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DATE: January 5, 2010
TO: Mayor and City Council
FROM: City Manager
SUBJECT: Presentation of the Neighborhood Partnership Program Strategic Plan - 2009 and Beyond

RECOMMENDATION

That Council hears and comments on the presentation of the Hayward Neighborhood Partnership Program Strategic Plan.

SUMMARY

Like all cities across America, there are many issues facing the Hayward community that simply are not resolvable by government alone. The overarching goal of the Hayward Neighborhood Partnership Program (NPP) is to strengthen the connection between local City government residents, businesses, and other community stakeholders so that (1) City officials can be better informed about the issues that are important to the Hayward community, (2) residents can be better informed about the resources available from, and the limitations of, local government, and (3) all can work to improve the livability of Hayward neighborhoods.

The Neighborhood Partnership Program Strategic Plan (NPP Strategic Plan) describes a number of ways in which the City and neighborhood organizations can partner with one another to effectively and efficiently utilize available resources, enhance communication between City officials and Hayward constituents, and effectively and efficiently deliver desired and needed services to Hayward neighborhoods resulting in a sustainable improved quality of life throughout Hayward. A copy of the entire NPP Strategic Plan is available for review from the Office of the City Manager – Neighborhood Services Administration.

BACKGROUND

In FY 2009, the Hayward City Council adopted the Hayward City Council Priorities and approved the implementation of the Hayward Neighborhood Services Initiative. Both are based on community input provided to City staff and members of the Hayward City Council, and serve as budgetary and programmatic guides to, and reference documents for, City officials when making decisions about the use of City resources. The NPP Strategic Plan describes the programmatic approach utilized to implement the Neighborhood Partnership Program.

DISCUSSION

Neighborhood Partnership Program Overview: The Neighborhood Partnership Program is rooted in the principle that government is most effective when public policy is developed and implemented in partnership with the community it serves. It is also based on the theory that when neighborhood residents actively participate as engaged partners to address community issues with other community stakeholders, including the government, more can be accomplished than can be achieved by individuals or organizations that act alone.

The Hayward NPP Strategic Plan provides a roadmap for the implementation of programs and activities designed to create and support effective partnerships between neighborhood associations and the City. Through these partnerships Hayward residents and other community stakeholders are engaged in ongoing civic-oriented conversations and actions aimed at improving the livability of Hayward neighborhoods, and the greater Hayward community. The vision of the Plan is for the City of Hayward to evolve into *the* place where active and effective civic engagement leads to and supports a great quality of life through community / City partnerships.

Phase I – Making City Hall Part of the Neighborhood: During Phase I, the City convenes a series of four (4) neighborhood meetings over a period of approximately eight months. These meetings are initially requested or otherwise generated by concerned Hayward residents. The meetings are conducted in neighborhood facilities (i.e., local school auditoriums, community centers, etc.) that are familiar to the neighborhood residents in order to optimize their comfort and to encourage active participation.

Effective outreach is critical to the success of this initial effort to engage neighborhood residents and other community stakeholders (i.e., businesses, community and faith-based service organizations, etc.). Whenever possible, the City works with pre-existing neighborhood groups (i.e., Neighborhood Watch, Home Owner Associations, Neighborhood Associations, etc.) to reach out both to their members as well as to neighborhood residents that are not associated with any organization. Other outreach strategies include: postings on community electronic boards, the City's website, displaying posters at key locations in neighborhoods, and the distribution of meeting flyers (written in English and Spanish) through a wide variety of methods, including:

- Door-to-door canvassing (typically done by neighborhood volunteers)
- Through local schools and businesses
- Through local community service and faith-based organizations
- Via email group lists
- Published in community and Home Owner Association newsletters
- Through the U.S. Postal Service to entire neighborhoods (including commercial and residential property owners).
- Through Library and shopping center community bulletin boards.

Each meeting in the series is designed to ground ongoing conversations between community stakeholders about identifiable and measureable community improvement outcomes. The meetings offer an opportunity for constituents and City officials to better understand one another, the identified community issues, and the available resources to address noted concerns. Each meeting is also utilized as a forum to give attendees an update on the "State of the City" financially and programmatically; and to identify issues outside the City's immediate control (e.g., State take-aways of local revenues) that meeting participants can work on together.

Each meeting has a focused theme, as follows:

Meeting One – “The Community Conversation Begins”: At the first of the four Phase I neighborhood meetings, City officials share information about the “State of the City”, and hear directly from residents about the neighborhood issues that concern them the most. Based on the information obtained from neighborhood constituents, the City develops an initial Neighborhood Action Plan describing the action steps that will be taken to address each issue raised. The contact information of City representatives responsible for the implementation of each action is included, along with associated timelines. Meeting participants’ contact information is also requested. Measures are taken to ensure that this information remains confidential, both to protect each person’s privacy and to optimize participants’ willingness to share their personal information. This serves as the beginning of a neighborhood group contact list that is used by the City for outreach for future meetings, as well as for sharing of information about neighborhood/community events and City programs and services.

SUMMARY:
Phase I – Meeting No. 1

- ✓ Strategies:
 - Share and listen
 - Make direct connections – introduce the “face” of City staff
 - Have meaningful and productive community conversation that results in clearly identified issues.
 - Set specific date for Meeting No. 2
- ✓ Outcomes:
 - The conversation has started
 - Contact information of meeting participants and key City staff is shared
 - A list of neighborhood/community issues, needs, and desires that are important to neighborhood stakeholders is started
- ✓ Measurements:
 - Meeting participants leave meeting believing they had an opportunity to be fully heard by the City.
 - Attendees have a more positive perspective of the City, its elected officials, and staff
 - City staff has a clear understanding of the issues and needs that are important to neighborhood stakeholders

Meeting Two – “Did We Hear You?”: At the second neighborhood meeting, typically scheduled about two (2) months after the first meeting, City staff presents the “Neighborhood Action Plan” to meeting participants, who are asked to confirm the accuracy and completeness of the Plan (i.e., did the City hear the issues attendees raised in Meeting One completely and accurately, and does the Plan present realistic and acceptable solutions to address the community issues/conditions identified?) Additions or changes to the Neighborhood Action Plan as identified in the discussion are made. By this time, City Staff will have already started and/or completed some of the items listed in the Plan; the second

meeting also provides an opportunity for staff to share the actions that were taken prior to the meeting.

SUMMARY
Phase I – Meeting No. 2

- ✓ Strategies:
 - Present the issues raised in Meeting One back to meeting participants
 - Be forthright and honest about which issues can be addressed by the City (and the associated schedule for completion), as well as which items the City cannot address alone, and why. Capture corrections and additions to the Plan from meeting participants
 - Set specific date for Meeting No. 3

- ✓ Outcomes:
 - The conversation continues
 - Contact information of new meeting participants and key City staff is shared
 - Status of action plan elements provided to meeting participants
 - Specific opportunities are identified for neighborhood/City partnerships to be formed in order to affect the desired community changes

- ✓ Measurements:
 - The Plan presented by staff is accepted and validated by meeting attendees
 - Corrections and additions to the Plan are captured
 - Meeting attendees feel heard and are willing to return to a third meeting to continue the conversation

Meeting Three – “How Did We Do?”: This meeting is a check on how much in the Plan has been accomplished, what remains to be done, and whether the neighborhood participants have any second thoughts about suggested or implemented solutions. Each item in the Plan is reviewed and discussed. Honest conversation continues regarding what can and cannot be done by the City or the community, and where neighborhood/City partnerships can be formed. It is also an opportunity to share how staff’s assessment of situations matches up with the anecdotal observations or perceptions of the neighborhood (e.g., the extent of speeding on a certain street).

SUMMARY
Phase I – Meeting No. 3

organizations where none exist. The City will offer various programmatic options aimed at supporting ongoing neighborhood improvement activities lead by neighborhood/community groups.

SUMMARY

Phase I – Meeting No. 4

- ✓ Strategies:
 - Continue to build the relationship between the City and other neighborhood/community stakeholders
 - Complete the items on the Neighborhood Action Plan, or clarify when outstanding actions will be completed
 - Communicate exactly what cannot be done by the City alone, and why
 - Clearly identify where neighborhood/community and City partnerships are needed

- ✓ Outcomes:
 - Identify community leaders willing to continue to work with the City to develop and implement neighborhood improvement partnership projects and activities
 - Neighborhood group agrees to take lead in identifying neighborhood improvement projects and/or activities it wants to pursue
 - Identify areas where ongoing City support is needed, as well as the appropriate City staff to provide that support.
 - Meeting attendees confirm that: 1) They were heard, and 2) the Plan captured and addressed their primary concerns

- ✓ Measurements:
 - Neighborhood constituents express strong, positive perceptions about the City and staff
 - At least four (4) neighborhood “leaders” have committed to continuing to engage with the City during Phase II

Phase II – Neighborhood and Community Taking Responsibility: Phase II of the Neighborhood Partnership Program is designed to build on Phase I and the relationships begun there. The focus is to develop and enhance a full partnership between neighborhoods and the City in which neighborhood residents and other stakeholders re-establish and/or strengthen ownership and responsibility for their own blocks, their neighborhoods, as well as the greater Hayward community. The goal of Phase II (and of the entire Neighborhood Partnership Program) is to have active, engaged neighborhoods taking responsibility for their own quality of life, utilizing the City as a resource and a partner rather than viewing City government only as a source to go to for resources and solutions. Phase II meetings and activities will be driven and scheduled by the neighborhoods, rather than the City. Consequently, these subsequent meetings will be less staff intensive than those occurring during Phase I of the Program.

There are currently a variety of neighborhood organizations in Hayward including Neighborhood Watch groups and various forms of Home Owner or Neighborhood Associations. Some are well developed organizations with a formal governance structure, while others are less formal in nature. Many of the leaders of these neighborhood groups share a common experience, that is, that the bulk of work is done by a few core group members, and that it is difficult to sustain active resident

participation in their neighborhood organizations. There are also more recently formed neighborhood groups that are working to generate resident interest and participation for the first time – with varying degrees of success. In some Hayward neighborhoods there are no neighborhood organizations at all; in these areas residents often indicate that they feel isolated, vulnerable, and/or lack a sense of community.

Participation in the Neighborhood Partnership Program does not need to be bound by the Phase I and Phase II sequence of events. Where there is interest on the part of neighborhood constituents to initiate neighborhood improvement activities prior to the formal Phase I neighborhood meetings, the City is ready and available to partner in these efforts by offering information and support. Following is a listing of programmatic options that neighborhood groups and associations may choose to implement in partnership with the City:

Complete descriptions of the programs that follow are included as attachments to the Neighborhood Partnership Program Strategic Plan – (available upon request from the Office of the City Manager - Neighborhood Services).

The Neighborhood Leadership Academy: The Neighborhood Leadership Academy, and its companion Hayward Resident Engagement Guide, will help neighborhood leaders develop and sustain neighborhood organizations. The Academy will also acquaint residents with different City decision-making processes, and provide them with training and information needed to effectively share their ideas, opinions, and concerns with City decision makers; and educate them concerning City resources and how to most effectively utilize them in meeting the needs of the neighborhood.. These objectives will be achieved through four (4) training modules, as follows:

Module 1: *Making a Difference* – Strategies for Effective Neighborhood Organizing

Module 2: *Understanding the Lay of the Land* – Local Public and Private Community Services and Neighborhood Resources

Module 3: *Democracy is not a Spectator Sport* – Effective Advocacy Practices

Module 4: *Next Steps: Development and Implementation of Resident Designed Neighborhood Plans*

Through these modules, Academy participants will learn how to develop and strengthen neighborhood organizations. They will also learn about the City’s organizational structure and available resources, including ways to effectively share their concerns and ideas with City Council, City Council Committees, Commissions, Task Forces, and City staff. Information will also be provided about the role and function of other local public and private community services and neighborhood resources. At the end of the Academy each participant will also have started or further developed their respective Neighborhood Action Plans, and will have a clear sense of the next steps that they will take to improve and strengthen their neighborhoods. Participants will also be asked to evaluate the Academy at its conclusion so that it can be changed as needed to remain relevant and effective. Staff is also developing a companion *Youth Leadership Academy* designed to help high school age teens effectively participate with adults of all ages in the Academy, and more importantly in carrying out subsequent neighborhood/community improvement activities.

Neighborhood Initiated Civic Engagement (N.I.C.E.) Hayward Neighborhood Awards: The N.I.C.E. Hayward Neighborhood Awards program is designed to inspire Hayward residents to develop innovative ways to strengthen and improve their neighborhoods. This element of the Neighborhood Partnership Program provides opportunities and financial Awards or incentives to neighborhood groups to carry-out a variety of fun and creative neighborhood improvement activities – for which they will also receive much public recognition. Through this program, living in a “N.I.C.E. Hayward Neighborhood” will take on a whole new meaning!

If approved by Council, two tiers of N.I.C.E. Hayward Neighborhood Awards (Awards) will be offered in recognition for the neighborhood/community improvement actions achieved by neighborhood groups. Smaller Awards, ranging from \$100 to \$500, will be for neighborhood improvement efforts that address the specific goals of each neighborhood, including such things as improved safety, emergency preparedness, environmental gains, improved neighborhood amenities and/or appearance, assisting neighbors in need (i.e., a senior or person with disability that needs assistance in fixing up or caring for their property, etc. Larger Awards, ranging from \$2,000 to \$5,000 will be for neighborhood groups that establish strong partnerships with the City and take clear responsibility for the welfare of the greater Hayward community while also increasing the number of residents and other community stakeholders in civic activities.

Neighborhood groups can submit their neighborhood/community improvement achievements to the City anytime during the year for consideration of a N.I.C.E. Hayward Neighborhood Award. So that neighborhoods can learn from and inspire one another, the achievements submitted to the City will be showcased in the Hayward Public Library, at City Hall, and in other public venues throughout the City. An annual ceremony will also be conducted to celebrate and recognize the good work of Hayward neighborhoods.

Neighborhood groups that receive an Award must use the City funds toward future neighborhood / community improvement activities. A complete description of the N.I.C.E. Hayward Neighborhood Award Program is described in the N.I.C.E. Hayward Neighborhood Awards Guide Book (Guide Book). The Guide Book also includes a number of activities and project ideas to help neighborhood groups think about how they would like to participate in the Awards Program. Neighborhood groups that need financial assistance to initiate projects may also apply year-round to the City for small grants (up to \$5,000) through the current Neighborhood Improvement (mini grant) Program (aka: NIP Grants). More information about both the N.I.C.E. Hayward Neighborhood Awards Program and about the NIP Grant application process will be available on the City’s website, and through the City’s Neighborhood Services Administration office.

Other Phase Two Neighborhood Partnership Program Elements: There are other neighborhood services that will assist community stakeholders to actively engage with their neighbors and their City in strengthening Hayward neighborhoods and the community at large, including:

- The Hayward Blight Busters’ Program
- The Keep Hayward Clean and Green Task Force – Neighborhood Team Program

- The Hayward Climate Action Plan, Solar Neighborhood Program, and related environment sustainability programs, services and activities
- Expansion of the Neighborhood Alert Program
- The Neighborhood Urban Forestry Management Plan
- Enhanced coordination of community service projects with local schools, and
- The development of neighborhood disaster preparedness plans and programs for the neighborhood.

Phase III and Beyond: The Neighborhood Partnership Program has two long-term goals:

- 1) To positively change community members' expectations with regard to their relationship with the City (and their own respective roles and responsibilities) in terms of enhancing the livability of the Hayward community (i.e., working in partnership with, in lieu of solely depending on, the City to improve the livability of the Hayward community); and
- 2) To positively change City organizational culture so that every City employee is knowledgeable about and supportive of the Program as reflected in the way each carries out NPP goals and objectives through their daily work (i.e., to promote neighborhood/City partnerships aimed at strengthening the Hayward community).

The following strategies will be employed in support of these long-term goals:

Development of Future Neighborhood Organizations and Community Leaders: By July 1, 2010, the City will have convened the previously described series of four Phase I Neighborhood Partnership Meetings in twelve (12) distinct Hayward neighborhoods, representing a total of 48 neighborhood meetings involving key City representatives from many different City departments. Additionally, the City will continue to provide ongoing support to these neighborhoods as needed to the extent that available resources allow. Given the limitation of City resources, the continuation of Phase I of the Neighborhood Partnership Program in FY11 will be limited to four (4) additional neighborhoods. Other neighborhoods' concerns will continue to be addressed through the "Phase II" neighborhood programs and services previously described, and through alternative innovative means such as *Access Hayward*.

In order for neighborhood associations to build upon and sustain the neighborhood/City partnerships established during Phase I and II of the NPP, future community leaders must be identified and supported. To help accomplish this, the City will establish formal relationships with local colleges, universities, and government supported programs such as AmeriCorp, in order to make available internship and service-learning opportunities that provide community organization and leadership development training to local students / future community leaders. "Neighborhood Liaison Interns" will help to facilitate ongoing partnerships between neighborhood groups and various City departments. Additionally, they will help implement an annual Youth Leadership Summit (in coordination with other community youth development programs) designed to help high school age youth and young adults to fully take part in neighborhood improvement and community development efforts. Enhanced coordination with local elementary, middle, and high school community service projects will also occur during Phase III. Lastly, the City will facilitate the development and sustainability of neighborhood organizations by offering them networking opportunities that support their learning from one another as well as from other neighborhood

leaders doing similar community work in other jurisdictions throughout the county, the state, the nation, as well as in other countries.

Enhancing Participation of Limited and Non-English Speaking Community Stakeholders:
Recognizing the extensive diversity of the Hayward community, Phase III of the Neighborhood Partnership Program will also focus on expanding outreach efforts to more fully include limited and non-English speaking residents in all aspects of the Program. This will require the translation of Program materials into multiple non-English languages spoken by community constituents, as well as the delivery of City programs and services in a manner that is culturally sensitive and appropriate.

FISCAL IMPACT

The Neighborhood Partnership Program, by its nature, has a monetary impact on many City departments. Most are able to absorb this cost within approved departmental budgets without any additional costs to the City. However, the N.I.C.E. Hayward Neighborhood Awards Program and related Neighborhood Services Administration expenses were not included in the FY10 Neighborhood Services Administration budget. While resources were allocated in the Neighborhood Services Administration budget to support HARD's after school Recreation Innovation Program in the amount of \$16,500; this project was discontinued at the end of FY09. (The City's Afterschool Tutoring / Homework Program offered through the Hayward Library and the Hayward Unified School District's Youth Enrichment Program (YEP) both continue to address the academic and social needs of Hayward students and their families during after school hours.)

Consequently, the City Manager will refocus the \$16,500 initially allocated to the HARD Recreation Innovation program to support the implementation of the N.I.C.E. Hayward Neighborhood Awards program as follows: \$15,000 to support awards for neighborhood improvement projects conducted by Hayward resident groups, and \$1,500 to supplement the current budget for supplies and services associated with the administration of the Neighborhood Partnership Program, including: printing costs, translation services, facility and equipment rental expenses, security, postage, and other related supplies used in support of neighborhood services. These costs will then be considered and weighed as part of the Neighborhood Partnership Program budget going forward into the next budget process for FY 2011 and FY 2012.

PUBLIC CONTACT

The information provided in this report was shared with members of the public attending the Phase I Neighborhood Partnership meetings that have been conducted to-date. The feedback received from residents has been very constructive, and changes have been made to the Program in response to the feedback obtained. In this way both program content and implementation methodologies have been, and continue to be, improved on a continuous basis. Additionally, information about the Neighborhood Partnership Program as described in this report was shared with members of the Keep Hayward Clean and Green (KHCG) Task Force and other members of the public from August through October 2009.

NEXT STEPS

If Council approves the Neighborhood Partnership Program Strategic Plan, staff will begin immediately to implement the program in accordance with the timelines provided in the Strategic Plan. The Plan will be featured on the City's website on the Neighborhood Partnership Program web-page. Links to various program elements of the Plan, associated documents and forms, and to other resources that are available on the internet to assist neighborhood residents and organizations will also be included.

Prepared by: David Korth, Neighborhood Services Manager

Recommended by: Fran David, Assistant City Manager

Approved by:

A handwritten signature in black ink, consisting of several overlapping, sweeping strokes that form a cursive name.

Gregory T. Jones, City Manager