



POLICY DOCUMENT: PART 4

GENERAL PLAN ADMINISTRATION AND IMPLEMENTATION

If the City's General Plan is to serve its purpose effectively, it must be reviewed, maintained, and implemented in a systematic and consistent manner. Implementation of the General Plan will occur through participation by a number of parties including residents, elected and appointed City officials, City staff, and City partners (e.g., HARD). Part 4 of the General Plan provides direction on how the City will implement and maintain the General Plan and sets out specific actions the City will undertake to achieve the goals and policies of the General Plan.

This Part begins with a summary of priority implementation programs for carrying out the General Plan, particularly those that need to be undertaken in the first three years (2014–2016). This is followed by an outline of the process for reviewing and updating the General Plan and a program for monitoring its implementation. It also outlines requirements for implementing the City's General Plan consistent with its goals, policies, standards, and programs, and provides an overview of the types of actions or tools the City will use to implement the Plan's policies. It concludes with tables that list specific implementation programs, organized by the topics addressed in the General Plan Elements.

Priority Implementation Programs

The General Plan contains a vision and set of goals and policies that are desirable for the community to achieve. Since everything cannot be accomplished immediately, the City has identified the following programs as highest priority for implementing the General Plan, particularly in the near term. These have been selected because they are likely to be most effective in transforming city operations and Hayward's community character consistent with the General Plan's Vision and Guiding Principles. However, the priority of specific actions or programs may change over time as community challenges, opportunities, and resources change. As the City implements programs on this priority list, the list will be adjusted to address new challenges facing the city.

- LU-1: Comprehensive Zoning Code Update
- LU-2: Comprehensive Subdivision Ordinance Update
- LU-15: State Historic Building Code
- M-1: Multimodal LOS and Design Standards
- M-2: Multimodal LOS Guidelines
- ED-9: Business Attraction , Expansion, and Retention Program
- ED-10: Town-Gown Partnership
- CS-2: Police Department Strategic Plan Annual Report
- CS-4: Homeless Services Partnership
- CS-9: Police and Fire Impact Fees
- CS-10: Disaster Awareness and Emergency Preparedness Program
- NR-8: Energy reduction Initiative and Annual Report
- NR-10: Financing Program for Residential Energy Efficiency Retrofits
- EDL-2: Education Partnership

- EDL-5: Public School Marketing Campaign
- EDL-7: Library Bond

Administering the General Plan

The General Plan will be implemented through policy decisions, ordinances and regulations, and future actions that are consistent with the General Plan. The General Plan is a dynamic document that should be revised to reflect changing circumstances and priorities in the City. The City is responsible for tracking, reporting and evaluating its progress in implementing the General Plan. State law provides direction on how cities can maintain the General Plan as a contemporary policy guide. It requires the City to report annually on “the status of the plan and progress in its implementation” (Government Code Section 65400[b]). The City must file annual progress reports on the implementation of the General Plan with the local legislative body, the Governor’s Office of Planning and Research (OPR), and the Department of Housing and Community Development (HCD).

General Plan Maintenance and Monitoring

The City is committed to annually reviewing its progress in implementing the goals and policies of the General Plan. Since many of the factors and issues that the General Plan addresses change from year-to-year, an annual review and reporting of implementation will help ensure the City is moving forward to achieve the Plan’s vision. This review will report on the status of each specific implementation program in the General Plan and take into account the availability of new implementation tools, changes in funding sources, and feedback from Plan monitoring activities.

General Plan Review and Update

At least once every five years, the City will thoroughly review the General Plan and revise and update it as necessary. This review and update process will focus on Policy Document goals, policies, and implementation programs. Minor updates to the Background Report may also be made in order to maintain internal consistency between existing conditions and General Plan policy.

General Plan Amendments

As conditions and needs change, the City will need to consider proposed amendments to the General Plan. State law limits general plan amendments to four per year, but each amendment can include multiple changes. Like the adoption of the General Plan itself, general plan amendments are subject to environmental review, public notice, and hearing requirements, and must not create inconsistencies with other parts of the plan. Some amendments will be policy changes, while many will likely be changes to the Land Use Diagram. Each of the changes will need to be carefully evaluated, not only for merit and potential impact, but also for consistency with the rest of the General Plan. State law requires that the general plan be an integrated and internally consistent set of goals, policies, standards, programs, and diagrams.

General Plan Consistency in Implementation

To ensure that the policies and proposals of the general plan are systematically implemented, State law requires that the actions and decisions of each local government concerning both its own projects and the private projects it approves are consistent with its adopted General Plan. The courts have supported and furthered this trend through their interpretations of State law.

The General Plan serves as a tool to align City decisions and actions with the community's vision. The General Plan will be implemented through municipal policy decisions, ordinances and regulations, and future actions that are consistent with the General Plan. This includes City Council priority setting and initiatives, budgeting and capital improvement planning, decisions on public and private development projects, and City activities and programs.

- Decision-makers will be responsible for ensuring that their decisions reflect the community's vision and are consistent with the goals and policies contained in the General Plan. They will ensure that sufficient resources are allocated to various departments to implement the General Plan. However, implementation of the General Plan is based on the availability of resources. Some goals, policies and implementation programs may not be achieved as identified if resources are limited or unavailable.

- City staff is responsible for ensuring that day-to-day operations and recommendations to decision-makers are consistent with the goals and policies contained in the General Plan. City staff recommendations to decision-makers should be prepared in consideration of General Plan consistency. Staff is also responsible for carrying out the implementation programs contained in the General Plan, and reporting on General Plan implementation.

Categories of Implementation Actions/Tools

The City will implement the goals and policies of the General Plan through many actions and tools that can be grouped according to the eight categories listed below. The two- to four-letter identifiers (italicized and in parentheses) are used in the General Plan to indicate how each policy will be implemented. The identifiers are also used in the Specific Implementation Programs to indicate the type of specific implementation program:

- Regulation and Development Review (RDR)
- City Master Plans, Strategies, and Programs (MPSP)
- Financing and Budgeting (FB)
- Planning Studies and Reports (PSR)
- City Services and Operations (CSO)
- Inter-governmental Coordination (IGC)
- Joint Partnerships with the Private Sector (JP)
- Public Information (PI)

Regulation and Development Review (RDR)

Many General Plan policies are implemented through regulations adopted by the City based on the city's police power to protect the public health, safety, and welfare. City ordinances also create a development review process that provides for City review of individual project proposals and authorizes the City to approve, condition, or deny projects based on their consistency with the

General Plan. The following is a list of regulatory procedures, plans, and ordinances commonly used to implement the General Plan:

- Master Plans
- Specific Plans
- Zoning Ordinance
- Subdivision Ordinance
- Building and other codes
- Habitat Conservation Plans
- California Environmental Quality Act (CEQA)
- Development Review

City Master Plans, Strategies, and Programs (MPSP)

The City has adopted many master plans, strategies, and programs focusing City attention on various types of city services and facilities, types of development, or geographic areas. These are prepared to provide more specific direction for city decision-makers, staff, and the public on how the General Plan will be implemented. They are not elements or components of the General Plan. The following is a partial list of master plans, strategies, and programs that the City has adopted or plans to adopt. Specific implementation programs in Part 4 of the General Plan call for the annual or periodic review of many of these master plans, strategies, and programs in addition to adoption of some new master plans and strategies:

- Downtown City Center Specific Plan
- South Hayward BART Form-Based Code
- Mission Boulevard Specific Plan
- Hesperian Boulevard College Corridor Plan
- Industrial Technology and Innovation Corridor Plan

- Mills Act Program
- Multimodal LOS and Design Standards
- Wayfinding Program
- Pedestrian Master Plan
- Bicycle Master Plan
- Economic Development Strategic Plan
- Industrial Technology and Innovation Corridor Marketing Strategy
- Business Attraction, Expansion, and Retention Program
- Town-Gown Economic Partnership
- Police Department Strategic Plan
- Homeless Services Partnership
- Fire Department Strategic Plan
- Disaster Awareness and Emergency Preparedness Program
- Energy Reduction Initiative
- Energy Efficiency Retrofits Financing Program
- Educational Resources for Hazardous Materials
- Cradle-to-Career Strategic Plan
- Public School Marketing Campaign
- Library Strategic Plan
- Capital Improvement Program

Financing and Budgeting (FB)

The development, maintenance, and operation of public facilities such as parks and drainage facilities and the provision of city services require financial resources that are derived from various

sources. Programming of City capital projects and their funding over time is outlined in the City's Capital Improvement Program, which is updated annually. The following is a list of revenue sources used by or available to the City to support development, maintenance, or operation of public facilities and services:

- Property tax
- Sales tax
- User fees
- Development fees
- Quimby Act (Park) dedications
- Business improvement districts
- Community facilities and special assessment districts
- Municipal bonds
- Special taxes
- County, state, and federal funding

Planning Studies and Reports (PSR)

The City conducts studies and produces reports to collect and evaluate information related to specific issues. These studies and reports are undertaken at the direction of the City Council as needed or are prepared annually to report on the status and implementation of the General Plan or a Master Plan.

City Services and Operations (CSO)

The City provides a broad range of services to its residents, businesses, and visitors and manages and operates its facilities to meet community needs. How the City provides services and carries out its operations makes a significant difference in how effectively the General Plan is implemented.

Inter-governmental Coordination (IGC)

The City must coordinate with numerous local, regional, state, and federal agencies to implement the General Plan. These agencies provide services, facilities, or funding and administer regulations that directly or indirectly affect many issues addressed in the General Plan. The following is a partial list of public agencies that may play a role in implementing the General Plan:

- Local agencies, such as Alameda County, Alameda Local Agency Formation Commission (LAFCo), Hayward Unified School District, Hayward Area Recreation and Park District, and other special districts.
- Regional agencies, such as Association of Bay Area Governments (ABAG), Metropolitan Transportation Commission (MTC), AC Transit, Bay Area Rapid Transit (BART), East Bay Regional Park District (EBRPD), and Bay Conservation and Development Commission (BCDC).
- State agencies, such as Caltrans, General Services, California Environmental Protection Agency (EPA), Native American Heritage Commission (NAHC), and California State University, East Bay.
- Federal agencies, such as U.S. Coast Guard, U.S. Military, U.S. Fish and Wildlife Services (USFWS), U.S. Army Corps of Engineers, and Federal Emergency Management Agency (FEMA).

The City recognizes there are unique public and private partnerships. In those instances where there are public and private partnerships, it will involve both inter-governmental coordination and joint partnerships with the private sector, as described in more detail below.

Joint Partnerships with the Private Sector (JP)

The City can combine its efforts with private sector efforts to improve public service delivery, manage public sector assets, or leverage private sector investment. By expanding the role of the private sector, the City can use its technical, management, and financial resources in creative ways to achieve objectives of the General Plan.

Public Information (PI)

The City can use a wide range of tools to keep the city's residents informed of city services or other issues of current interest. Public information can be distributed through media such as brochures, pamphlets, the City's website and social media sites, mobile device applications and notifications workshops, seminars, public access television, radio, newspapers, public hearings, neighborhood and community meetings, and customer service hotlines.

Specific Implementation Programs

Specific implementation programs are listed in the following tables. Similar to the policies, each implementation program is followed by a set of letters that identifies a type of action or tool that the City will use to carry out the implementation program. Following each implementation program is a description of which policy(ies) the program implements, which City department(s) is responsible for implementation, and which department(s) will support the responsible department(s). Each program also identifies a potential funding source for the program. This is intended only to inform the City budgeting process. It does not commit funding to a program for a given timeframe. The City will determine as part of the annual budget process which programs will be funded based on available City resources and needs. Finally, to the right of each program is a timeline that identifies when the implementation will be completed.

The implementation program tables are organized as follows:

- Table GPA: General Plan Administration Implementation Programs
- Table LU: Land Use and Community Character
- Table M: Mobility
- Table ED: Economic Development
- Table CS: Community Safety
- Table NR: Natural Resources
- Table HAZ: Hazards

- Table EDL: Education and Life-Long Learning
- Table: HQL: Community Health and Quality of Life
- Table PFS: Public Facilities and Services
- Table H: Housing (to be provided)

Table GPA GENERAL PLAN IMPLEMENTATION Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>1. General Plan Annual Report. The City shall prepare and submit an annual report to the City Council that summarizes the implementation of the General Plan, including the status of implementation programs. The report shall also be submitted to the Office of Planning and Research. <i>[Source: New Program; City Staff] (PSR)</i></p>						
Implements Which Policy(ies)	N/A					
Responsible Department(s)	Development Services				✓	
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Fire, Public Works – Utilities and Environmental Services, City Manager, Police, Maintenance Services, Library and Community Services, City Attorney, Information Technology					
Funding Source(s)	General Fund					
<p>2. General Plan Update. The City shall review and update (as necessary) the General Plan every five years. <i>[Source: New Program; City Staff] (MPSP)</i></p>						
Implements Which Policy(ies)	N/A					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, City Manager, Fire, Police, Maintenance Services, Library and Community Services, City Attorney, Information Technology			✓		
Funding Source(s)	General Fund					
<p>3. Master Plans, Strategies, and Programs Updates. As part of its process to develop the Biennial Operating Budget, the City shall review a list of its adopted master plans, strategies, and programs and identify those that will be reviewed and updated, as necessary. The City shall develop and maintain a publicly available list of its adopted master plans, strategies, and programs. <i>[Source: New Program; City Staff] (MPSP)</i></p>		✓				✓
Implements Which Policy(ies)	N/A					
Responsible Department(s)	Development Services					

Table GPA		GENERAL PLAN IMPLEMENTATION Implementation Programs				
		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, City Manager, Fire, Police, Maintenance Services, Library and Community Services, City Attorney, Information Technology					
Funding Source(s)	General Fund					

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
1. Comprehensive Zoning Ordinance Update. The City shall prepare a comprehensive update to the Hayward Zoning Ordinance to ensure that the City’s zoning regulations align with the guiding principles, goals, and policies of the General Plan. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	LU-1.4, LU-1.6, LU-1.9, LU-3.1, LU-3.3, LU-3.4, LU-3.5, LU-3.6, LU-4.1, LU-4.2, LU-4.3, LU-5.1, LU-5.2, LU-5.4, LU-5.7, LU-6.1, LU-6.2, LU-6.4, LU-6.5, M-10.2, ED-1.3, ED-1.12, ED-1.15, ED-6.2, NR-1.7, NR-3.3, NR-6.6, EDL-1.4, HAZ-6.3, HQL-3.1, HQL-3.2, HQL-3.4, HQL-3.5, HQL-3.6, HQL-3.8, HQL-4.3, HQL-6.5, HQL-8.3	✓				
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Fire, City Manager,					
Funding Source(s)	General Fund, Grants					
2. Comprehensive Subdivision Ordinance Update. The City shall prepare a comprehensive update to the Hayward Subdivision Ordinance to ensure that the City’s subdivision regulations align with the guiding principles, goals, and policies of the General Plan. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	LU-1.9, LU-3.6, NR-6.6	✓				
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire					
Funding Source(s)	General Fund, Grants					
3. Comprehensive Design Guidelines Update. The City shall prepare a comprehensive update of the Hayward Design Guidelines and the Hillside Design and Urban Wildland Interface Guidelines. The guidelines shall apply to commercial, residential, industrial, and mixed-use developments located outside of the City’s Priority Development Areas. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	LU-1.7, LU-1.8, LU-1.9, LU-3.4, LU-3.6, LU-3.7, LU-3.8, LU-3.9, LU-4.4, LU-4.5, LU-4.6, LU-4.8, LU-5.3, LU-5.4, LU-5.7, LU-6.7, LU-6.8, LU-7.1, LU-7.2, LU-7.3, LU-7.4, LU-7.5, LU-7.6, ED-5.5, HAZ-5.1		✓			

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Fire, Police, City Manager					
Funding Source(s)	General Fund, Grants					
4. Downtown City Center Specific Plan. City shall develop and adopt a Downtown City Center Specific Plan. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	LU-1.3, LU-1.4, LU-1.5, LU-1.6, LU-1.9, LU-2.1, LU-2.2, LU-2.3, LU-2.4, LU-2.5, LU-2.6, LU-2.7, LU-2.14, LU-2.15, LU-2.16, LU-2.17, ED-1.14, ED-1.15, M-4.8, M-7.4, M-9.5, M-9.8	✓				
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire, Library and Community Services					
Funding Source(s)	General Fund, Grants					
5. Priority Development Area Marketing Strategy. The City shall prepare, implement, and maintain a Priority Development Area Marketing Strategy. Based on the findings of the strategy, the City shall develop an implementation program to promote development opportunities within the City’s Priority Development Areas. <i>[Source: New Program; City Staff] (MPSP/CSO)</i>						
Implements Which Policy(ies)	LU-1.3, LU-1.4, LU-1.5, LU-1.6, LU-1.10, LU-2.1, LU-2.8, LU-2.10, LU-2.12		✓			✓
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services					
Funding Source(s)	General Fund, Grants					
6. Complete Neighborhood Strategy. The City shall develop and implement a community outreach program to identify various types of complimentary and supporting uses that are needed and desired in each Hayward neighborhood. Based on the findings of the outreach program, the City shall develop an implementation program to facilitate desired changes within local neighborhoods. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	LU-1.6, LU-3.1, LU-3.2, LU-3.3			✓		

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Library and Community Services, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund, Grants					
7. “A” Street and Redwood Road Corridor Plan Feasibility Report. The City shall coordinate with Alameda County to explore the feasibility of preparing a master plan or specific plan for the “A” Street and Redwood Road corridor. The City shall submit a feasibility report to the City Council, and additional actions shall be determined based on Council direction. <i>[Source: New Program; City Staff] (IGC/PSR)</i>						
Implements Which Policy(ies)	LU-4.13			✓		
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire, Alameda County					
Funding Source(s)	General Fund, Grants					
8. Hesperian Boulevard College Corridor Plan. The City shall develop and adopt a master plan or specific plan to enhance the Hesperian Boulevard corridor. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	LU-4.12, LU-1.9			✓		
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire					
Funding Source(s)	General Fund, Grants					
9. Corridor Beautification Plan. The City shall develop and adopt a Corridor Beautification Plan as the key regulatory document for focusing future streetscape improvements along major streets and corridors throughout the city. <i>[Source: New Program, City staff] (MPSP)</i>						
Implements Which Policy(ies)	LU-4.11, LU-4.15			✓		
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Utilities and Environmental Services, Public Works – Engineering and Transportation, City Manager					
Funding Source(s)	General Fund					

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
10. Sign Ordinance Update. The City shall update the Sign Ordinance. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	LU-4.6	✓				
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Funds, Grants					
11. Industrial Technology and Innovation Corridor Plan. The City shall develop and adopt a specific plan or master plan for the Industrial Technology and Innovation Corridor. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	ED-1.3, ED-1.15, ED-1.16, ED-6.2, ED-6.9, EDL-1.4, LU-1.9, LU-6.1, LU-6.2, LU-6.3, LU-6.4, LU-6.5, LU-6.6, LU-6.7, LU-6.8		✓			
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire, City Attorney					
Funding Source(s)	General Fund, Grants					
12. Grading and Clearing Ordinance Update. The City shall update the Grading and Clearing Ordinance. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	LU-1.9, LU-7.1, LU-7.2, LU-7.3, LU-7.4		✓			
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, Fire					
Funding Source(s)	General Fund, Grants					
13. Certified Local Government Program. The City shall coordinate with the State Historic Preservation Office to initiate and complete the process for becoming a Certified Local Government under the National Parks Service historic preservation program. <i>[Source: New Program; City Staff] (MPSP/IGC)</i>						
Implements Which Policy(ies)	LU-8.1, LU-8.2			✓		
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, State Historic Preservation Office					

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Funding Source(s)	General Fund, Grants					
14. Historic Districts Strategy. The City shall prepare and submit applications to the State Historic Preservation Office to establish National Park Service Historic Districts for the Upper “B” Street neighborhood; “B” Street Historic Streetcar District; Prospect Hill Neighborhood; and the Downtown Historic District. <i>[Source: New Program; City Staff] (MPSP/IGC)</i>				✓		
Implements Which Policy(ies)	LU-8.2, LU-8.7					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
15. State Historic Building Code. The City shall develop and adopt an ordinance to allow the use of the State Historic Building Code for the rehabilitation of historic resources. <i>[Source: New Program; City Staff] (RDR)</i>		✓				
Implements Which Policy(ies)	LU-8.9					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
16. Mills Act Program. The City shall develop and adopt a California Mills Act Property Tax Abatement Program. <i>[Source: New Program; City Staff] (MPSP)</i>			✓			✓
Implements Which Policy(ies)	LU-8.2, LU-8.10					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
17. Historic Preservation Resource Center. The City shall prepare and maintain a web-based resource center to promote Hayward’s local historic resources and to provide resources and incentives to encourage historic preservation. <i>[Source: New Program; City Staff] (CSO/PI)</i>				✓		✓
Implements Which Policy(ies)	LU-8.2, LU-8.7, LU-8.8, LU-8.10, LU-8.11, LU-8.12					
Responsible Department(s)	Development Services, Information Technology, Library and Community Services					

Table LU LAND USE AND COMMUNITY CHARACTER Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
18. Alameda County Government Center Area Plan Feasibility Report. The City shall coordinate with Alameda County to explore the feasibility of forming a partnership to fund and prepare a master plan or specific plan for the Alameda County Government Center area. The City shall submit a feasibility report to the City Council, and additional actions shall be determined based on Council direction. <i>[Source: New Program; City Staff] (IGC/PSR)</i>				✓		
Implements Which Policy(ies)	LU-9.4					
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Alameda County					
Funding Source(s)	General Fund					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>1. Multimodal LOS and Design Standards. The City shall adopt multimodal Level of Service (LOS) and design standards and a methodology that defines the process for determining which non-vehicular transportation and transit improvements will be implemented. The multimodal LOS program, design standards, and methodology should be consistent with those adopted by the Alameda County Transportation Commission. <i>[Source: New Program, City Staff] (RDR/MPSP)</i></p>			✓			
Implements Which Policy(ies)	M-1.2, M-1.3, M-1.4, M-1.5, M-9.2					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, Fire, Police					
Funding Source(s)	General Fund					
<p>2. Multimodal LOS Guidelines. The City shall update its Traffic Study Preparation Guidelines to reflect the multi-modal Level of Service (LOS) policies, standards, and methodologies and to provide additional flexibility in implementing multimodal transportation improvements. <i>[Source: New Program, City Staff] (RDR/FB)</i></p>			✓			
Implements Which Policy(ies)	M-1.2, M-1.3, M-1.4, M-1.5					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund					
<p>3. Survey Transportation and Transit Gaps and Barriers. The City shall prepare a study to identify existing gaps and barriers in the transportation and transit network. Based on the findings from the study, the City shall prepare and submit recommendations to the City Council on a set of priority investments for inclusion in the Capital Improvement Program and/or the Countywide Transportation Plan to address the gaps and barriers. <i>[Source: New Program, City Staff] (PSR)</i></p>				✓		
Implements Which Policy(ies)	M-1.4, M-1.7, M-7.2, M-7.3, M-7.4, M-7.10					
Responsible Department(s)	Public Works – Engineering and Transportation					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	Development Services, Alameda County Transportation Commission, Library and Community Services, Public Works – Utilities and Environmental Services, AC Transit					
Funding Source(s)	General Fund					
4. Regional Connection Improvements.	The City shall work with the Alameda County Transportation Commission, AC Transit, and adjacent communities to identify better connections between city roadways, pedestrian ways, bicycle facilities, and transit corridors and neighboring and regional transportation networks. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority improvements for better regional transportation connections that should be included in the Capital Improvement Program or Countywide Transportation Plan. <i>[Source: New Program, City Staff] (PSR/IGC)</i>			✓		
Implements Which Policy(ies)	M-2.1, M-2.3					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	City Manager, MTC, AC Transit, City of Fremont, City of Union City, City of San Leandro, Alameda County Transportation Commission, Alameda County					
Funding Source(s)	General Fund					
5. Collision Data Reporting.	The City shall prepare and submit bi-annual reports to the City Council that summarize traffic collision data at the top collision locations for automobiles, bicycles, and pedestrians, and recommend improvements where needed. <i>[Source: New Program, City Staff] (PSR)</i>					✓
Implements Which Policy(ies)	M-3.10, M-4.7					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Police					
Funding Source(s)	General Fund, Grants					
6. Complete Streets Assessment.	The City shall conduct a study of the existing street network to identify streets that can be more complete. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on a priority list of complete streets improvements. <i>[Source: New Program, City Staff] (PSR)</i>			✓		
Implements Which Policy(ies)	M-3.2, M-3.3, M-3.10					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Fire, Police, Maintenance Services, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund, Grants					
7. Underused Rights-of-Way. The City shall conduct a study to identify underused rights-of-way, such as street lanes, open drainage facilities, and railroad corridors, to convert to bikeways, pedestrian ways, trails, and/or landscaping improvements. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priorities to maximize the use of underused right-of-way for non-motorized facilities or landscaping improvements. <i>[Source: New Program, City Staff] (PSR)</i>						
Implements Which Policy(ies)	M-3.2, M-3.3, M-3.10			✓		
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, Hayward Area Recreation District, City Attorney					
Funding Source(s)	General Fund					
8. Complete Streets Evaluation. The City shall bi-annually evaluate and report to the City Council on how well the streets and transportation network are serving each category of users. <i>[Source: New Program, City Staff] (PSR)</i>						
Implements Which Policy(ies)	M-3.1, M-3.2, M-3.3, M-3.10					✓
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund					
9. Improved Traffic Flow Program. The City shall work with Metropolitan Transportation Commission and the Alameda County Transportation Commission to plan and obtain funding for projects that improve traffic flow on arterials and reduce vehicle idling <i>[Source: New Program, Climate Action Plan] (MPSP/IGC)</i>						
Implements Which Policy(ies)	M-4.1, M-4.4		✓			
Responsible Department(s)	Public Works – Engineering and Transportation					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	Public Work – Utilities and Environmental Services, MTC, ACTC					
Funding Source(s)	General Fund					
10. Traffic Calming Measures. The City shall conduct a study to identify neighborhoods where appropriate traffic-calming measures could help reduce speeding and create safer streets. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority streets for traffic calming measures. <i>[Source: New Program, City Staff] (PSR)</i>						
Implements Which Policy(ies)	M-4.7			✓		
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Fire					
Funding Source(s)	General Fund					
11. Pedestrian Master Plan. The City shall develop, adopt, and implement a Pedestrian Master Plan that includes a planned sidewalk system, pedestrian design standards, and implementation program. As part of the preparation of the Pedestrian Master Plan, the City shall review and incorporate (as appropriate) planned improvements and programs identified in the Alameda Countywide Pedestrian Plan that connect Hayward’s existing and planned pedestrian facilities to regional walking and bicycle facilities. The Pedestrian Master Plan shall include a Safe Routes to Schools Plan, an ADA Transition Plan, and strategies to improve pedestrian connections to parks, transit, and neighborhood commercial, and service uses. <i>[Source: Climate Action Plan, City Staff] (MPSP)</i>						
Implements Which Policy(ies)	M-5.2, M-5.4, M-5.5			✓		
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works— Utilities and Environmental Services, Hayward Unified School District					
Funding Source(s)	General Fund, Grants					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>12. Shuttle Service Study. The City shall conduct a study to evaluate the feasibility of establishing shuttle services to address any unmet transit needs, to fill in gaps in service that are not being met by other transit providers, and to improve transit connections between major transit stations and employment centers. Based on findings from the study, the City shall prepare and submit recommendations to the City Council relative to the options for establishing such services in the city. <i>[Source: New Program, Climate Action Plan] (PSR)</i></p>			✓			
Implements Which Policy(ies)	M-7.11					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, City Manager, AC Transit, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund					
<p>13. Private Transportation Companies. The City shall conduct a study to identify economic incentives for private transportation companies seeking to enhance mobility in the Downtown, Priority Development Areas (PDAs), corridors, employment centers, and other high-intensity districts in the city. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on potential incentives. <i>[Source: New Program, City Staff] (PSR)</i></p>				✓		
Implements Which Policy(ies)	M-7.11, M-7.12, M-7.13					
Responsible Department(s)	Public Works – Engineering and Transportation, City Manager					
Supporting Department(s)/ Partner(s)	Development Services					
Funding Source(s)	General Fund					
<p>14. Transit Rider Information Study. The City shall work with AC Transit to identify options for informing transit riders of the availability and timing (e.g., headways) of public transit. Based on findings from the study, the City shall work with AC Transit to prepare and submit recommendations to the City Council on developing a transit information program. <i>[Source: New Program, City Staff] (PSR)</i></p>				✓		
Implements Which Policy(ies)	M-7.7					
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	AC Transit					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Funding Source(s)	General Fund					
15. Pedestrian Design Standard for Transit Stop. The City shall work with AC Transit to develop and adopt transit stop design standards for lighting, walkways, streetscape furniture, and landscaping to promote a feeling of safety at transit stops. <i>[Source: New Program, City Staff] (RDR)</i>						
Implements Which Policy(ies)	M-7.6, M-5.3		✓			
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, AC Transit					
Funding Source(s)	General Fund					
16. Citywide TDM Plan. The City shall develop and adopt a citywide Transportation Demand Management (TDM) Plan, which could include strategies to reduce peak-hour traffic, such as staggered work hours, flexible schedule options, and telecommuting from home offices. <i>[Source: Climate Action Plan, City Staff] (MPSP)</i>						
Implements Which Policy(ies)	M-8.2		✓			
Responsible Department(s)	Public Works – Engineering and Transportation, City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, Alameda County Transportation Commission					
Funding Source(s)	General Fund					
17. City Employee Car/Bike Share Programs. The City shall conduct a study that explores the development of car-sharing and/or bike sharing programs for City employees. Based on findings from the study, the City shall prepare and submit recommendations to the City Council about establishing such programs. <i>[Source: New Program, Climate Action Plan] (MPSP/PSR)</i>						
Implements Which Policy(ies)	M-8.3, M-8.4, M-8.5, M-8.6			✓		
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Public Works – Utilities and Environmental Services, Human Resources					
Funding Source(s)	General Fund					

Table M		MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>18. City Commuter Benefits. The City shall continue to offer commuter benefits, such as Tran Ben or Commuter Checks to City employees, and when possible, expand or develop other commuter benefits programs, such as parking cash-out or parking pricing programs, or taking advantage of the new tax credit for biking to work. <i>[Source: New Program, Climate Action Plan] (CSO)</i></p>								✓
Implements Which Policy(ies)	M-8.5							
Responsible Department(s)	Human Resources							
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, City Manager, Public Works – Utilities and Environmental Services							
Funding Source(s)	General Fund							
<p>19. TDM Amendments. The City shall amend Administrative Rule 2.26 to reflect current transportation demand management opportunities. <i>[Source: New Program, Climate Action Plan] (RDR)</i></p>								
Implements Which Policy(ies)	M-8.3, M-8.4							
Responsible Department(s)	City Manager				✓			
Supporting Department(s)/ Partner(s)	Human Resources, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services							
Funding Source(s)	General Fund							

Table M		MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>20. Off-Street Parking Regulations Comprehensive Update. The City shall amend the Off-Street Parking Regulations of the Municipal Code to incorporate smart growth principles and to incentivize walking, biking, and public transit. The update shall consider the following changes:</p> <ul style="list-style-type: none"> ▪ Creating a single “blended” parking requirement for commercial uses to facilitate future changes of use (i.e. changing a retail store to a restaurant); ▪ Providing requirements or incentives for bicycle parking; ▪ Allowing on-street parking along the property’s frontage to count towards satisfying a portion of the property’s off-street parking requirements; ▪ Setting parking maximums to limit the amount of parking that can be built on a site; ▪ Creating parking preferences or incentives for residents who rideshare or use low- or zero-emissions vehicles; and ▪ Allowing property owners to develop and implement parking demand management plans that consider ways to reduce the need for off-street parking by using shared parking arrangements, valet parking services, paid parking, and other appropriate techniques. <p><i>[Source: New Program, Climate Action Plan] (RDR)</i></p>					✓			
Implements Which Policy(ies)	M-9.2, M-9.3, M-9.11							
Responsible Department(s)	Development Services							
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Police, Fire, Public Works – Utilities and Environmental Services							
Funding Source(s)	General Fund							

Table M	MOBILITY ELEMENT Implementation Programs	2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>21.Ⓢ Downtown Parking Management Plan. The City shall prepare and implement a Downtown Parking Management Plan. The preparation of the plan shall consider the following:</p> <ul style="list-style-type: none"> ▪ Adopting parking requirements that are appropriate for a mixed-use, walkable, and transit-oriented district; ▪ Creating a single “blended” parking requirement to facilitate future changes of use (i.e. changing a retail store to a restaurant or office space to residential); ▪ Establishing flexible parking requirements to allow innovative parking solutions to efficiently meet parking needs, including shared parking, valet parking, and the implementation of parking demand management strategies; ▪ Providing dedicated parking spaces for car-sharing programs and low- or zero-emissions vehicles; ▪ Establishing incentives to encourage car-sharing programs (e.g., receiving credit for meeting the minimum “parking minimum” if a car share program is included with the project); ▪ Establishing paid parking with market pricing strategies for public parking (on- and off-street); ▪ Installing state-of-the-art parking meters that allow users to locate, reserve, and pay for parking with smart phone and mobile device applications; ▪ Adopting policies to use parking revenues to fund Downtown improvements and enhancements; and ▪ Establishing bicycle parking requirements and incentives. <p>The Parking Management Plan may be prepared in conjunction with the Downtown Specific Plan (see Implementation Program 7 of Table LU-1). [Source: New Program, City Staff] (MPSP)</p>			✓			
Implements Which Policy(ies)	M-9.4, M-9.8					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, City Manager					
Funding Source(s)	General Fund, Grants					

Table M MOBILITY ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>22. Truck Routes Study. The City shall conduct a study of the Surface Transportation Assistance Act (STAA) truck routes and local truck routes (i.e. Hayward Traffic Code Section 6.11) to evaluate and confirm the optimal network for truck traffic through and within the city. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on an appropriate system of truck routes. <i>[Source: New Program, City Staff] (PSR)</i></p>						
Implements Which Policy(ies)	M-11.2			✓		
Responsible Department(s)	Public Works – Engineering and Transportation					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, Alameda County Transportation Commission					
Funding Source(s)	General Fund					
<p>23. Transportation Impact Fees. The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for local transportation improvements, and if deemed appropriate by City Council, regional transportation improvements. Based on the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an Impact Fee Ordinance for transportation improvements. <i>[Source: New Program, City Council] (RDR/FB)</i></p>			✓			
Implements Which Policy(ies)	M-4.1, M-4.2, M-4.4					
Responsible Department(s)	Public Works – Engineering and Transportation, Development Services					
Supporting Department(s)/ Partner(s)	Finance, City Manager					
Funding Source(s)	General Fund, Grants					

Table ED ECONOMIC DEVELOPMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
1. Economic Development Strategic Plan Annual Report. The City shall submit an annual report to the City Council that evaluates the implementation of the Economic Development Strategic Plan. <i>[Source: New Program; City Staff] (PSR)</i>						
Implements Which Policy(ies)	ED-1.2				✓	
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services					
Funding Source(s)	General Fund					
2. Branding and Marketing Program. The City shall develop and maintain a branding and marketing strategy and materials to promote Hayward and maximize the effectiveness of the City’s communication materials and website. <i>[Source: New Program; EDSP] (MPSP/CSO)</i>						
Implements Which Policy(ies)	ED-5.1, ED-5.6	✓				✓
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Chamber of Commerce, California State University East Bay					
Funding Source(s)	General Fund, Grants					
3. Energy and Sustainability Businesses Program. The City shall coordinate with the Chamber of Commerce and the East Bay Economic Development Alliance to develop a program that supports and attracts businesses in the renewable and energy-efficiency sector to Hayward. <i>[Source: Climate Action Plan] (MPSP/JP/IGC)</i>						
Implements Which Policy(ies)	ED-1.7, ED-6.11		✓			
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Chamber of Commerce, East Bay Economic Development Alliance, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund					
4. Business Resource Center and Website. The City shall develop and maintain a business resource center and website. <i>[Source: New Program; City Staff] (CSO)</i>						
Implements Which Policy(ies)	ED-1.10, ED-1.17, ED-1.18, ED-2.1, ED-2.2, ED-2.3, ED-2.4, ED-2.7, ED-2.8, ED-3.4, ED-3.5, ED-5.1	✓				✓
Responsible Department(s)	City Manager					

Table ED ECONOMIC DEVELOPMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	Development Services, Information Technology, Library and Community Services, Chamber of Commerce					
Funding Source(s)	General Fund, Grants					
5. International Business Program.	The City shall develop and promote an international business program to expand and diversify the economic base of Hayward and to promote businesses that reflect the cultural diversity of the Hayward community. <i>[Source: New Program; City Staff] (MPSP/CSO/JP)</i>					
Implements Which Policy(ies)	ED-1.8, ED-1.9, ED-2.1			✓		✓
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services					
Funding Source(s)	General Fund, Grants					
6. Industrial Technology and Innovation Corridor Marketing Strategy.	The City shall develop and maintain a branding and marketing strategy to promote economic investment and business and development opportunities within the Industrial Technology and Innovation Corridor. <i>[Source: New Program; City Staff] (MPSP)</i>					
Implements Which Policy(ies)	ED-1.16			✓		✓
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Police, Fire, City Attorney					
Funding Source(s)	General Fund, Grants					
7. Local Hire Incentives.	The City shall develop a package of business incentives (e.g., reduced business license fees) to encourage Hayward businesses to hire local residents. <i>[Source: New Program; GPUTF, PC/CC] (MPSP/RDR)</i>					
Implements Which Policy(ies)	ED-1.19	✓				
Responsible Department(s)	Finance					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, City Attorney, Public Works – Utilities and Environmental Services,					
Funding Source(s)	General Fund					

Table ED		ECONOMIC DEVELOPMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>8. Business Incubator Study. The City shall partner with the Hayward Chamber of Commerce, local business organizations, and college business programs to explore the feasibility of establishing a business incubator. The City shall submit a feasibility report to the City Council and additional actions shall be determined based on direction from the City Council. <i>[Source: New Program; City Staff] (JP/IGC/PSR)</i></p>								
Implements Which Policy(ies)	ED, 2-1, ED-2.2, ED-2.6				✓			
Responsible Department(s)	City Manager							
Supporting Department(s)/ Partner(s)	Finance, Development Services, Library and Community Services, Chamber of Commerce, Chabot College, California State University East Bay,							
Funding Source(s)	General Fund, Grants							
<p>9. Business Attraction, Expansion, and Retention Program. The City shall develop a comprehensive business attraction, expansion, and retention program. <i>[Source: Modified Program; GPUTF, PC/CC] (CSO/MPSP)</i></p>								
Implements Which Policy(ies)	ED-1.4, ED-1.5, ED-1.6, ED-1.7, ED-1.8, ED-1.9, ED-2.6, ED-3.1, ED-3.2, ED-3.4, ED-3.5, ED-3.6, ED-6.7, ED-6.8, ED-6.12	✓						✓
Responsible Department(s)	City Manager, Finance							
Supporting Department(s)/ Partner(s)	Development Services, Library and Community Services							
Funding Source(s)	General Fund							
<p>10. Town-Gown Economic Partnership. The City shall coordinate with Chabot College and California State University, East Bay to develop a formalized Town-Gown Economic Partnership. <i>[Source: New Program; Public, GPUTF] (MPSP/IGC)</i></p>								
Implements Which Policy(ies)	ED-4.1	✓						
Responsible Department(s)	City Manager							
Supporting Department(s)/ Partner(s)	Development Services, Chabot College, California State University East Bay							
Funding Source(s)	General Fund							
<p>11. Town-Gown Economic Strategic Plan and Annual Report. The City shall coordinate with Chabot College and California State University, East Bay to develop a Town-Gown Economic Strategic Plan that focuses on enhancing the college-town economy and culture of Hayward. The City shall submit an annual report to the City Council that evaluates the implementation of the Strategic Plan. <i>[Source: New Program; City Staff] (MPSP/IGC/PSR)</i></p>								
					✓		✓	

Table ED ECONOMIC DEVELOPMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Implements Which Policy(ies)	ED-3.3, ED-3.6, ED-4.1, ED-4.2, ED-4.3, ED-4.4, ED-4.5, ED-4.6, ED-4.7, ED-5.6					
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Library and Community Services, Chabot College, California State University East Bay					
Funding Source(s)	General Fund, Grants					
12. Customer Service Survey The City shall develop and maintain a customer service survey to evaluate and identify opportunities to improve permit procedures and the customer service of the Development Services Department and Finance Department (business license permitting). The survey will be sent to applicants after permits for the project are approved or denied. <i>[Source: New Program; City Staff] (MPSP)</i>		✓				✓
Implements Which Policy(ies)	ED-6.1, ED-6.3, ED-6.4, ED-6.6					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager, Finance					
Funding Source(s)	General Fund					
13. Permit Processing Software. The City shall upgrade its Development Services permit processing software to streamline review, allow the submission of electronic applications, reduce costs, and monitor processing time. <i>[Source: New Program; City Staff] (CSO/FB)</i>		✓				✓
Implements Which Policy(ies)	ED-6.4, ED-6.5					
Responsible Department(s)	Development Services, Information Technology					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund					
14. Ombudsperson Service. The City shall develop an ombudsperson service to assist commercial and industrial business and new development applicants with the City's permit and entitlement process, and to provide coordination assistance with utility providers and other regulatory and permitting agencies. <i>[Source: New Program; City Staff] (CSO)</i>		✓				
Implements Which Policy(ies)	ED-6.3					
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, City Attorney, City Clerk					
Funding Source(s)	General Fund					

Table ED		ECONOMIC DEVELOPMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
15. Cultural Commission. The City shall establish a Cultural Commission to coordinate the efforts of various arts, culture, and historical groups within Hayward and to assist with cultural event planning reflective of Hayward's diversity. The Commission shall also evaluate funding mechanisms for public art and performance projects. <i>[Source: New Program; Community Outreach] (MPSP)</i>						✓		
Implements Which Policy(ies)	ED-5.2							
Responsible Department(s)	City Manager							
Supporting Department(s)/ Partner(s)	Development Services							
Funding Source(s)	General Fund, Grants							

Table CS COMMUNITY SAFETY Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
1. Grant Funding. The City shall pursue grant funding on an on-going basis to increase Police and Fire Department staffing levels, improve police and fire facilities and equipment, and improve community safety services and programs. <i>[Source: New Program; PC/CC] (CSO)</i>						
Implements Which Policy(ies)	CS-1.2, CS-1.3, CS-1.7, CS-1.8, CS-1.15, CS-1.16, CS-2.3, CS-2.4, CS-2.5, CS-2.15, CS-1.3, CS-4.2, CS-4.3, CS-4.10, CS-4.13, CS-5.1, CS-5.2, CS-5.4					✓
Responsible Department(s)	Police and Fire					
Supporting Department(s)/ Partner(s)	City Manager, Finance					
Funding Source(s)	General Fund					
2. Police Department Strategic Plan Annual Report. The City shall submit an annual report to the City Council that evaluates the implementation of the Police Department Strategic Plan. <i>[Source: Existing Program; City Staff] (PSR)</i>						
Implements Which Policy(ies)	CS-1.1, CS-1.2, CS-1.3, CS-1.4, CS-1.5, CS-1.6, CS-1.7, CS-1.8, CS-1.11, CS-1.13, CS-1.15, CS-1.16, CS-2.1, CS-2.2, CS-2.3, CS-2.4, CS-2.5, CS-2.6, CS-2.7, CS-2.8, CS-2.9, CS-2.10, CS-2.11, CS-2.12, CS-2.13, CS-2.15				✓	
Responsible Department(s)	Police					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund					
3. Crime Prevention Through Environmental Design Checklist. The City shall develop a Crime Prevention Through Environmental Design (CPTED) Checklist to encourage project applicants to incorporate CPTED principles into the design of their projects and to assist in the Police Department's review of development applications. <i>[Source: New Program; City Staff] (RDR)</i>			✓			
Implements Which Policy(ies)	CS-1.9, CS-2.10					
Responsible Department(s)	Police					
Supporting Department(s)/ Partner(s)	Development Services, City Manager					
Funding Source(s)	General Fund, Grants					

Table CS COMMUNITY SAFETY Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>4. Homeless Services Partnership. The City shall develop formal partnerships with community and faith-based organizations to develop and implement a coordinated strategy for managing food, shelter, and support services to the homeless in Hayward. <i>[Source: New Program; City Staff] (MPSP/IGC/JP)</i></p>		✓				
Implements Which Policy(ies)	CS-1.14					
Responsible Department(s)	Library and Community Services					
Supporting Department(s)/ Partner(s)	Police, City Manager, Development Services, Alameda County					
Funding Source(s)	General Fund					
<p>5. Park Security Program. The City shall coordinate with the Hayward Area Recreation and Park District and East Bay Regional Park District to prepare a strategy for integrating appropriate security and surveillance technology in Hayward parks. <i>[Source: New Program; Public; City Staff] (MPSP)</i></p>			✓			
Implements Which Policy(ies)	CS-1.11, CS-1.13					
Responsible Department(s)	Police					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, East Bay Regional Park District					
Funding Source(s)	General Fund, Grants					
<p>6. Comprehensive Safe School Plans. The City shall coordinate with local school districts on an ongoing basis to assist in the review and update of a Comprehensive Safe School Plan for each school in Hayward. <i>[Source: New Program; City Staff] (MPSP/IGC/CSO)</i></p>						✓
Implements Which Policy(ies)	EDL-3.6, CS-1.1, CS-1.5, CS-2.11					
Responsible Department(s)	Police					
Supporting Department(s)/ Partner(s)	Fire, City Manager, Public Works – Engineering and Transportation, Hayward Unified School District					
Funding Source(s)	General Fund					
<p>7. Fire Department Strategic Plan and Annual Report. The City shall develop and adopt a Fire Department Strategic Plan. The City shall submit an annual report to the City Council that evaluates the implementation of the Fire Department Strategic Plan. <i>[Source: New Program; City Staff] (MPSP)</i></p>			✓		✓	
Implements Which Policy(ies)	CS-3.1, CS-3.2, CS-3.6, CS-3.7, CS-3.8, CS-4.1, CS-4.2, CS-4.3, CS-4.4, CS-4.5, CS-4.6, CS-4.7, CS-4.8, CS-4.9, CS-4.10, CS-4.13					

Table CS COMMUNITY SAFETY Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
8. Center for Public Safety Excellence Program. The City shall initiate and complete the accreditation process for the Center of Public Safety Excellence to evaluate and enhance fire and emergency medical services within the city. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	CS-4.15	✓				
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
9. Police and Fire Impact Fees. The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for police and fire services. Based on the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an impact fee ordinance for police and/or fire services. <i>[Source: New Program; City Staff] (RDR/FB)</i>						
Implements Which Policy(ies)	CS-2.14, CS-4.12	✓				
Responsible Department(s)	Finance					
Supporting Department(s)/ Partner(s)	Police, Fire, City Manager, Development Services					
Funding Source(s)	General Fund, Grants					
10. Disaster Awareness and Emergency Preparedness Program. The City shall prepare a comprehensive update of its disaster awareness and emergency preparedness program. <i>[Source: New Program; City Staff] (MPSP)</i>						
Implements Which Policy(ies)	CS-5.1, CS-5.2, CS-5.3, CS-5.4, CS-5.5, CS-5.6, HAZ-3.5	✓				
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	Police, City Manager, Library and Community Services					
Funding Source(s)	General Fund, Grants					

Table CS COMMUNITY SAFETY Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>11. Disaster Drills. The City shall conduct annual disaster drills to train City staff and test the effectiveness of the Comprehensive Emergency Management Plan and operational readiness of the Emergency Operations Center. If necessary, the City shall submit a report to the City Council that provides recommendations for follow-up training, updates to the Comprehensive Emergency Management Plan, and improvements to the Emergency Operations Center. <i>[Source: New Program; City Staff] (PSR)</i></p>						
Implements Which Policy(ies)	CS-5.5, CS-5.8				✓	
Responsible Department(s)	Fire, Police					
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Utilities and Environmental Services, Public Works – Engineering and Transportation, Information Technology					
Funding Source(s)	General Fund					
<p>12. Community Emergency Response Reserves Program. The City shall establish a volunteer reserves program for Hayward residents certified in Community Emergency Response Training (CERT). The reserves program shall include a regular training program and a leadership structure to communicate and coordinate with volunteers during emergencies. <i>[Source: New Program; City Staff] (MPSP/CSO)</i></p>						
Implements Which Policy(ies)	CS-5.4			✓		
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	Police, City Manager					
Funding Source(s)	General Fund, Grants					
<p>13. Energy Assurance Plan. The City shall develop and implement an Energy Assurance Plan to ensure that critical facilities have access to power during emergencies and power outages. <i>[Source: New Program; City Staff] (MPSP)</i></p>						
Implements Which Policy(ies)	CS-5.7			✓		
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Fire, Police, Development Services, Maintenance Services					
Funding Source(s)	General Fund, Grants					
<p>14. Mass Communication System Update. The City shall review and update (as necessary) its mass communication system (the system for sending emergency information and updates to the Hayward community). <i>[Source: New Program; GPUTF; City Staff] (CSO)</i></p>						✓

Table CS COMMUNITY SAFETY Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Implements Which Policy(ies)	CS-5.11					
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	Police, City Manager, Information Technology					
Funding Source(s)	General Fund, Grants, Impact Fees					

Table NR		NATURAL RESOURCES ELEMENT Implementation Programs	2014-2016	2017-2019	2020-2040	Annual	Ongoing
1. Habitat Conservation Plan. The City shall coordinate with Alameda County, the cities of Fremont and Union City, the Hayward Area Recreation and Park District, and the East Bay Regional Park District to develop and adopt a comprehensive Habitat Conservation Plan for areas within and surrounding Hayward. <i>[Source: New Program, City staff] (MPSP/IGC)</i>							
Implements Which Policy(ies)	NR-1.1 through NR-1.10, NR-1.12		✓				✓
Responsible Department(s)	Development Services						
Supporting Department(s)/ Partner(s)	Alameda County, City of Fremont, City of San Leandro, City of Union City, Hayward Area Recreation and Park District, East Bay Regional Park District						
Funding Source(s)	General Fund, Developer Fees						
2. Creek Daylighting and Restoration Study. The City shall prepare a Creek Daylighting and Restoration study that will identify specific actions to maintain and restore creeks and streams to a more natural state. . Based on findings from the study, the City shall prepare and submit recommendations to the City Council on priority actions to maintain and restore creeks and streams. <i>[Source: Existing Policy, modified] (PSR)</i>							
Implements Which Policy(ies)	NR-1.6 and NR-1.11 through NR-1.12			✓			
Responsible Department(s)	Public Works –Engineering and Transportation						
Supporting Department(s)/ Partner(s)	Development Services, City Attorney, Public Works – Utilities and Environmental Services, Alameda County Flood Control and Water Conservation District, Hayward Area Recreation and Park District						
Funding Source(s)	General Fund, Grants						
3. Recycled Water Program. The City shall construct facilities to deliver recycled water to customers near the Water Pollution Control Facility. <i>[Source: New Program, City staff] (MPSP)</i>							
Implements Which Policy(ies)	NR-6.9 through NR-6.13			✓			
Responsible Department(s)	Public Works – Utilities and Environmental Services						
Supporting Department(s)/ Partner(s)	Development Services						
Funding Source(s)	Wastewater System Improvement Fund, Water System Improvement Fund, Grants						

Table NR		NATURAL RESOURCES ELEMENT Implementation Programs	2014-2016	2017-2019	2020-2040	Annual	Ongoing
4.  Water Conservation Standards. The City shall develop and adopt Water Conservation Standards within the Municipal Code for households, businesses, industries, and public infrastructure. <i>[Source: New Program, City staff] (RDR)</i>							
Implements Which Policy(ies)	NR-6.9 through NR-6.16						
Responsible Department(s)	Public Works – Utilities and Environmental Services		✓				
Supporting Department(s)/ Partner(s)	Development Services						
Funding Source(s)	Water Enterprise Fund						
5.  Residential Energy Performance Assessment and Disclosure Ordinance. Not sooner than 2017, the City shall consider adopting a Residential Energy Performance Assessment and Disclosure (EPAD-R) Ordinance for detached single-family homes and multi-family homes. The EPAD-R Ordinance may include the following: <ul style="list-style-type: none"> ▪ energy performance disclosures at certain points or thresholds ▪ use of a free online tool such as the Environmental Protection Agency’s <i>Home Energy Yardstick</i> for self-assessment, which takes into account the size of the home and number of occupants ▪ alternatively, use of a low-cost assessment tool such as the Department of Energy’s <i>Home Energy Score</i> ▪ flexible exemption provisions including: <ul style="list-style-type: none"> ○ the age of the building, ○ foreclosures or short sales, ○ recent energy efficiency upgrades, ○ an owner providing 12 consecutive monthly utility bills from the previous two years <i>[Source: New Program; Climate Action Plan] (RDR)</i>							
Implements Which Policy(ies)	NR-2.4, NR-2.6						
Responsible Department(s)	Public Works – Utilities and Environmental Services						
Supporting Department(s)/ Partner(s)	Development Services						
Funding Source(s)	General Fund						
				✓	✓		

Table NR NATURAL RESOURCES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>6. Commercial Energy Performance Assessment and Disclosure Ordinance. The City shall consider adopting a Commercial Energy Performance Assessment and Disclosure (EPAD-C) Ordinance for commercial buildings. The EPAD-C Ordinance may include the following:</p> <ul style="list-style-type: none"> ▪ Energy use disclosure requirements consistent with State law (AB 1103), which requires use of the ENERGY STAR <i>Portfolio Manager</i> benchmarking tool. ▪ Exemption provisions consistent with AB 1103, which include: <ul style="list-style-type: none"> ○ the size of the building ○ the occupancy type of the building <p><i>[Source: New Program; Climate Action Plan] (RDR)</i></p>			✓	✓		
Implements Which Policy(ies)	NR-2.4, NR-2.6					
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services					
Funding Source(s)	General Fund					
<p>7. Energy Reduction Initiative and Annual Report. The City shall develop and implement a public information and education campaign to encourage every household and every business to reduce their energy consumption by 10 percent by 2020. The City shall evaluate and report to the City Council annually on the community’s progress in achieving the ten percent goal, and recommend additional efforts as necessary to ensure the goal is met. <i>[Source: New Program, Climate Action Plan] (MPSP/PSR/PI)</i></p>		✓			✓	
Implements Which Policy(ies)	NR-4.1, NR-4.13					
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, PG&E					
Funding Source(s)	General Fund, Grants					
<p>8. Home Energy Monitors and Annual Report. The City shall develop a program to encourage the installation of Home Energy Monitors in existing homes. The City shall evaluate and report to the City Council annually on the community’s participation in the program, and any additional reductions in energy use that result from implementation of the program. <i>[Source: New Program, Climate Action Plan] (MPSP/PSR)</i></p>			✓		✓	
Implements Which Policy(ies)	NR-4.13					

Table NR NATURAL RESOURCES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Library and Community Services, PG&E					
Funding Source(s)	General Fund, Grants					
9. Financing Program for Residential Energy Efficiency Retrofits. The City shall work with regional agencies and organizations to develop a residential energy efficiency retrofit financing program for single-family and multi-family homes. <i>[Source: New Program, Climate Action Plan] (MPSP/FB)</i>						
Implements Which Policy(ies)	NR-4.2, NR-4.14		✓			✓
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Finance, Library and Community Services					
Funding Source(s)	General Fund, Grants					
10. Financing Program for Commercial Energy Efficiency Retrofits. The City shall work with regional agencies and organizations to develop a commercial energy efficiency retrofit financing program for commercial and industrial properties. <i>[Source: New Program, Climate Action Plan] (MPSP/FB)</i>						
Implements Which Policy(ies)	NR-4.2, NR-4.14		✓			✓
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Finance					
Funding Source(s)	General Fund, Grants					
11. City Building Audits and Reports. The City shall conduct an energy efficiency audit of City-owned buildings every five years to identify opportunities for efficiency improvements from both operations and equipment upgrades. The City shall prepare and submit a report to the City Council that summarizes the results of the audit and makes recommendations for improvements that will improve energy efficiency. <i>[Source: New Program, Climate Action Plan] (PSR)</i>						
Implements Which Policy(ies)	NR-4.4			✓		
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, Maintenance Services, City Manager					

Table NR NATURAL RESOURCES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Funding Source(s)	General Fund, Grants					
12. Financing Program for the Installation of Residential Renewable Energy Systems. The City shall work with regional agencies and organizations to develop a financing program for the installation of renewable energy systems on single-family and multi-family residential buildings and mobile homes. <i>[Source: New Program, Climate Action Plan] (FB/IGC/MPSP)</i>						
Implements Which Policy(ies)	NR-4.2, NR-4.6, NR-4.9		✓			✓
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, Finance, Library and Community Services					
Funding Source(s)	General Fund, Grants					
13. Financing Program for the Installation of Commercial Renewable Energy Systems. The City shall work with regional agencies and organizations to develop a financing program for the installation of renewable energy systems on commercial and industrial properties. <i>[Source: New Program, Climate Action Plan] (FB/IGC/MPSP)</i>						
Implements Which Policy(ies)	NR-4.2, 4.6, NR-4.9, NR-4.15		✓			✓
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, Finance					
Funding Source(s)	General Fund, Grants					
14. Renewable Energy Generation Potential. The City shall conduct a city-wide study to estimate the total potential for renewable energy generation on City facilities and the estimated costs and benefits of developing that potential. Based on findings from the study, the City shall develop a plan to develop cost effective renewable energy projects. <i>[Source: New Program, Climate Action Plan] (PSR)</i>						
Implements Which Policy(ies)	NR-4.6, NR-4.9, NR-4.6		✓			
Responsible Department(s)	Maintenance Services, Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, City Manager					
Funding Source(s)	Grants, General Fund					

Table NR		NATURAL RESOURCES ELEMENT Implementation Programs	2014-2016	2017-2019	2020-2040	Annual	Ongoing
15. Carbon Management Activities Program. The City shall develop and implement a program to track carbon sequestration activities on private and public lands, such as planting trees or managing wetlands. <i>[Source: New Program, Climate Action Plan] (MPSP)</i>							
Implements Which Policy(ies)	NR-3.1 through NR 3.5, NR-4.12						
Responsible Department(s)	Public Works – Utilities and Environmental Services, Maintenance Services		✓				✓
Supporting Department(s)/ Partner(s)	Development Services, Hayward Area Recreation and Park District, East bay Regional Park District						
Funding Source(s)	General Fund, Grants						
16. Green Portal. The City shall develop and maintain a stand-alone Green Portal, or website, that serves as the City’s hub for all things green. <i>[Source: New Program, Climate Action Plan] (PI)</i>							
Implements Which Policy(ies)	NR-4.1, NR-4.11		✓				✓
Responsible Department(s)	Public Works – Utilities and Environmental Services, Information Technology						
Supporting Department(s)/ Partner(s)	Development Services						
Funding Source(s)	General Fund, Grants						
17. Business Engagement in Climate Programs. The City shall engage local businesses and business organizations (e.g., Chamber of Commerce, the Keep Hayward Clean and Green Taskforce, the Alameda County Green Business Program) in climate-related programs. <i>[Source: New Program, Climate Action Plan] (IGC/JP/PI/MPSP)</i>							
Implements Which Policy(ies)	NR-4.2						
Responsible Department(s)	Public Works – Utilities and Environmental Services						
Supporting Department(s)/ Partner(s)	Development Services, City Manager, Chamber of Commerce, KHCG, Alameda County					✓	
Funding Source(s)	General Fund, Grants						
18. Environmental Education Programs. The City shall coordinate with Alameda County, Pacific Gas & Electric Company, non-profit organizations, and other agencies and businesses to develop and implement an Environmental Education Program. <i>[Source: New Program, Climate Action Plan] (IGC/PI/MPSP)</i>							
			✓				

Table NR NATURAL RESOURCES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Implements Which Policy(ies)	NR-1.1 through NR-1.12 and NR-3.1 through NR- 3.5, PFS-7.23					
Responsible Department(s)	City Manager, Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, Alameda County, EBMUD, PG&E, Alameda County Waste Management Authority					
Funding Source(s)	General Fund, Grants					

Table HAZ HAZARDS Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>1. Seismic and Geologic Safety Standards. The City shall review and update (as necessary) its seismic and geologic safety standards when there is an update to the Uniform Building Code and the California Building Code. <i>[Source: New Program; City Staff] (RDR)</i></p>						
Implements Which Policy(ies)	HAZ-2.1					
Responsible Department(s)	Development Services					✓
Supporting Department(s)/ Partner(s)	Fire, City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services					
Funding Source(s)	General Fund					
<p>2. Seismic Retrofit Feasibility Study for City Facilities. The City shall prepare a study to identify all existing City facilities that do not meet current building code standards. The City shall use the study to prioritize the funding of capital improvement projects. <i>[Source: New Program; City Staff] (PSR)</i></p>						
Implements Which Policy(ies)	HAZ-2.9, HAZ-2.10					
Responsible Department(s)	Development Services			✓		
Supporting Department(s)/ Partner(s)	Fire, City Manager, Public Works – Engineering and Transportation, Public Works – Utilities and Environmental Services, Maintenance Services					
Funding Source(s)	General Fund, Grants					
<p>3. Seismic Retrofit Program. City shall establish and promote a seismic retrofit program to encourage property owners to upgrade buildings, especially masonry buildings, soft-story buildings (i.e., buildings designed with minimal bracing on the first floor), and critical facilities (i.e. hospitals, schools, and long-term care facilities). <i>[Source: New Program; City Staff] (MPSP/PI)</i></p>						
Implements Which Policy(ies)	HAZ-2.9, HAZ 2.11, HAZ-2.12					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund, Grants					
<p>4. Tsunami Warning System. The City shall coordinate with the Hayward Area Recreation and Park District, the East Bay Regional Parks District, and Alameda County Flood Control and Water Conservation District to develop and implement a tsunami warning system and evacuation plan for the Hayward shoreline. <i>[Source: New Program; City Staff] (IGC)</i></p>						
				✓		

Table HAZ HAZARDS Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Implements Which Policy(ies)	HAZ-2.8					
Responsible Department(s)	Fire					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, East Bay Regional Park District, City Manager, Alameda County Flood Control and Water Conservation District					
Funding Source(s)	Park Impact Fees					
5. Flood Plain Management Ordinance Comprehensive Update. The City shall prepare a comprehensive update to the Floodplain Management Ordinance. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	HAZ-3.2, HAZ-3.3, HAZ-3.4, HAZ-4.5					
Responsible Department(s)	Public Works – Engineering and Transportation, Development Services		✓			
Supporting Department(s)/ Partner(s)	City Manager, Public Works – Utilities and Environmental Services, Alameda County Flood Control and Water Conservation District					
Funding Source(s)	General Fund, Grants					
6. Airport Noise Monitoring and Reporting. The City shall submit an annual report to the City Council that evaluates airport noise. If necessary, the City shall consider changes to airport operations to comply with airport noise mitigation requirements. <i>[Source: New Program; City Staff] (PSR)</i>						
Implements Which Policy(ies)	HAZ-8.14					
Responsible Department(s)	Public Works – Engineering and Transportation				✓	
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	General Fund					

Table EDL EDUCATION AND LIFELONG LEARNING Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>1. Education and Lifelong Learning Resource Center. The City shall develop and maintain a web-based Education and Lifelong Learning Resource Center to promote and provide access to local and web-based educational resources, programs, and services for parents, students, and adults. <i>[Source: New Program; City Staff] (CSO/JP/IGC/PI)</i></p>						
Implements Which Policy(ies)	EDL-1.1, EDL-1.2, EDL-1.5, EDL-2.5, EDL-2.8, EDL-4.7, EDL-4.8, EDL-5.3					
Responsible Department(s)	Library and Community Services		✓			✓
Supporting Department(s)/ Partner(s)	City Manager, Information Technology, Hayward Unified School District, Hayward Area Recreation and Park District, Alameda County Workforce Investment Board, Chabot College, California State University East Bay					
Funding Source(s)	General Fund, Grants					
<p>2. Education Partnership: The City shall establish a formal partnership with the Hayward Unified School District, the Hayward Area Recreation and Park District, the Hayward Chamber of Commerce, Chabot College, and California State University, East Bay to coordinate the educational support programs and services offered to Hayward's youth. <i>[Source: New Program; City Staff] (IGC/JP)</i></p>						
Implements Which Policy(ies)	EDL-1.3, EDL-4.4	✓				
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Hayward Unified School District, Hayward Area Recreation and Park District, Chamber of Commerce, Chabot College, California State University East Bay					
Funding Source(s)	General Fund					
<p>3. Cradle-to-Career Strategic Plan and Annual Report. The City shall coordinate with the Hayward Local Agency Committee, local businesses, community organizations, Chabot College, and California State University, East Bay to develop a Cradle-to-Career Strategic Plan. The City shall submit an annual report to the City Council that evaluates the implementation of the Cradle-to-Career Strategic Plan. <i>[Source: New Program; City Staff] (MPSP/PSR/JP/IGC)</i></p>						
Implements Which Policy(ies)	EDL-1.1, EDL-1.2, EDL-1.3, EDL-1.6, EDL-2.3, EDL-2.4, EDL-2.5, EDL-2.6, EDL-2.7, EDL-2.9, EDL-2.10, EDL-4.4, EDL-4.5, EDL-4.6, EDL-4.10, EDL-5.1, EDL-5.2, EDL-5.4, EDL-5.6		✓		✓	

Table EDL EDUCATION AND LIFELONG LEARNING Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Responsible Department(s)	Library and Community Services					
Supporting Department(s)/ Partner(s)	City Manager, Hayward Area Recreation and Park District, Hayward Unified School District, Chamber of Commerce, Alameda County Workforce Investment Board, Eden Area Regional Occupation Program, Chabot College, California State University East Bay					
Funding Source(s)	General Fund, Grants					
4. Education Awards Program. The City shall establish an annual awards program to recognize and honor the achievements of students, local schools, and businesses and community organizations that support local schools. <i>[Source: New Program; City Staff] (MPSP/JP/CSO)</i>						
Implements Which Policy(ies)	EDL-2.12, EDL-2.13				✓	
Responsible Department(s)	Library and Community Services					
Supporting Department(s)/ Partner(s)	City Manager, Hayward Unified School District, Chamber of Commerce					
Funding Source(s)	General Fund					
5. Public School Marketing Campaign. The City shall coordinate with local school districts, alumni networks, real estate professionals, and the business community to develop and implement a comprehensive marketing campaign that promotes the positive achievements of local schools and helps change the perception and conversation about the quality of public schools in Hayward. <i>[Source: New Program; City Staff] (IGC/JP/MPSP/PI)</i>		✓				✓
Implements Which Policy(ies)	EDL-2.14					
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Library and Community Services, Chamber of Commerce, Hayward Unified School District, Bay Association of Realtors					
Funding Source(s)	General Fund, Grants					
6. Library Strategic Plan and Annual Report. The City shall develop and adopt a Library Strategic Plan. The City shall submit an annual report to the City Council that evaluates the implementation of the Library Strategic Plan. <i>[Source: New Program; City Staff] (MPSP/PSR)</i>						
Implements Which Policy(ies)	EDL-1.2, EDL-1.3, EDL-1.6, EDL-2.5, EDL-2.7, EDL-4.4, EDL-4.5, EDL-4.6, EDL-5.4, EDL-5.5, EDL-6.1, EDL-6.2, EDL-6.3, EDL-6.4, EDL-6.5		✓		✓	
Responsible Department(s)	Library and Community Services					

Table EDL		EDUCATION AND LIFELONG LEARNING Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	City Manager							
Funding Source(s)	General Fund, Grants							
7. Library Facility Revenue Measure. The City shall develop and promote a local library facility revenue measure to be considered by Hayward voters. <i>[Source: New Program; City Staff] (FB/CSO/PI)</i>								
Implements Which Policy(ies)	EDL-6.1, EDL-6.2,3, EDL-6.2, EDL-6.7	✓						
Responsible Department(s)	Library and Community Services							
Supporting Department(s)/ Partner(s)	City Manager, Finance, City Attorney, City Clerk							
Funding Source(s)	General Fund							
8. Library Fee Ordinance. The City shall prepare a Development Impact Fee Feasibility Study and Nexus Report to assess the potential for establishing development impact fees for library services. Based on the findings of the Feasibility Study and Nexus Report and direction from the City Council, the City may prepare and adopt an impact fee ordinance for library services. <i>[Source: New Program; City Staff] (FB/CSO/RDR)</i>								
Implements Which Policy(ies)	EDL-6.8		✓					
Responsible Department(s)	Library and Community Services							
Supporting Department(s)/ Partner(s)	City Manager, Finance, City Attorney, Development Services							
Funding Source(s)	General Fund							

Table HQL COMMUNITY HEALTH AND QUALITY OF LIFE ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
<p>1. Healthy Community Program. The City shall partner with local health officials, planners, nonprofit organizations, businesses, schools, hospitals, local health clinics, and community groups to conduct a study to identify strategies, programs, and practices that prioritize the overall health of Hayward residents and employees. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on ways the City can prioritize community health and remove barriers to healthy living. <i>[Source: New Program, City Staff] (PSR)</i></p>				✓		
Implements Which Policy(ies)	HQL-1.1, HQL-1.3					
Responsible Department(s)	City Manager					
Supporting Department(s)/ Partner(s)	Development Services, Library and Community Services, Healthy Eating Active Living Cities					
Funding Source(s)	General Fund, Grants					
<p>2. Healthy Development Checklist. The City shall develop a checklist of health strategies that could be incorporated into the design of discretionary development projects and plans. The City shall share this resource with project applicants to help them design their projects to promote community health. <i>[Source: New Program, City Staff] (RDR/PI)</i></p>				✓		
Implements Which Policy(ies)	HQL-2.1, HQL-5.2 HQL-5.3, HQL-6.5					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Utilities and Environmental Services, Healthy Eating Active Living Cities					
Funding Source(s)	General Fund, Grants					
<p>3. Food Policy Task Force. The City shall work with Healthy Eating Active Living Cities Campaign (HEAL) to develop and maintain a task force to advance healthy food options within the city. <i>[Source: New Program, City Staff] (IGC/PI)</i></p>						
Implements Which Policy(ies)	HQL-3.1					
Responsible Department(s)	Library and Community Services		✓			✓
Supporting Department(s)/ Partner(s)	City Manager, Development Services, Public Works – Utilities and Environmental Services, Healthy Eating Active Living Cities					
Funding Source(s)	General Fund					

Table HQL COMMUNITY HEALTH AND QUALITY OF LIFE ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
4. Senior Assistance Program. The City shall conduct a study to identify service assistance, grants, loans, and/or special concessions in permitting procedures to maintain or modify homes to meet the needs of aging senior residents. Based on findings from the study, the City shall prepare and submit recommendations to the City Council on types of services, financial assistance, or incentives the City can provide to help meet the housing needs of seniors. <i>[Source: New Program, City Staff] (PSR)</i>						✓
Implements Which Policy(ies)	HQL-6.4					
Responsible Department(s)	Library and Community Services,					
Supporting Department(s)/ Partner(s)	Development Services, City Manager, Finance					
Funding Source(s)	General Fund, Grants					
5. Urban Forest Management Plan. The City shall develop and adopt an Urban Forest Management Plan. <i>[Source: New Program, City Staff] (MPSP)</i>			✓			
Implements Which Policy(ies)	HQL-8.1, HQL-8.2					
Responsible Department(s)	Maintenance Services					
Supporting Department(s)/ Partner(s)	Development Services, Public Works – Utilities and Environmental Services, City Manager					
Funding Source(s)	General Fund, Grants					
6. Climate Change Vulnerability Assessment Strategy and Annual Report. The City shall prepare a climate change vulnerability assessment strategy to evaluate the cities susceptibility to climate change impacts and identify tools and strategies to mitigate impacts and create a more resilient city. The City shall submit an annual report to the City Council on implementation of the strategy. <i>[Source: New Program, City Staff] (MPSP)</i>				✓	✓	
Implements Which Policy(ies)	HQL-9.1, HQL-9.7, HQL-9.8					
Responsible Department(s)	Public Works – Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	City Manager, Development Services					
Funding Source(s)	General Fund, Grants					
7. Parks and Recreation Guidelines. The City shall work with Hayward Area Recreation and Park District to develop and adopt urban park guidelines that provide flexible solutions for developing urban parks in infill areas where traditional neighborhood and community parks are not feasible or appropriate. <i>[Source: New Program, City Staff] (MPSP/IGC)</i>				✓		

Table HQL COMMUNITY HEALTH AND QUALITY OF LIFE ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Implements Which Policy(ies)	HQL-10.1, HQL-10.2, HQL-10.3, HQL-10.4					
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, City Manager, Maintenance Services					
Funding Source(s)	General Fund, Grants					
8. Park Dedication Requirements and In-Lieu Fees. The City shall work with the Hayward Area Recreation and Park District to review and amend its ordinances (as necessary) to require sufficient park dedications or in-lieu fees to meet the parkland standards outlined in the General Plan. <i>[Source: New Program, City Staff] (RDR/IGC)</i>						
Implements Which Policy(ies)	HQL-10.12, HQL-10.13	✓				
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, City Manager, City Attorney					
Funding Source(s)	General Fund, Grants					
9. Park Dedication Incentives Program. The City shall develop an incentives program that encourages private development to dedicate parkland beyond the minimum requirements. <i>[Source: New Program, City Staff] (RDR/MPSP/IGC)</i>						
Implements Which Policy(ies)	HQL-10.12, HQL-10.13		✓			
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, City Manager					
Funding Source(s)	General Fund, Grants					
10. Park Surveillance Program. The City shall develop and implement a park surveillance program to train citizens and neighborhood groups in the proper methods of park surveillance and how to coordinate with the Police Department to report safety issues and address neighborhood concerns. <i>[Source: New Program, City Staff] (MPSP/IGC)</i>						
Implements Which Policy(ies)	HQL-10.10			✓		✓
Responsible Department(s)	Police					
Supporting Department(s)/ Partner(s)	Hayward Area Recreation and Park District, City Manager, Development Services					
Funding Source(s)	General Fund, Grants					

Table PFS PUBLIC FACILITIES AND SERVICES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
1. Capital Improvement Program. The City shall annually review and update the Capital Improvement Program to ensure adequate and timely provision of public facility and municipal utility provisions. <i>[Source: Existing City Program] (MPSP/FB)</i>						
Implements Which Policy(ies)	PFS-1.1					
Responsible Department(s)	Public Works – Engineering and Transportation, Public Works-Utilities and Environmental Services				✓	
Supporting Department(s)/ Partner(s)	City Manager, Maintenance Services, Finance					
Funding Source(s)	General Fund					
2. Water Conservation Programs. The City shall regularly develop cost effective conservation programs that decrease water use. <i>[Source: New Program, City staff] (MPSP)</i>						
Implements Which Policy(ies)	PFS-3.15					
Responsible Department(s)	Public Works-Utilities and Environmental Services					✓
Supporting Department(s)/ Partner(s)	Development Services, EBMUD					
Funding Source(s)	Water Enterprise Fund					
3. Public Use Telecommunications Systems and Services Plan. The City shall prepare a plan for the incorporation and accessibility of state-of-the-art, attractive telecommunication systems and services for public use in public buildings and support the development of internet-connected informational kiosks in public places and streetscapes. <i>[Source: New Program, City staff] (MPSP)</i>			✓			
Implements Which Policy(ies)	PFS-9.1 through PFS-9.10					
Responsible Department(s)	Information Technology					
Supporting Department(s)/ Partner(s)	City Manager, Development Services					
Funding Source(s)	General Fund					
4. Requirements for Telecommunication Technologies in New Planned Development. The City shall prepare an ordinance to establish requirements for the installation of state-of-the-art internal telecommunications technologies in new planned developments and office and commercial developments. <i>[Source: New Program, City staff] (RDR)</i>			✓			
Implements Which Policy(ies)	PFS-9.5					
Responsible Department(s)	Development Services					

Table PFS PUBLIC FACILITIES AND SERVICES ELEMENT Implementation Programs		2014-2016	2017-2019	2020-2040	Annual	Ongoing
Supporting Department(s)/ Partner(s)	Information Technology, Public Works – Engineering and Transportation					
Funding Source(s)	General Fund					
5. Construction and Demolition Debris Recycling Ordinance. The City shall revise the Construction and Demolition Debris Recycling Ordinance to be consistent with the processing capabilities Alameda County transfer stations and waste facilities. <i>[Source: New Program, Climate Action Plan] (RDR)</i>						
Implements Which Policy(ies)	PFS-7.4, PFS-7.12		✓			
Responsible Department(s)	Public Works-Utilities and Environmental Services					
Supporting Department(s)/ Partner(s)	Development Services, Alameda County Waste Management Authority, City’s franchisee for solid waste and recycling					
Funding Source(s)	Recycling Fund					
6. Rainwater Harvesting and Greywater Systems. The City shall study the feasibility of amending the City’s building and development codes to encourage rainwater harvesting and greywater systems. Based on findings from the study, the City shall prepare and submit recommendations to the City Council to amend the building and development codes as necessary, <i>[Source: New Program, Climate Action Plan] (PSR)</i>			✓			
Implements Which Policy(ies)	PFS-5.4, PFS-5.9					
Responsible Department(s)	Public Works-Utilities and Environmental Services, Development Services					
Supporting Department(s)/ Partner(s)	City Manager					
Funding Source(s)	Water Enterprise Fund					
7. Underground Utility Ordinance. The City shall prepare an ordinance that establishes thresholds and requirements for private developers to underground utilities along the street frontage of their project site. <i>[Source: New Program; City Staff] (RDR)</i>						
Implements Which Policy(ies)	PFS-8.3, PFS-8.5, PFS-8.6, PFS-8.7, LU-4.11			✓		
Responsible Department(s)	Development Services					
Supporting Department(s)/ Partner(s)	Public Works – Utilities and Environmental Services, Public Works – Engineering and Transportation, City Manager					
Funding Source(s)	General Fund					

Table H HOUSING ELEMENT Implementation Programs (to be provided)		2014-2016	2017-2019	2020-2040	Annual	Ongoing
1.						
Implements Which Policy(ies)						
Responsible Department(s)						
Supporting Department(s)/ Partner(s)						
Funding Source(s)						

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