



Request for Proposals

Industrial District Regulations Update

RFP Release Date:

August 8, 2016

Submittal Deadline:

September 12, 2016

Hayward Industrial Regulations Update RFP

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Introduction

The City of Hayward (City) is requesting proposals for a professional urban planning firm with demonstrated experience developing and comprehensively updating land use and zoning ordinances in order to update the Hayward Municipal Code (HMC) Zoning Ordinance related to Industrial Districts, hereinafter referred to as “Industrial Regulations.” The City is seeking a firm with demonstrated recent expertise in industrial land uses and regulations, performance based zoning regulations, and a willingness to approach this topic in a comprehensive and creative manner.

Project Background & Overview

On July 1, 2014, the Hayward City Council adopted the [Hayward 2040 General Plan](#). The General Plan provides a community-based vision and supporting guiding principles for the future of the Hayward community, and identifies a variety of goals, policies, and implementation programs to advance the vision.

The City’s Industrial Technology and Innovation Corridor (Industrial Corridor) is a large crescent-shaped area of industrial zoned land located along the City’s western and southwestern boundaries. This roughly nine square miles of land is home to over 5,100 businesses that employ nearly 47,500 workers. According to the recently adopted General Plan this corridor is expected to grow as an economic and employment center and evolve to achieve a healthy balance of traditional manufacturing and information and technology-based uses. The City’s key industry sectors include Advanced and Specialized Manufacturing; Clean and Green Technology; Food & Beverage Manufacturing; Life Science and Biotechnology; and Transportation and Logistics.

The City’s [Industrial District regulations](#) (HMC Section 1.1600: Industrial District; Section 1.1700: Business Park District; and Section 1.1800: Light Manufacturing, Planning/Research and Development District), have not been comprehensively updated since 1993.

At a minimum, the project will involve updating and expanding use classifications to encourage establishment and expansion of advanced industries, to expand the City’s list of industrial uses to match current industrial use codes and to develop performance standards for the various uses. The project may include creation of new Industrial sub-districts to create buffers between existing sensitive uses and industrial uses; rezoning of certain properties; amendments to other municipal code regulations to ensure internal consistency; and General Plan amendments to align new industrial sub-districts.

Project Goals and Objectives

Goal 1: Encourage the establishment and expansion of knowledge and innovation-based industry clusters and advanced and specialized manufacturing businesses.

Objectives:

1. Implement policies of the Hayward 2040 General Plan.
2. Attract and retain knowledge and innovation-based industry as well as advanced and specialized manufacturing businesses to increase the number of professional, scientific, and technical service jobs within the local economy.
3. Maintain opportunity to allow a diverse mix of employee-intensive uses that contribute positively to the local economy through tax generation and job creation.

4. Limitation of uses that do not directly benefit the City of Hayward (e.g., waste handling and treatment facilities including: solid waste transfer stations, auto dismantlers, recycling or processing facilities; electronic/universal waste handlers or treatment facilities; medical waste transfer stations or treatment facilities; hazardous waste transfer or treatment facilities).
5. Develop infrastructure that supports disaster preparedness and the City of Hayward's Local Hazard Mitigation Plan.
6. Provide for a safe and environmentally compliant industrial area.

Goal 2: Promote a desirable and attractive amenity-rich industrial environment with minimum detrimental impacts to surrounding community and properties.

Objectives:

1. Ensure regulations through clear permit requirements and approval processes appropriately minimize exposure of residents and concentrations of population to hazardous materials.
2. Protect the viability of the industrial land uses from encroachment of uses that would impair industrial operations or create future land use conflicts.
3. Encourage amenities and supporting uses within the Industrial Technology and Innovation Corridor, which may include, but are not limited to restaurants, cafes, exercise facilities, business services, business hotels, and on-site childcare services for employees.

See Exhibit A to this request for proposal for the various goals, policies and programs supporting the project.

Scope of Work

PHASE 1: PROJECT KICK-OFF, BACKGROUND RESEARCH, AND OUTREACH. This phase will involve background research to become familiar with the Hayward's Industrial Technology and Innovation Corridor and targeted outreach to identify project challenges and opportunities. The following tasks may be combined and/or additional tasks may be warranted according to the consultant proposal.

Task 1.1: Project Kick-Off Meeting and Industrial Corridor Tour. The Consultant Team will plan and facilitate a kick-off meeting with City staff from the Development Services Department, Hayward Fire Department, Public Works – Engineering and Utilities, and Economic Development Division to discuss project goals and expectations; and identify issues, challenges, and opportunities associated with the project. It is also envisioned that staff and consulting team will take a tour or tours of the industrial areas of the City.

Task 1.1 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Agenda, kick-off meeting notes and photographs from tour.

Task 1.2: Public Outreach Strategy and Initial Outreach. Prepare a creative and comprehensive public outreach strategy to ensure that stakeholders and the public are aware of and have opportunities to provide feedback on the proposed regulations throughout the process and conduct initial outreach. The sub-tasks below are provided as examples of various types and levels of outreach; however, the City encourages consultants to suggest alternative, proven approaches to outreach.

Task 1.2 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Detailed public outreach strategy and schedule and other deliverables associated with initial outreach.

Task 1.2a: Targeted Industrial Outreach. The Consultant Team will conduct at least 15 interviews with brokers, realtors, real estate developers, design firms, contractors, property owners and

business representatives that have experience working within Hayward's industrial areas, and other industrial sub-markets of the Bay Area. At a minimum, interviews shall address strengths and weaknesses of Hayward's Industrial Technology and Innovation Corridor, project challenges and opportunities, and ideas to improve the City's regulations and processes.

Task 1.2a Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted):

Transcribed notes and findings from interviews.

Task 1.2b: Online Community Engagement. The Consultant Team will prepare and launch a community engagement website for the proposed project and update the website as the project unfolds. For the initial round of outreach, questions and topics are intended to provide an understanding of community (both business community and residential neighborhoods located in proximity to industrially zoned land and businesses) concerns, challenges, and opportunities related to the project. Subsequent updates will include solicitation of comments on the draft regulations and environmental analysis for the project. Topics, questions and overall content shall be submitted to and approved by the City to ensure compatibility and consistency with the City's established branding guide and website format.

Task 1.2b Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted):

Community engagement website and promotional materials; Summary report of ideas, discussions and comments from online engagement.

Task 1.2c: Public Workshop(s). The Consultant Team will conduct at least one public workshop in each of the first two phases of the project to introduce the project and discuss potential opportunities and challenges. Consultant may propose alternative public outreach offerings if the alternative outreach offerings will be more effective in soliciting public feedback related to the project.

Task 1.2 c Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted):

Draft and final agendas, presentations and hand-outs; workshop summary and findings report.

Task 1.3: Technical Background Research. The Consultant Team will conduct background research and land use analysis to gain an understanding of the Industrial Technology and Innovation Corridor's physical and regulatory strengths and weaknesses. City staff will provide an overview of existing and planned infrastructure; assist with compilation of materials and data collection; consultant to prepare documents for City review and comment before reports/analyses are finalized. Proposers are invited to expand, modify or add tasks that will result in better technical reports/analyses.

Regulatory Analysis & Zoning Recommendations:

- Overview of the current regulatory environment, including a review of General Plan policies, Zoning Ordinance provisions, the Economic Development Strategic Plan, the Hayward Industrial Baseline Report, Draft Hayward Airport Overlay Zoning Regulations, hazardous materials and air quality requirements, among others.
- Inventory of existing industrial district businesses using City's business license records and Fire Department records and Industrial Baseline Report.
- Recommendations for establishing sub-districts and/or overlay zones to encourage business clusters (such as traditional manufacturing and warehousing, bio-technology, and research and development) and innovation districts (areas where a cutting-edge anchor institution, related companies, and employee amenities can cluster, connect, and foster innovation).
- Proposed regulations must identify and address potential impacts related to sea level rise and other impacts related to climate change through mitigation measures or other appropriate mechanisms; work shall include coordination with appropriate regional agencies such as San Francisco Bay

Conservation and Development Commission (BCDC) and Hayward Area Shoreline Planning Agency (HASPA), among others.

Task 1.3 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Draft and final technical analysis with key findings and recommendations for next steps.

Task 1.4: Council Economic Development Committee Meeting

The Consultant Team will facilitate a meeting with the City Council Economic Development Committee to present and receive feedback on the key findings from the Technical Background Research, Regulatory Analysis and Initial Industrial Regulations Recommendations. Consultant will facilitate an interactive discussion to brainstorm ideas to address challenges and opportunities related to recommendations.

Task 1.4 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Agenda, presentation, hand-outs including a map(s) or other graphics displaying recommendations, and meeting summary notes.

PHASE 2: UPDATED ZONING REGULATIONS. This phase involves preparation of comprehensive update to the City's Industrial District regulations based on the information gathered in Phase 1. Proposers may revise and augment these sections based on their expertise and recommendations. It is envisioned that staff will work closely with the consultant team to develop the draft updated zoning regulations.

Task 2.1: Prepare Updated Industrial Zoning Regulations. The Industrial Regulations update will be prepared in a series of sub-tasks described below.

The existing industrial zoning sections of the Municipal Code (Section 1.1600: Industrial District; Section 1.1700: Business Park District; and Section 1.1800: Light Manufacturing, Planning/Research and Development District) and other general provisions, specific use standards, and definitions related to the industrial uses will be used as foundation to prepare the new set of zoning and development regulations. The comprehensive Industrial Regulations update shall include the following, at a minimum:

Vision and Guiding Principles: This section will include an overview of the City's Vision for the Industrial Technology and Innovation Corridor and a description of the Guiding Principles that will be used as a framework for developing the Industrial Regulations.

Establish Industrial Sub-Districts or Overlay Zones

- Establish sub-districts or overlay zones for the Industrial Technology and Innovation Corridor and identification through regulatory processes to encourage business clusters and the establishment of innovation districts.
- Develop incentives, such as more by-right uses subject to performance standards, to encourage business development within the industrial opportunity sites (as identified in the Economic Development Strategic Plan) and innovation districts.
- Identify areas adjacent to Industrial areas that should be rezoned to establish buffers between incompatible uses.
- Identify precluded uses that would be incompatible in each zoning sub-districts.

Update Use Provisions

- Establish a clear and concise land use classification system for each zoning district that clearly identifies uses that are allowed by right or may be permitted in each zoning district with the approval of a discretionary Administrative Use Permit or Conditional Use Permit.

- Establish clear permit requirements and approval processes for land uses that involve the use, storage, and/or transportation of hazardous materials.
- Update land use regulations and standards to allow a mix of employee-intensive uses (including office, corporate campuses, research and development, bio-sciences, “new economy” uses, and specialized manufacturing) within the Industrial Technology and Innovation District.
- Establish definitions for new uses (bio-technology/bio-science uses, transfer stations, etc.)
- Update the zoning regulations to ensure that the targeted/desired uses identified in the Hayward Industrial Baseline Report are allowed by-right subject to performance standards or permitted with an Administrative Use Permit.
- Revise land use regulations to allow the establishment of more supporting uses within the Industrial Technology and Innovation Corridor, such as restaurants, cafes, exercise facilities, business services, business hotels, and on-site childcare services for employees.
- To minimize lengthy and expensive permit requirements and to expedite the re-occupancy of existing buildings, evaluate the City’s permit requirements to determine if more uses can be established by-right or through administrative approvals (rather than requiring a Conditional Use Permit).

General Development and Design Standards

- Update the development standards for each zoning district to be consistent with the General Plan (e.g., building envelope standards, height limitations, setback requirements, site coverage requirements, etc.).
- Revise the landscaping standards to provide requirements that are more proportional to the size and scope of the project (such as requirements that vary for projects involving minor tenant improvements, building additions, and new construction).
- Review and update parking regulations and requirements for uses allowed within the industrial zones.
- Establish objective performance standards to address issues that are associated with specific uses and to ensure predictable results.
- Update development and design standards to comply with the industrial design strategies listed in Policy LU-6.7 of the Hayward 2040 General Plan (note: new design standards will be developed and incorporated into the code to replace the City’s existing Design Guidelines for industrial uses).
- Develop new provisions to address flooding risks associated with rising sea levels.

Formatting and Graphics

- Create graphics (illustrations, diagrams, and photographs) to explain the application and/or intent of development and design standards.
- Organize and format standards to be generally consistent with the City’s Zoning Ordinance and to establish section titles that are informative and descriptive to everyday users.
- Write text to establish clear and concise sentences and to avoid ambiguity and jargon.
- Insert cross references to other applicable sections of the Zoning Ordinance and other applicable sections of the Municipal Code.

Task 2.1 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted):

Administrative Draft regulations and map(s).

Task 2.2: Internal Coordination Meetings. As the updated regulations are being prepared during Task 2.1, the Consultant Team will meet and coordinate with City staff including but not limited to Economic Development, Development Services, Fire Department and Public Works staff, on an as needed basis.

Task 2.2 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Agenda, presentation, hand-outs and meetings summary notes.

Task 2.3: Council Economic Development Committee Meeting. The Consultant Team will facilitate a meeting with the City Council Economic Development Committee to present and discuss the Draft Regulations.

Task 2.3 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Agenda, presentation, hand-outs and meeting summary notes.

Task 2.4: Planning Commission/City Council Study Sessions. City staff will conduct study sessions (either separate sessions with each body or a joint work session) with the Planning Commission and City Council to discuss the draft regulations. The Consultant Team should plan to attend the separate or joint Study Session(s) to understand the comments provided by the Planning Commission, City Council, and members of the public.

Task 2.4 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Prepare a summary of revisions requested on the draft regulations.

Task 2.5: Public Review Draft Industrial Regulations. The Consultant Team will revise the Draft Industrial Regulations based on comments and direction received from staff, public outreach, Council Economic Development Committee and study sessions with the Planning Commission and Council Study Sessions.

Task 2.5 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Revised, updated administrative draft regulations to use for environmental impact analysis and review.

PHASE 3: ENVIRONMENTAL REVIEW. This phase will involve the preparation of a Mitigated/Negative Declaration (MND) or Program Environmental Impact Report (EIR) for the proposed project. If consultant feels that the proposed regulations impacts are covered under or can be tiered off the [2040 General Plan EIR](#) (adopted 2014) then City will consider preparation of a Mitigated/Negative Declaration for the proposed amendments.

Task 3.1: Prepare Technical Studies for the Proposed Updated Regulations. Consultant team shall take the lead to prepare any needed technical studies analyzing the environmental impacts of the proposed regulations. All impact areas shall be addressed in Technical Studies and/or utilizing the City's Hayward 2040 General Plan and accompanying Background Report.

Task 3.1 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Submit administrative and final drafts of applicable technical studies including but not limited to noise, air quality and greenhouse gas, traffic, and other impact areas if needed based on the updated Industrial regulations.

Task 3.2: Prepare Initial Study, Notice of Preparation and Scoping Meeting. The Consultant Team will prepare, as necessary, a Notice of Preparation (NOP) and Initial Study (IS) checklist and narrative to appropriately focus the topical contents of the Industrial Regulations CEQA document. Consultant team will plan to attend scoping meeting for the EIR, if an EIR is required.

Task 3.2 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Administrative and Final Initial Study; Draft and Final Notice of Preparation for EIR (if applicable); and agenda, presentation and hand-outs for scoping meeting (if applicable).

Task 3.3: Draft Mitigated Negative Declaration/Program EIR. The Consultant Team will prepare an administrative draft Mitigated/Negative Declaration or Draft Program EIR, as appropriate, with regulations that are self-mitigating to the greatest extent possible. Consultant shall also prepare a draft document for public circulation and review.

Task 3.3 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Administrative, screencheck and public draft environmental document.

Task 3.4: Final Mitigated Negative Declaration Program EIR and Required Findings. In collaboration with the City, the Consultant Team will review and respond to oral and written comments received during the public review of the MND/DEIR and include analysis/responses in the staff report/Final EIR, as appropriate. If applicable, Consultant Team will also prepare a Mitigation Monitoring and Reporting Program (MMRP) and, CEQA findings and, if necessary, statements of overriding consideration.

Task 3.4 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted):

Administrative draft, screencheck and final environmental documents; Final Mitigation Monitoring and Reporting Program and Final Program EIR (if applicable); and CEQA findings and statements of overriding considerations based on project objectives and goals (if applicable).

PHASE 4: INDUSTRIAL DISTRICT REGULATIONS APPROVAL. Phase 4 will involve the public hearing process to approve and finalize the comprehensive update to the Industrial District Regulations.

Task 4.1: Public Hearings. The Consultant Team will attend one Planning Commission hearing and one City Council hearing for the approval of the Industrial Regulations and certification of the environmental document. City staff will prepare and present the staff report at the hearings, and the Consultant Team will be available to answer potential questions.

Task 4.1 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): No deliverable. Consultant shall attend a Planning Commission and City Council meeting to answer questions and provide clarification on proposed regulations and environmental analysis.

Task 4.2: Final Industrial District Regulations. The Consultant Team will prepare the final set of Industrial District regulations based on the final approval by the City Council.

Task 4.2 Deliverables submitted electronically (Word, PDF, JPGs, etc. unless otherwise noted): Final Industrial Regulations as amended through approval process.

Funding Resources

The City of Hayward has allocated \$165,000 for project work in fiscal year 2017, with additional funding in future years contingent upon ultimate scope of project.

Submittal Content and Format

The RFP should include the following:

1. **Cover letter.** Description of the Consultant's proposed overall approach to the project including strategy used to accomplish the City's project goals and objectives and the scope of services. The cover letter must designate a primary point of contact authorized to answer questions about the proposal. Please provide this person's name, title, address, phone number, email address, and qualifications for acting in this capacity. The letter should not exceed one page in length and should summarize key elements of the proposal.
2. **Description of Project Team.** Provide the contact information and current resumes for the project manager and personnel that will be assigned to this project. Indicate the organizational structure of the team outlining key roles, lines of authority, and the percentage of total time (vis-à-vis other concurrent projects) each member will spend on the project. Please also identify any and all sub-contractors and their role in the project.

3. Description of Experience. Provide background on the firm and its experience working on the following:
- Comprehensive updates to land use regulations with an emphasis on industrial uses, performance standards and related development standards. The City is seeking demonstrated knowledge of the unique attributes, advantages and limitations related to traditional industrial uses, hazardous materials as well as new and emerging and advanced technologies.
 - Comprehensive Zoning Code and Regulations Updates and Outreach. Description of the Consultant's experience in drafting development codes for communities of similar size, setting, and objectives; community outreach for similar projects; developing project timelines for similar projects; conducting public workshops; and conducting work sessions with appointed and elected officials.
- Please highlight specific experiences with municipal or public institutions and any familiarity with Hayward, Alameda County, or the Bay Area. Provide a summary of similar completed projects which includes client name, description, project team, date completed and total cost.
4. Technical Approach and Project Timeline. Description of the methods proposed to complete each task in the Scope of Work. Identify key project issues in each phase of the project and how they will be addressed. Provide a proposed project timeline that indicates the approximate schedule for completing each task. Please be creative and explicitly indicate where your proposal deviates from the City's Scope of Work described in this RFP.
5. References. Provide the names and contact information of three relevant local government or comparable clients for which the firm provided similar planning services.
6. Cost Proposal. A detailed, itemized cost proposal that meets the City's current interests as they relate to the Scope of Work. Please provide cost estimates by staff and task. Submit proposed fee and reimbursable expense schedules as necessary to accomplish the scope of services.

Criteria for Selection

After September 12, 2016, the Selection Committee, which will be comprised of representatives of the City of Hayward will review all submittals; interviews may be part of the selection process. The following criteria will be used with the evaluation of submittals:

- Quality and thoroughness of the proposal , including suggested innovative and current approaches to developing a set of modern zoning regulations;;
- Experience and past performance in successfully fulfilling contracts of a similar type, size, and complexity;
- Experience and involvement/roles of senior-level subject-matter experts;
- The quality of example materials and presentations requested by involved city officials;
- Demonstrated capacity to deliver high-quality work within a predetermined timeline and budget;
- Relevant experience with similar projects related to industrial and advanced, emerging technologies;
- Cost and budget proposal.

PLEASE NOTE THE FOLLOWING:

The City reserves the right to accept or reject any or all proposals; to alter the selection process in any way; to postpone the selection process for its own convenience at any time; and to waive any informality in the proposals. The City retains the right at its sole discretion to select a contractor.

All proposals submitted in response to this RFP become the property of the City of Hayward and thus become public records of which may be subject to public review.

The City reserves the right to cancel, in part or in its entirety, this RFP including but not limited to: selection procedures, submittal date, and submittal requirements. The City will notify all interested firms if any revisions are made to this RFP or if the RFP is cancelled altogether.

Should any proposer question or protest the award of the contract, such question or protest must be furnished in writing to Sara Buizer, Planning Manager, within three (3) calendar days after the City notifies all proposers of its intent to award. Such submittal must fully explain the basis of the objection supported by all relevant information facts and details. Letter must be signed by an authorized representative stating specific reason(s) for the protest including all relevant facts (law, rule, regulation, and criteria). Questions or protests not furnished in writing as prescribed will not be accepted.

Timeline

Submittal Deadline – September 12, 2016

Selection Committee Reviews Completed – by September 19, 2016

Interviews with Consultants – Week of September 26, 2016

Selection of Consultant – October 7, 2016

Development of final scope/Professional Services Agreement – by October 31, 2016

Project Kick-Off Meeting – November 2016

Anticipated Project Completion – November 2017

Submittal Process

1. Being selected under this solicitation will not preclude the firm from being considered for any other projects advertised by the City.
2. Consultants interested in submitting proposals are invited to respond to this Request for Proposals by submitting all required materials to the address below.
3. Applicant questions: Please send any questions about this RFP to Leigha Schmidt, Senior Planner at leigha.schmidt@hayward-ca.gov.

4. Submittal deadline: **Monday, September 12, 2016 by 5:00 p.m.**
5. Format and Delivery: Submit three (3) bound letter-sized copies, one (1) unbound copy and an electronic PDF of the proposal to:

Sara Buizer, AICP, Planning Manager
City of Hayward Planning Division
777 B Street
Hayward, CA 94541
sara.buizer@hayward-ca.gov

END OF REQUEST FOR PROPOSAL

****THIS DOCUMENT MUST BE COMPLETED, EXECUTED AND SUBMITTED WITH THE PROPOSAL FORM****

THE REPRESENTATIVES MADE HEREIN ARE MADE UNDER PENALTY OF PERJURY

NO PROPOSAL IS VALID UNLESS SUBMITTED ON THIS FORM AND SIGNED BY
AUTHORIZED AGENT FOR YOUR COMPANY.

SUBMITTED BY:

COMPANY NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

TELEPHONE: _____

EMAIL: _____

SIGNATURE: _____
(Authorized Agent)

NAME: _____
(Please Print)

TITLE: _____

DATE: _____

NOTE: If proposer is a corporation, the legal name of the corporation shall be set forth above, together with the signature of authorized officers or agents; if bidder is a partnership, the true name of the firm shall be set forth above, together with the signature of the partnership; and if bidder is an individual, his signature shall be placed above.

Exhibit A - Schedule of Deliverables & Meetings

Phase/Task	Deliverable*	Meeting
Phase 1. Project Kick-Off, Background Research and Outreach		
Task 1.1: Project Kick-Off Meeting and Industrial Tour	Agenda, kick-off meeting notes and photographs from tour.	Yes
Task 1.2: Public Outreach Strategy	Memo detailing public outreach strategy and schedule.	No
Task 1.2a: Targeted Industrial Outreach	Transcribed notes and findings from interviews.	Yes, up to 15 in person or phone interviews with stakeholders.
Task 1.2b: Online Community Engagement	Community engagement website and promotional materials; Summary report of ideas, discussions and comments from online engagement.	No
Task 1.2c: Public Workshop(s)	Draft and final agendas, presentations and hand-outs; meeting summary notes.	Yes, assume two (2) public workshops if part of Public Outreach Strategy.
Task 1.3: Technical Background Research.	Draft and final technical analysis with key findings and recommendations for next steps.	No
Task 1.4: Council Economic Development Committee (CEDC) Meeting	Agenda, presentation, hand-outs including a map(s) or other graphics displaying recommendations, and meeting summary notes.	Yes, attend one meeting with CEDC.
Phase 2. Update Zoning Regulations		
Task 2.1: Prepare Updated Industrial Zoning Regulations.	Administrative Draft regulations and map(s).	No
Task 2.2: Internal Coordination Meetings.	Agenda, presentation, hand-outs and meeting summary notes.	Yes, attend up to two meetings with staff.
Task 2.3: Council Economic Development Committee Meeting.	Agenda, presentation, hand-outs and meeting summary notes.	Yes, attend one meeting with CEDC.
Task 2.4: Planning Commission/City Council Study Sessions.	Prepare a summary of revisions requested on the draft regulations.	Yes.
Task 2.5: Updated and Revised Draft Industrial Regulations.	Revised, updated administrative draft regulations to use for environment review.	No.

Phase 3. Environmental Review		
Task 3.1: Technical Studies for the Proposed Updated Regulations.	Submit administrative and final drafts of applicable technical studies including but not limited to noise, air quality and greenhouse gas, traffic, and other impact areas if needed based on the updated Industrial regulations.	No
Task 3.2: Initial Study, Notice of Preparation and Scoping Meeting.	Administrative and Final Initial Study; Draft and Final Notice of Preparation for EIR (if applicable); and agenda, presentation and hand-outs for scoping meeting (if applicable). Submit 8 hard copies – seven bound and one unbound as well as a PDF.	Yes, attend one public scoping meeting.
Task 3.3: Draft Mitigated/Negative Declaration or Program EIR.	Administrative, screencheck and draft environmental document. Submit 8 hard copies – seven bound and one unbound as well as a PDF.	No
Task 3.4: Final Mitigated/Negative Declaration or Program EIR and Required Findings.	Administrative, screencheck and final environmental documents; Final Mitigation Monitoring and Reporting Program and Final Program EIR (if applicable); and findings and statements of overriding considerations based on project objectives and goals (if applicable). Submit 8 hard copies – seven bound and one unbound as well as a PDF.	No
Phase 4. Industrial District Regulations Approval		
Task 4.1: Public Hearings.	None.	Yes, attend up to two public hearings; one with Planning Commission and one with City Council.
Task 4.2: Final Industrial District Regulations.	Final Industrial Regulations as amended through approval process.	No
* Deliverables shall be submitted electronically (Word, PDF, JPGs, etc.) unless otherwise noted.		

Exhibit B - City of Hayward Goals and Policies related to Industrial Regulations

Economic Development Strategic Plan

- IS4.A Identify desired uses for opportunity sites in the industrial area with the Council Economic Development Committee and ensure that that current zoning allows for the desired uses.
- IS4.B Confirm the City's zoning assessment with commercial brokers
- IS4.D Develop preferential zoning areas that support the desired business types.

General Plan Land Use and Economic Development Goals and Policies Related to Industrial Land Uses

- LU-6.1 Land Uses. The City shall encourage employee-intensive uses, such as professional office, corporate campuses, research and development, traditional and specialized manufacturing, throughout the Industrial Technology and Innovation Corridor.
- LU-6.2 Industrial and Warehouse Conversions. The City shall encourage the conversion of obsolete industrial and warehouse distribution space to a productive use, such as advanced manufacturing, professional office centers, corporate campuses, research and development parks, and flex space.
- LU-6.4 Incidental Commercial Uses. The City shall encourage incidental commercial uses that support employees and businesses within the Industrial Technology and Innovation Corridor, such as restaurants, business services, business hotels, gas stations, and similar uses.
- LU-6.5 Incompatible Uses. The City shall protect the Industrial Technology and Innovation Corridor from the encroachment of uses that would impair industrial operations or create future land use conflicts.
- ED-1.2 Economic Development Strategic Plan. The City shall maintain and implement an Economic Development Strategic Plan that identifies short- and mid-term goals and strategies to diversify and expand the Hayward economy.
- ED-1.3 Commercial and Industrial Development. The City shall encourage commercial and industrial development by ensuring the availability of suitable sites for development and providing appropriate zoning.
- ED-1.5 Knowledge- and Innovation-Based Industry Clusters. The City shall encourage the establishment and expansion of knowledge- and innovation-based industry clusters to

increase the number of professional, scientific, and technical service jobs within the local economy, and to attract venture capital funding to Hayward.

- ED-1.6 Advanced and Specialized Manufacturing. The City shall encourage the establishment and expansion of advanced and specialized manufacturing businesses to counter declining employment trends in traditional industrial manufacturing.
- ED-1.7 Clean and Green Industry Cluster. The City shall encourage the establishment of a clean and green technology cluster to create a more sustainable industrial base.
- ED-1.15 Industrial Technology and Innovation Corridor. The City shall protect the viability of the Industrial Technology and Innovation Corridor as its main employment base by discouraging the intrusion of uses that would erode the integrity of the corridor and maintaining zoning for manufacturing; professional, scientific, and technical services; research and development; and supporting uses.
- ED-1.16 Industrial Technology and Innovation Corridor Strategies – The City shall develop, maintain and implement strategies to facilitate economic investment by improving and promoting the Industrial and Innovation Corridor.
- ED-3.2 Fast Growing Industries. The City shall monitor industry and market trends to identify fast-growing industries, and coordinate with local businesses within those industries to proactively assist with potential business expansion plans.
- ED-6.2 Land Use Certainty. The City shall strive to enhance land use certainty for businesses by identifying and removing unnecessary regulatory barriers that discourage private-sector investment.
- ED-6.9 Infrastructure and Utilities. The City shall encourage the construction and maintenance of utility, communications, and technology infrastructure that will help attract business and industry to the Hayward community.
- HAZ-6.3 Permit Requirements. The City shall direct the Fire Chief (or their designee) and the Planning Director (or their designee) to evaluate all project applications that involve hazardous materials, electronic waste, medical waste, and other hazardous waste to determine appropriate permit requirements and procedures.
- EDL-1.4 Employee Childcare and Childhood Development Facilities. The City shall consider commercial development applications to provide on-site childcare and early childhood development programs for business employees. The City shall consider surrounding land uses and the safety and health of children when evaluating applications.

Pertinent Definitions:

Industry Cluster. A group of related industries, usually within a defined geographic area, that have similar labor force needs, capital requirements, production inputs and supplies as well as utilities and infrastructure. An industry cluster includes not only the private sector businesses, but also related research and development capacity usually found in universities, and public sector agencies that address workforce development and regulatory issues.

Target Industry. An industry recommended as desirable for the City to attempt to develop or attract due to favorable market prospects, location requirements, fiscal benefits or job quality, among other factors.