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**City of Hayward Case Study Application**

**COVER SHEET**

**I. Case Study Title: [Theme: *Public Involvement*]**

**Why (and How to) Engage Diverse Community Stakeholders? *The Hayward Neighborhood Partnership Program Success Story***

**II. Jurisdiction Information:**

- a. Name: City of Hayward, California (San Francisco Bay Area – East Bay).
- b. Address: Hayward City Hall, 777 B Street, Hayward, California – 94541-5007
- c. Current Population: 150,878 (as of January 1, 2009)
- d. City General Fund Budget: \$104,500,000

**III. City Manager Information:**

- a. Name: Ms. Fran David, City Manager
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- c. Email: [fran.david@hayward-ca.gov](mailto:fran.david@hayward-ca.gov)

**IV. Project Leader – Primary Contact:**

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**V. Presenting Team Member(s):**

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- Name: David Korth, Neighborhood Services Manager
- Telephone: (510) 583-4227 / (510) 583-4300. FAX: (510) 583-3601
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**SYNOPSIS**

**Intent of the Program:** The Hayward Neighborhood Partnership Program changes the way in which City officials and community members relate to one another. That is, from one where the role of the City is primarily limited to that of a “service provider”. While often an appropriate and necessary role, the Neighborhood Partnership strategy has local government officials (at all levels of the organization) to also be conveners, conduits, brokers, catalysts, leaders, and partners.

**Anticipated and Actual Outcomes:** The Hayward Neighborhood Partnership strategy changes the traditional *transactional* interaction between City representatives and constituents to one that is *capacity-building* in nature. Through well established neighborhood partnerships, both community members and the City as an organization build the capacity to *share* responsibility for the welfare of the community – something that is particularly important to do in an austere economic environment.

**Costs and/or Savings (if any):** As federal, state, and county governments face increasing economic challenges, local communities are required to find ways to more independently address their community needs. The point of the Hayward Neighborhood Partnership Program is *not*, however, a strategy for saving money per se. So, saving money is not the only, or even the most important, goal of the program. The costs of the program are basically the same as they would otherwise be if the Program were not implemented. (Cost savings can at times be a bi-product, however, from leveraging municipal resources with community partners’ resources to address community needs.)

Rather, this strategy is aimed at utilizing available City resources (i.e., money, knowledge, skills, equipment, supplies, time, etc.) strategically. It is an approach designed to get the “best bang for the buck” by using the full force of various City resources in targeted neighborhood locations for limited periods of time – in partnership with other community stakeholders. It is a comprehensive, neighborhood-focused, approach that recognizes that the City cannot (nor should it in principle be required to) meet all of the community’s needs alone. It provides neighborhood stakeholders an authentic voice in what City priorities need to address, as well as opportunities to be part of the solutions to the many community problems and challenges they face.

**Obstacles and Results Achieved:** In every community (as well as in every City organization), people tend to fall into one of the three following categories:

- A. Those who care deeply about the welfare of the community, who readily take responsibility for its welfare, who enjoy taking an active part in community activities, and who lead and/or facilitate others to do the same.
- B. Those who, for a variety of reasons, do not get involved in community activities or go beyond their immediate interests to engage in the welfare of the community.
- C. Those who simply do not care about the community, will not get involved in community activities, and (in the worst cases) contribute to community problems.

Typically, the majority of people fall into Category B, and the minority of people fall into categories A and C respectively. The primary challenge facing those interested in implementing the Neighborhood Partnership strategy, both internal and external to the City organization, is to move those who are in Category B toward and into Category A.

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Those who fall into Category B tend to face many obstacles or resist “getting involved” for a number of reasons; typically these including: 1) Competing priorities for their time and/or money (i.e., work and/or school responsibilities, home and family related obligations, and/or the preference to use discretionary time / money for recreation or other purposes that are perceived to be more valuable); 2) Negative attitudes that government workers and constituents can have toward one another’s abilities, skills, knowledge, and/or disposition; 3) The feeling that what one has to offer is not valuable and/or won’t make a difference; 4) The inability to communicate effectively with others (due to cultural or language barriers; skill deficits such as: the inability to read, use a computer or other communication devices; hearing, sight, mobility or other impairments; etc. 5) Health impairments, 6) Safety concerns, 7) Transportation limitations, and other factors that contribute to the isolation of community members. Sometimes, however, the only barrier is that one simply was not asked or did not feel welcomed to participate.

**Innovative Characteristics:** The issues facing the City of Hayward are expanding in number and complexity as the size and diversity of the City’s population grows. To effectively serve a community with expanding and diverse needs (particularly during austere economic periods), it is not adequate to create a single innovative program or service. Rather, the City / Community relationship must change. Such a strategy requires that the City act in a dynamic fashion, in anticipation of and in response to ever-changing and unique neighborhood needs - on an ongoing basis.

The Hayward Neighborhood Partnership Strategic Plan describes the neighborhood-focused strategic approach used to strengthen the connection between the City and Hayward residents, local businesses, faith and community-based services organizations and other local public agencies including: the Hayward Unified School District (HUSD), the Hayward Area Recreation and Park District (HARD), Chabot Community College, and the California State University East Bay located in Hayward.

The objectives of the Neighborhood Partnership Program are to:

1. Provide opportunities for Hayward constituents to better inform City and other public officials about the issues that are important to them;
2. Better inform constituents about the resources available from, and the limitations of, the City; and
3. Develop opportunities for constituents and the City to form partnerships designed to improve the livability of Hayward neighborhoods, and the community-at-large.

The three phases of the Neighborhood Partnership Strategy are:

**Phase I:** Where community conversations transpire and neighborhood/City relationships are strengthened in the context of neighborhood meetings. The Mayor, City Manager, department directors and managers attend neighborhood meetings - first to listen and learn about the concerns and ideas that community members have, and then over time to build trust and credibility by following through with help and information. In subsequent meetings all engage in conversations about the issues raised and explore how they can be addressed together.

**Phase II:** Where the transition from City-lead action to neighborhood-initiated civic engagement is facilitated and supported through a variety of neighborhood-focused City programs and services, including:

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- Hayward Youth Leadership Summit and Neighborhood Leadership Academy;
- Neighborhood Initiated Civic Engagement (N.I.C.E.) - Hayward Neighborhood Awards
- Hayward Neighborhood Improvement Program (NIP) Grants;
- Neighborhood Crime Prevention Programs, including: Neighborhood Watch, Crime-Free Multi-Housing, and Synchronized Multi-Agency Action for Safe Housing (SMASH);
- Neighborhood Stabilization(i.e., the rehabilitation and re-sale of foreclosed homes to low-income families);
- Community Emergency Response Team (CERT) Training and Neighborhood Emergency Preparation;
- Neighborhood Urban Forestry, Community Gardens, and Solar Neighborhoods
- Keep Hayward Clean and Green- Neighborhood Teams and Blight Busters;
- Neighborhood Graffiti Abatement and Prevention, Neighborhood Mural Art, and Stop Graffiti Reward
- The Volunteer Hayward Program, and
- *Access Hayward* – A “24 /7” online and telephone Customer Response Management (CRM) system that provides constituents access to City information, programs, and services; the ability to track the status of their requests, and quick feedback. This system also enhances City tracking and reporting capabilities as well as employee accountability.

**Phase III:** Where the expansion and sustainability of neighborhood organizations and partnerships occur by:

- Creating opportunities for limited and non-English speaking community members (as well as other community members facing cultural and/or physical barriers) to participate in neighborhood and community improvement projects, events, and activities - as well as in public decision-making processes in a variety of venues and through various media; and
- Creating and supporting opportunities for neighborhood stakeholders to network with (and learn from) one another.

**Measurable Results:** At the time of this application, thirteen(13) Hayward neighborhoods have participated in Phase I neighborhood meetings; two (2) additional neighborhoods are in queue and will participate within the next six months. This involved includes nineteen (20) Phase I neighborhood meetings conducted in calendar year 2010. These meetings involve key City leadership representatives including: the Mayor and City Council members, the City Manager, and department directors and managers from several City departments and programs.

Four neighborhoods have engaged in Phase II activities, with many more on the horizon as they complete Phase I, and a result of the 2010 Youth Leadership Summit and the 2010 Neighborhood Leadership Academy training sessions.

Some of the results described below might appear to be outcomes that would normally occur during the City’s normal course of business – regardless of this Program. However, the difference is why, when, and where these activities occurred. They took place when and where they did because of the direct constituent involvement in identifying which community issues were highest in priority. Others outcomes would not have occurred at all without the partnerships that made them possible. Specific neighborhood achievements resulting from constituent input, feedback, and involvement include:

1. Installation of 62 speed lumps to slow traffic on residential streets;

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2. Wattage upgrades to 60 existing street lights, and the installation of 48 new street lights, to improve neighborhood safety;
3. Installation and/or replacement of 43 traffic signs to improve neighborhood traffic safety;
4. Re-striping of street and bike lanes, the installation of traffic round-a-bouts and associated signage, and the installation of rumble-strips and “Bott-Dots” to improve traffic safety;
5. The installation of 11 ladder-style crosswalks in neighborhoods to increase pedestrian safety;
6. The installation of 4 electronic radar signs to reduce traffic speed in residential areas.
7. Targeted traffic surveys and traffic enforcement during specific times of day and days of the week that neighborhood residents identified as speeding “trouble spots”;
8. Closed hundreds of code enforcement cases in many neighborhood areas identified by residents as being prone to ongoing code violations;
9. Conducted 12 Synchronized Multi-Agency Action for Safe Housing (SMASH) operations in 12 neighborhoods targeting “trouble properties” including: 28 single-family homes, 8 apartment complexes, and one business – information provided by neighborhood partners was key to the success of these operations.
10. A total of 8 Crime Free Multi-Housing Program training sessions for individual and corporate multi residential unit property owners, managers, and maintenance personnel were conducted; a total of 208 individuals participated.
11. Established and continue to support 131 Neighborhood Watch groups throughout the City;
12. As part of the City’s neighborhood graffiti abatement and prevention efforts, completed 10 business / community-agency wall murals, 28 utility box murals, 8 library book-drop box murals, and 12 public bench murals in over 10 Hayward neighborhoods.
13. The inaugural Youth Leadership Summit was conducted in March 2010, and included 70 participants ages 15 to 21;
14. The Hayward Neighborhood Leadership Academy was conducted in April of 2010 – 40 Hayward neighborhood leaders participated;
15. The Volunteer Hayward Program recruited and matched 520 Hayward volunteers who assisted City Departments with the delivery of services and special projects benefitting Hayward constituents, including the delivery of over 425 food and clothing items to 71 low-income Hayward families during the winter holiday season; and
16. As of May 11, 2010 – a total of 8,497 requests for service processed via Access Hayward since this Citizen Response Management (CRM) system went into effect on January 1, 2010.

**Unintended Consequences:**

The departmental and programmatic silo mentality of City staff has diminished as the awareness of, and need for, multi-departmental responses to neighborhood-centered problems have emerged. This has resulted in improved relations between departmental representatives, and an increased sense of achievement and satisfaction when community members report that they have been heard and responded to in a timely and respectful manner. Additionally, constituents have not only reported satisfaction when issues have been addressed, they also often express understanding and patience when informed about why the City cannot address an issue right away, or at all. This has given City staff a sense of relief, and constituents a sense of empowerment when asked for advice and assistance in resolving complex issues; some expressed great satisfaction being part of the team that is working toward community improvement instead of a sense of helplessness and hopelessness about problems that still exist.

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**1. Innovation/Creativity: How does the Program Improve the Organization?**

As noted above, the departmental and programmatic silo mentality of City staff has diminished. This has resulted in improved employee moral on the part of some employees, as well as improved use of City resources as the result of better coordination and collaboration across City Departments.

Doing more with less has actually become possible as the City establishes relations not only with residents and resident groups, but with other local public agencies, commercial enterprises, and faith and community based service organizations who share similar concerns and interests. Rather than being faced with having to choose from limited alternatives derived from City staff attempting to solve constituent problems for them, unexpected solutions emerge when other ideas and resources are brought into the equation.

Increased accountability, and as a result increased credibility and trust – have resulted by both a change in attitude on the part of City employees, and a change in systems used to communicate, track, and report on City responses to constituent concerns and ideas via Hayward’s new Citizen Response Management (CRM) system – *Access Hayward*.

**2. Outcomes Achieved:** (Please see Measureable Results To-date noted above.)

**3. Applicable Results and Real World Practicality:**

- A. Practical Applications to be Shared:** If selected, presenters will provide ideas, tools, and the opportunity to practice key elements of the Program, including methods to help inspire and encourage residents and other stakeholders to take greater responsibility for their community – in partnership with the City. A power point presentation will also provide an overview of key elements of the Program, and a live online demonstration of the City’s CRM program – Access Hayward – will be presented.
- B. Applicability to Other Jurisdictions:** Any public agency can implement this strategy! It is more about the will to share information and control with the public by inviting authentic citizen engagement into an agency’s way of doing business, and changing the cultural of the City and the community it serves, from a transactional one to one of capacity building. Specific examples of how this is achieved will be shared – along with some of the trials and tribulations that can be expected along the way - and ideas for overcoming them. The presentation will include discussions and the sharing of ideas about *why* it is valuable to authentically engage community stakeholders in conversations with one another and with public agencies about creating and sustaining a *community* – as well as methods for achieving this goal.
- C. This Case Study Presentation will include** Power Point presentation, handouts of tools that can be replicated and used, and group activities designed to demonstrate how to foster City/Neighborhood partnerships, with the opportunity to reflect and discuss their applicability in other venues.