| **GOALS** | **OBJECTIVES** | **ACTION / TASK** | |  | **LEAD STAFF** | | **POLICY** | | **DUE**  **DATE** | | **STATUS** | | **COMMENT** | |
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| **QUALITY OF LIFE** | | | | | | | | | | | | | | | |
| **1. Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods** | **1.a. Increase neighborhood safety and cohesion** | 1.a.1. Support community-based public safety programs. | 1.a.1.a. Support and improve National Night Out; Coffee with a Cop; Hayward E.Y.E.S. | | | Crime Prevention Specialist  Hayward PD | | Consistent with GP GOAL CS1 – HQL5 | | September 2017 & 2018 | |  | |  | |
| 1.a.2. Create opportunities for outreach and education. | 1.a.2.a. Support and expand Homework Support Centers and Literacy Program | | | LCS Director  Ed. Services Mgr  LCS | | Consistent with GP GOAL ED2 – | | September 2017 & 2018 | |  | |  | |
| 1.a.3. Strengthen neighborhood connections. | 1.a.3.a. Support and expand Neighborhood Watch; NIXLE, Next Door App | | | Crime Prevention Specialist  Hayward PD | | Consistent with GP GOAL CS1 –  HQL5 | | September 2017 & 2018 | |  | |  | |
| **1.b. Foster a sense of place and support neighborhood pride.** | 1.b.1. Work with neighborhood groups to promote and award Neighborhood Improvement Grants for placemaking projects to create neighborhood identity opportunities. | 1.b.1.a. Revise requirements and application process for Neighborhood Improvement Grants to reflect Complete Communities priorities, promote program, and award grants annually. | | | CMO  Assistant to the City Manager | | Consistent with GP GOAL HQL1; PFS7 | | June 2018 | |  | | **NEW**: Aligns with Tennyson Corridor and Complete Streets Strategy Teams | |
| 1.b.2. Increase the availability of accessible and inclusive public spaces. | 1.b.2.a. Incorporate Complete Communities checklist for new development. | | | Development Services Director | | Consistent with GP GOAL HQL1 | | 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 | | | Economic Development Specialist | | Consistent with GP GOAL HQL1-5-9 | | December 2018 | |  | | **New**: Aligns with Tennyson Corridor Strategy Team | |
| **1.c.** **Increase collaboration with businesses, non-profits and neighborhood groups on placemaking projects.** | 1.c.1. Identify existing partnerships for collaboration with local faith-based and non-profit organizations. | 1.c.1.a. Expend federal CDBG allocation through Community Agency Funding process | | | Community Services Manager | | Consistent with GP GOAL ED1-5; HQL1-9 | | September 2017 & 2018 | |  | |  | |
| 1.c.1.b Continue to support and expand partnerships with local nonprofits | | | Community Services Manager | | Consistent with GP GOAL ED1-5; HQL1-9 | | September 2017 & 2018 | |  | |  | |
| 1.c.2. Create opportunities for businesses to engage locally, and work to engage with local small businesses | 1.c.2.a. Façade Improvements Program | | | Econ Dev Manager | | Consistent with GP GOAL ED5 | | June 2019 | |  | |  | |
| 1.c.3. Explore ways to facilitate public art. | 1.c.3.a. Create Public Arts Ordinance | | | Development Services Director | | Consistent with GP GOAL ED 4-5; HQL 1-2-9 | | March 2019 | |  | | **New**: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline. | |
| 1.c.3.b. Explore Potential - Arts in-Lieu Fee to support public art. | | | Development Services Director | | Consistent with GP GOAL ED4-5; HQL1-2-9 | | March 2019 | |  | |  | |
| 1.c.4 Facilitate economic development and growth opportunities within communities | 1.c.4.a Adopt, finalize and implement Business Incentive Program | | | Econ Dev Manager | | Consistent with GP GOAL ED1-3 | | December 2017 | |  | |  | |
| 1.c.4.b Develop business accelerator | | | Community Services Manager  Econ Dev Manager | | Consistent with GP GOAL ED1-2-3 | | June 2018 | |  | |  | |
| **1.d. Create resilient and sustainable neighborhoods.** | 1.d.1. Increase City & neighborhood capacity to respond to emergencies | 1.d.1.a. Begin update to Comprehensive Emergency Response Plan | | | CMO  Management Analyst | | Consistent with GP GOAL HAZ1;  CS5 | | June 2019 | |  | | **New**: This process will take more than two years. However, a work plan, working group, and community outreach will be implemented within this timeline. | |
| 1.d.1.b. Establish neighborhood Community Emergency Response Teams (CERT) | | | Deputy Chief, Special Operations  Hayward FD | | Consistent with GP GOAL CS5 | | March 2018 | |  | |  | |
| 1.d.2. Provide opportunities for residents to increase their environmental sustainability | 1.d.2.a Promote sustainability initiatives including water conservation, waste diversion, greenhouse gas emissions | | | Environmental Services | | Consistent with GP GOAL HQL7 | | March & September 2018  March & September 2019 | |  | |  | |
| **1.e. Actively value diversity and promote inclusive activities.** | 1.e.1. Sponsor, support, and host events that celebrate and value Hayward’s diversity. | 1.e.1.a. Continue to fund and provide staff support to events celebrating the heritage of Hayward residents | | | CMO, City Council, Management Analyst | | Consistent with GP GOAL HQL1-7-9 | | December 2018 | |  | |  | |
| 1.e.2. Adopt and implement the Anti-Discrimination Action Plan (ADAP) | 1.e.2.a Introduce pro-equity practices aligned with ADAP in the major functions of city government | | | CMO | | Consistent with GP GOAL HQL1-7-9 | | March 2019 | |  | | **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. | |
| 1.e.2.b. Initiate training to promote effective and accountable leadership for advancing equity and social justice through ADAP | | | CMO  HR Director | | Consistent with GP GOAL HQL1-7-9 | | June 2019 | |  | |  | |
| 1.e.3. Equity and social justice values guide department operations, programs and service delivery | 1.e.3.a Develop policy guidance that includes equity and social justice values. | | | CMO  HR Director | | Consistent with GP GOAL HQL1-7-9 | | June 2019 | |  | | **New**: Operationalize ADAP goals throughout the organization | |
| 1.e.3.b Improve staff and leadership proficiencies in delivering services that respond to changing demographics | | | CMO  HR Director | | Consistent with GP GOAL HQL1-7-9 | | June 2019 | |  | | **New**: Determine how the City can integrate the principals of “fair and just” in the delivery of City services | |
| **HOUSING** | | | | | | | | | | | | | | | |
| **2. Provide a mix of housing stock for all Hayward residents and community members, including the expansion of affordable housing opportunities and resources.** | **2.a. Centralize and expand housing services.** | 2.a.1 Create a centralized City division to address and promote equal housing opportunities for all people | 2.a.1.a. Create a Housing Division | | | LCS Director | | Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | Dec 2017 | |  | | **New**: Creation of new Division devoted to housing related issues | |
|  |  |  | 2.a.1.b. Identify current housing conditions via housing study, including conducting empathy work | | | Development Services Director  Housing Division Manager | | Consistent with GP GOALH1 – HQL5-6 | | June 2018 | |  | |  | |
| 2.a.1.c. Explore funding mechanism for seismic retrofit for rental properties | | | Management Analyst, CMO  Housing Development Specialist | | Consistent with GP GOAL HAZ1-2; H4; CS5 | | March 2018 | |  | | **New**: Apply for various sources of funding (Hazard Mitigation Grant Program, CPSE, etc.) | |
| 2.a.1.d. Continue to monitor the city’s affordable housing assets | | | Housing Division Manager  Housing Development Specialist | | Ongoing:  Consistent with GP GOALH1 | | June 2018 | |  | |  | |
| **2.b. Facilitate the development of diverse housing types that serve the needs of all populations.** | 2.b.1 Oversee the development of housing affordable to low and moderate income households | 2.b.1.a. Adopt ADU ordinance policy /procedures | | | Planning Manager  Community Services Manager | | Ongoing:  Consistent with GP GOALH1 | | December 2017 | |  | |  | |
| 2.b.1.b. Identify development projects to receive first round A1 funding. | | | Housing Development Specialist | | Ongoing:  Consistent with GP GOALH1 | | December 2017 | |  | |  | |
| 2.b.1.c. Address the housing needs of special populations and extremely low-income households. | | | Community Services Manager | | Ongoing:  Consistent with GP GOALH1 – HQL5-6 | | March 2018 | |  | |  | |
| **2.c. Conserve and improve the existing housing stock.** | 2.c.1 Achieve an adequate supply of decent, safe and affordable housing. | 2.c.1.a. Report accomplishments of Housing Rehabilitation Program (CDBG) | | | Housing Division Manager | | Consistent with GP GOALH1 | | September 2018 & 2019 | |  | |  | |
| 2.c.1.b Increase the number of eligible properties assisted with seismic retrofitting | | | Management Analyst CMO  Housing Division Manager | | Consistent with GP GOALH1 | | June 2018 & 2019 | |  | |  | |
| **2.d. Increase supply of affordable, safe and resilient housing in Hayward** | 2.d.1 Identify adequate sites to encourage the development of a variety of housing for all income levels | 2.d.1.a. Review/update affordable housing ordinance (including fee assessment) | | | CAO  Housing Division  Manager  Housing Development Specialist | | Consistent with GP GOALH1-2-3 – HQL5-6 | | September 2017 | |  | |  | |
| 2.d.2. Explore measures to prevent housing displacement | 2.d.2.a. Review and revise Affirmatively Affirming Fair Housing Process | | | Housing Division Manager  CAO  Development Services Director  Community Services Manager | | Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | March 2018 | |  | |  | |
| 2.d.2.b. Review and revise as necessary Rent Stabilization Ordinance | | | CMO  CAO  Housing Division Manager | | Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | June 2018 | |  | |  | |
| 2.d.2.c. Strengthen renter protections and rights, beginning with empathy work | | | CAO  Housing Division  Manager  Development Services Director | | Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | September 2018 | |  | |  | |
| 2.d.3 Mitigate any constraints to housing production and affordability | 2.d.3.a. Bring back Soft Story Seismic Program ordinance for Council adoption | | | CMO Management Analyst | | Ongoing:  Consistent with GP GOALH4-5-6 – HQL5-6 | | March 2018 | |  | |  | |
| 2.d.3.b. Analyze Rental Inspection Program (IPMC /17920.3) | | | Code Enforcement Manager  Housing Division Manager | | Ongoing;  Consistent with GP GOALH1-5-6 – HQL5-6 | | September 2018 | |  | |  | |
| 2.d.3.c. Evaluate CPTED for comprehensive safety improvements | | | Crime Prevention Specialist  Housing Division Manager | | Ongoing:  Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | June 2018 | |  | |  | |
| 2.d.3.d. Analyze of home safety programs (Weed Abatement PR) | | | Fire Marshal  Code Enforcement Manager | | Ongoing:  Consistent with GP GOALH1-2-4-5-6 – HQL5-6 | | June 2018 | |  | |  | |
| **Regulatory Toolkit** | | | | | | | | | | | | | | | |
| **3. Develop a Regulatory Toolkit for Policy Makers.** | **3.a Update, streamline, and modernize zoning & codes** | 3.a.1 Industrial Zoning Update | 3.a.1.a Work with consultant to complete update of industrial zoning update | | | Senior Planner | | Ongoing: Consistent with GP GOAL LU6 | | June 2018 | |  | |  | |
| 3.a.2. Develop Shoreline Master Plan | 3.a.2.a Identify funding source & consultant | | | Senior Planner  HASPA TAC | | Ongoing: Consistent with GP GOAL LU4 | | June 2019 | |  | |  | |
| 3.a.3. Refine Downtown Specific Plan | 3.a.3.a Bring to Planning Commission and City Council | | | Senior Planner | | Ongoing: Consistent with GP GOAL LU8 | | June 2018 | |  | |  | |
| 3.a.4. Revise and update Form-Based Code | 3.a.4.a Conduct research and compile a comprehensive list of items to be revised | | | Planning Manager | | Consistent with GP GOAL LU1 | | December 2017 | |  | |  | |
| 3.a.4.b Revise Draft Codes showing revisions and share with public and policy makers | | | Planning Manager | | Consistent with GP GOAL LU1 | | September 2018 | |  | |  | |
| 3.a.4.c Conduct Planning Commission and City Council Public Hearings for Adoption of Revised Codes | | | Planning Manager | | Consistent with GP GOAL LU1 | | March 2019 | |  | |  | |
|  | 3.a.5 Unified Development Code / Performance Based Zoning | 3.a.5.a Undertake an RFP process for development of a comprehensive Unified Code | | | Planning Manager | | Consistent with GP GOAL LU1 | | December 2017 | |  | |  | |
|  |  | 3.a.5.b Complete community engagement efforts | | | Planning Manager | | Consistent with GP GOAL LU1 | | March 2018 | |  | |  | |
| **3.b. Identify and Design Appropriate In-Lieu Fees to Provide Community Amenities** | 3.b.1 Review Park In-Lieu Fees | 3.b.1.a Develop a study, complete community outreach, and provide recommendations to City Council | | | Planning Manager  Landscape Architect  HARD staff | | Consistent with GP GOAL LU 1-3-4-9 | | March 2019 | |  | |  | |
| 3.b.2 Review Commercial In-Lieu Fees | 3.b.2a. Develop a study, complete community outreach, and provide recommendations to City Council | | | Econ Dev Manager | | Consistent with GP GOAL ED6 – LU1 | | June 2019 | |  | |  | |
| **3.c. Develop and refine other regulatory tools** | 3.c.1 Assess the Viability of developing a Vacant Building Ordinance | 3.c.1.a Develop a study, complete community outreach, and provide recommendations to City Council | | | Code Enforcement Manager | | Consistent with GP GOAL ED6 – LU1 | | March 2018 | |  | |  | |
| 3.c.2. Update and Amend Vice statutes in Municipal Code | 3.c.2.a. Introduce Cannabis ordinance bring to Council to put forth standards aligned with state requirements | | | Principal Planner  HPD, CMO, CAO | | Consistent with GP GOAL CS1-2; ED12-3 | | September 2017 | |  | |  | |
| 3.c.2.b Review Alcohol Standards ordinance. | | | CAO, CMO  Planning Manager  HPD Command Staff | | Ongoing:  Consistent with GP GOAL CS1-2; ED12-3 | | December 2018 | |  | |  | |
| 3.c.2.c Process Consistency -  work to establish clear procedures and process for permit applications | | | Principal Planner, Supervising Plan Checker/Expeditor | | Ongoing:  Consistent with GP GOAL ED1-6 | | September 2018 | |  | |  | |

On Schedule and Within Budget

Behind Schedule or exceeding Budget

Complete Communities Strategy

Performance Measures

PM1. Concentration and distribution of neighborhood/business participation (GIS heat map) for following goals and tasks:

1. NextDoor/Nixle/Neighborhood watch
2. National Night Out/Coffee with a Cop/ Hayward E.Y.E.S/ CERT
3. Business Incentive Program /Façade Improvement Program/ Business Incubator
4. Neighborhood events
5. Affordable housing
6. Location of various public amenities (parks, art, placemaking projects, Neighborhood Improvement Grants, etc.)
7. Percentage of retail vacancy rates

*First reporting period will set baseline; subsequent reporting periods will include both a map with concentration/distribution and a map identifying areas of growth and contraction over previous reporting periods.*

PM2. Annual report detailing projects assisted through Community Agency Funding process;

1. Percentage of unduplicated eligible low-income clients served;
2. Percentage of funds expended in priority objectives (Housing, Services, Econ Dev, Infrastructure)

PM3. Percentage of eligible projects that implement the Complete Communities checklist

PM4. Percentage of employees answering positively to (strongly agree or agree) the Employee Engagement Survey question, “My workplace prioritizes equitable and socially just principles and policies” and “The organization understands and appreciates differences among employees (for example, gender, race, religion, age, nationality, etc.)”

PM5. Annual report detailing housing units assisted through Housing Division programs;

a) Percentage of eligible units assisted through Housing Rehabilitation Program;

b) Percentage of eligible buildings in the process of/have completed seismic retrofits

1. Percentage of eligible low-income households / businesses assisted
2. Annual increase in affordable housing units created in conformance with RHNA

PM6. Percentage of new housing developments with inclusionary units

PM7. Level of investment/tenancy resulting from new allowable land uses

PM8. Percentage of eligible properties submitting ADU permit applications

PM9. Permit turnaround times