services Director	NR-18 NR-6.8	Dec 2017		Cleanups at Tyrell Elementary on 2/24/18 and Ruus Park on 3/24/18 and the Annual City cleanup at Weekes Park on 5/12/18
		3.b.4. Run Litterati competition in partnership with Tennyson schools <ul style="list-style-type: none"> Continue to build on the partnership with Tennyson High School to grow this annual competition to pick-up trash and increase anti-littering education Expand to neighborhood middle schools 	UES Management Analyst	ED-5.4 NR-18 NR-6.8	Jun 2018		The City held the 2018 Litterati contest in April. Staff is continuing to explore ways to increase participation in future years.
		3.b.5. Audit of pedestrian trash cans <ul style="list-style-type: none"> Update the public trash can map along Tennyson Coordinate with WMAC and AC Transit to ensure adequate trash service Identify "hot spots" using data and update trash can locations as needed 	Solid Waste Manager, UES Management Analyst	PFS-7.8 M-5.5 NR-6.8	Jun 2018		The Solid Waste Division maintains an ongoing map inventory of the City's public trash cans, which are serviced by Waste Management. The map included photos of existing conditions, including hot spots, and recommendations for moving or adding cans.
	3.c. Decrease blight	3.c.1. Support Code Enforcement to identify gaps in code compliance along the Corridor and work with property owners to abate violations <ul style="list-style-type: none"> Assist Code Enforcement to develop a corridor improvement program event Develop educational outreach (letters, mailers, media) before beginning enforcement efforts Develop a research method to identify existing landscape & sign requirements for businesses that may be out of compliance 	Code Enforcement Division	HQL-5.6	June 2018 and June 2019		Given current Code Enforcement priorities and staffing capacity, additional work along the Tennyson Corridor that is above-and-beyond daily operations has been placed on hold and will be reconsidered in spring 2019
		3.c.2. Target the Housing Rehabilitation Program to homes along the Corridor <ul style="list-style-type: none"> Identify current housing conditions via housing stock study Hold educational meetings for members of the community and COH Codes Enforcement Staff regarding the program Targeted marketing and HEART team work in the Tennyson Corridor 	Community Services Manager	H-1.1 through H-1.5 H-6.3	Jun 2018 and 2019		The Housing Rehabilitation Program will be partnering with outside agencies to administer the program in FY 19. The housing stock study and targeted marketing components are postponed during this transition. Informational meetings for Code Enforcement will take place Fall FY 19.

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
		<ul style="list-style-type: none"> Development of multi-lingual informational materials and applications regarding the Housing Rehab Program 					
		3.c.3. Develop a façade improvement program for businesses <ul style="list-style-type: none"> Design incentives to existing and new service/retail businesses to approve building appearances Develop outreach campaign to Corridor business and property owners for improvements rebates Develop application process for Corridor property owners and business tenants 	Economic Development Specialist	SR1.D SR1.C ED-5.4	Jun 2018		Staff has conducted extensive outreach to all businesses on Tennyson Road to inform them of the City's façade improvement program. Thus far, 16 businesses have been approved for the program, at \$10,000 each. Three businesses have completed their upgrades.
4. Foster a Cohesive Sense of Place	4.a. Identify possible locations and a cohesive theme for public art along the corridor	4.a.1. Public Art & Innovation Master Plan <ul style="list-style-type: none"> Interviews with residents and businesses regarding the mural program Identify potential locations for murals Develop a mural plan which creates a cohesive aesthetic along the Corridor Work with local artists on the implementation of the Corridor mural plan Assist HUSD in curating and identifying appropriate students to participate in mural arts program 	Deputy Director of Development Services	ED-5.3 ED-5.4 HQL 5.1	Jun 2019		The City's mural program participated in the community resource fair at Weekes Park on May 12, 2018 to allow the community to view and vote on designs for public art. Staff completed a grant application for the Bloomberg Public Art Challenge, which would bring \$1,000,000 in art funding to South Hayward. The City will hear back by fall 2018.
	4.b. Increase city sponsored events and projects in the Tennyson Community	4.b.1. Facilitate a Cesar Chavez Day event <ul style="list-style-type: none"> Identify appropriate timeline for event Identify stakeholder and local business partners Collaborate with Hayward Chamber to develop an event timeline Identify sponsor organization 	Economic Development Specialist	EDSP – BM3	Jun 2018		Due to lack of staff, there was no event in 2018. Staff is pursuing partnerships to host an event in 2019.
		4.b.2. Support and develop sustainable neighborhood based funding for small projects <ul style="list-style-type: none"> Assist residents in applying for Neighborhood Improvement Program microgrants Support community-based fundraising events 	Assistant to the City Manager, Community Services Division	GP HQL -5.5 HQL 5.1	Jun 2018		The FY19 budget included additional NIP funding to support small neighborhood project. Staff will use lean innovation to improve the funding process model that the City uses.
		4.b.3. Explore possibility of a second Hayward farmer's market location along the Tennyson Corridor <ul style="list-style-type: none"> Utilize HEART teams to determine need and potential locations for a Farmer's Market Collaborate with partner organizations to host Farmers Market Assist in the acquiring any necessary permitting for partner groups 	Economic Development Specialist	GP HQL – 5.2 HQL -5.1 HQP 3.4	Jun 2018		Economic Development staff is in conversation with the Agricultural Institute of Marin about a potential second market in South Hayward. AIM is reviewing the feasibility.
		4.c.1 Conduct empathy work and pilot experiments to determine community interest in and feasibility of	Communications and Media Relations	GP HQL -5.5	Dec 2017		Completed in last update

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
	4c. Explore using branding and signage to identify the corridor	neighborhood branding, gateway markers, and/or wayfinding signage <ul style="list-style-type: none"> Reach out to business owners, residents, and other community members to learn about their needs Identify possible appropriate branding and signage opportunities Pilot promising projects and get feedback Bring recommendations to community members and Council for final input and to collaboratively identify funding sources 	Division, Economic Development Division				
		4.c.2 Work to rename a street (possibly Leidig Ct) to Cesar Chavez Street <ul style="list-style-type: none"> Empathy work and community meetings with residents and business owners in the area Staff report to Council on potential name change If approved, Development Services would apply for change of name and support additional outreach 	PWET Surveyor	GP HQL 5.1	Jun 2019		
	4.d. Explore innovative placemaking opportunities along the corridor	4.d.1. Identify and pilot placemaking projects in coordination with visioning efforts outlined in Objective 1.a. <ul style="list-style-type: none"> Conduct empathy work and visioning exercises to understand community needs and desires Explore partnerships to tap into innovative placemaking ideas and solutions (e.g., Urban Land Institute Technical Assistance Panels) Conduct pilots/lean experiments Identify appropriate placemaking projects and work with community members to secure funding for permanent installation 	Planning Division	LU-4.4 LU-4.11 M-5.5	Jun 2019		The Chabot Student Initiative Center will be distributing the NIP money this fall to neighborhood-led placemaking projects.
5. Increase Community Resiliency	5.a. Increase awareness of and access to City Services	5.a.1. Pilot "Mobile City Hall" at schools <ul style="list-style-type: none"> Reconvene the lean innovation team Conduct experiments and additional empathy work to test assumptions and refine solution Design the outreach program based on lessons learned Make recommendations, request resources and launch program 	Mobile City Hall Lean Innovation Team	GP HQL 9.1 – 9.3 PFS 1 PFS 2.1	Jun 2018		This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
	5.b. Increase the number of residents with medical and dental service access	5.b.1. Firehouse clinic expanding to include dental services	Fire Chief	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1	Jun 2018		The dental chairs in in the process of being installed and the service should begin by late summer/early fall

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
				HQL1.2			
		5.b.2. Expand advertisement of Firehouse Clinic and education of resources for residents	Fire PIO/ Communications & Media Relations Division	CS-1.14 CS-1.15 CS-4.1 HQL 4.4 HQL 4.1 HQL1.2	Jun 2018		Staff has completed the webpage that links to the PBS Documentary. Postcards are in the works.
	5.c. Increase resident emergency preparedness	5.c.1. Increase opportunities to be become CERT/NERT certified <ul style="list-style-type: none"> Increase CERT trainings held in Spanish language Establish a Neighborhood Emergency Response Team (NERT) program in which community-based CERT certified individuals will train their neighbors Determine the need/feasibility of CERT trainings in additional languages 	CERT Coordinator	CS-5.4	Jun 2018		Staff has completed the development of the new Neighborhood Emergency Response Team (NERT) program, which will be rolled out in FY19 when the program budget becomes available. Staff has created a program webpage, map, and flyer and has begun recruitment. The target for FY19 is to host twelve NERT classes in South Hayward and to train 240 South Hayward community members.
		5.c.2. Support and expand outreach regarding CodeRED notification system and Nixle <ul style="list-style-type: none"> Informational campaign and community outreach regarding programs Increase the number of residents who are signed up for CodeRED and Nixle alerts 	Fire PIO/HPD PIO/Communication s & Media Relations Division	CS 5.11	Dec 2017		Completed in past update Ongoing
		5.c.3. Expansion of the City's Brace and Bolt Program <ul style="list-style-type: none"> Targeted outreach to homeowners in special populations and extremely low-income households Explore funding mechanisms to expand the Brace and Bolt program, from CDBG funded home-owner based program, to allow for seismic retrofits for rental properties 	CMO Management Analyst & L&CS Management Analyst	HAZ-2.9	Jun 2018		The program has expanded its pool of FEMA certified contractors available to complete projects. Targeted outreach to low-income census tracts with potential eligible applicants is ongoing.
	5.d. Increase access to effective public transit	5.d.1. Install GPS based traffic Signal Preemption for AC Transit buses <ul style="list-style-type: none"> Develop and execute agreement with Alameda County Transit for the cost recovery associated with installation Installation of GPS based preemption devices Review and report out data regarding reduction in traffic wait times and ridership 	Transportation Manager	HQL 4.2 M 7.2	Dec 2017		The installation has been completed. AC Transit currently working with City Staff for upgrading their system to use signal preemption on Hesperian and will explore other Corridors after that project is complete.
		5.d.2. Coordinate with local service providers and transit agencies to promote the City's Paratransit Program <ul style="list-style-type: none"> Analysis in service gaps in the Corridor based upon currently existing Paratransit client database Develop taxi service marketing campaign and materials in multiple languages Public outreach using the HEART team 	Community Services Manager/Paratransit Coordinator	HQL 6.7 HQL 4.2 M7.2 M 7.12	Jun 2018		The Community Services Division has commissioned a City of Hayward Needs Assessment to identify service gaps in the following areas: transportation, housing, health services and employment. The assessment is scheduled for completion in Fall FY 19. The HOP is partnering with the City of Fremont and LIFE Eldercare to contract with transportation network company LYFT to serve seniors and

GOAL	OBJECTIVE	ACTION/ TASK	LEAD STAFF	POLICY REFERENCE	DUE DATE	STATUS	COMMENT
							people with disabilities. The service is scheduled to launch in Winter FY 19.
	5.e. Facilitate economic development and growth opportunities within the Corridor	5.e.1. Adopt, finalize, and implement Business Incentive Program	Economic Dev Manager	ED1-3	Dec 2017		Completed in past update Ongoing
		5.e.2. Develop business accelerator	Economic Dev Manager Community Services Manager	ED1-3	Jun 2018		The City has engaged a potential operator of a pilot business accelerator, but given current Economic Development and Community Services priorities, staffing capacity, and resources, the business accelerator pilot has been placed on hold and likely will not be re-initiated until FY20. Economic Development is currently prioritizing the façade improvement program along Tennyson.
	5.f. Reduce resident utility bills through efficiency	5.e.1. Pilot utilities “class” for multifamily property owners <ul style="list-style-type: none"> Work with Stopwaste to create pilot curriculum Identify ten property owners for pilot class Host the class, which will teach ways to achieve utility savings for water, sewer, energy and garbage, including bill analysis, coaching, and tours If effective, expand pilot to reach more property owners	UES Management Analyst	NR-4	June 2018		This pilot program is postponed indefinitely until there are sufficient staffing levels to implement.
		5.e.2. Target outreach for the PAYS, CYES, Water Rebate, Grid Alternative and Sun Shares programs to residents and property managers along Tennyson <ul style="list-style-type: none"> Map target blocks with service providers and collect baseline utility usage Conduct marketing campaigns Track program participation and utility savings to measure impact 	UES Management Analyst	NR-4	Jun 2018		Staff has received grant funding to hire CYES staff to work specifically in the Tennyson neighborhoods in the 2018 summer. In addition, East Bay Energy Watch’s Smart Light Program visited 199 businesses, conducted 20 audits and are following up with 40 businesses.

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