



CITY OF
HAYWARD
HEART OF THE BAY



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Strategic Plan



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Introduction

Neighborhood Partnership Program Strategic Plan

The Neighborhood Partnership Program is rooted in the principle that the City is most effective when public policy is developed and implemented in partnership with the community it is charged with serving. It is also based on the theory that when neighborhood residents take personal responsibility to address community issues and partner with other community stakeholders, including the City, more can be accomplished than can be achieved by individuals or organizations that act alone.

Like many cities in America, there are many issues facing the Hayward community that simply are not resolvable by the City alone. The overarching goal of the Hayward Neighborhood Partnership Program (Program) is to connect the City with residents, businesses, and other Hayward constituents so that City officials can be informed about the issues that are important to the Hayward community, and so that Hayward community stakeholders can plan and implement successful neighborhood improvement activities *with* the City and other public agencies that result in a sustainable improved quality of life throughout Hayward. The Neighborhood Partnership Program Strategic Plan (Strategic Plan) describes how, through a variety of programmatic objectives, this Program goal will be achieved. When the Plan is successfully implemented the City of Hayward will be *the* place where a great quality of life is obtained and sustained through community / City partnerships.

In FY 2009 the Hayward City Council adopted the Hayward City Council Priorities and the Hayward Neighborhood Services Initiative was launched. Both documents, based on community input provided to City staff and members of the Hayward City Council, serve as budgetary guides and reference sources to City officials when making decisions about the use of City resources. The Neighborhood Partnership Program Strategic Plan is directly linked to, and is supportive of the principals described in, these documents - copies of which follow as reference for the reader.



SAFE

TOP PRIORITY

- Improve public safety in targeted areas
 - Downtown - Neighborhoods - BART stations
 - Entertainment areas - Retail areas
- Continue consistent, determined use of the SMASH Program
- Reduce gang violence in Hayward
 - Develop & implement an improved gang enforcement strategy, including a gang injunction program
 - Support gang prevention and intervention programs through schools and other agencies
 - Partner with all applicable agencies and organizations to reduce gang activity in Hayward
- Reduce residential burglaries
- Reduce 'urban mining' and prevent illegal buying
- Improve safety of school campuses and routes to and from schools
 - Partner with HUSD to improve training and operations of school campus safety personnel
 - Enhance curfew and truancy enforcement
- Improve the shopping experience in all major retail areas, particularly Downtown and in malls and centers
- Reduce impact of unacceptable social behaviors—including panhandling—on commercial and retail areas of the community
- Improve disaster preparedness and disaster response in the community
- Continue to abate homeless encampments in the community

CLEAN

TOP PRIORITY

- Strengthen code enforcement and eliminate blight citywide
- Continue Neighborhood Partnership Program
 - Revise Strategic Plan to incorporate strategies for the next phase of the program
 - Implement next phase of program
- Strengthen and expand KHCG Task Force into neighborhood organizations
- Decrease litter in the city
- Decrease illegal dumping
- Prevention and rapid abatement of graffiti
- Improve graffiti prevention through increased use of public art in retail and commercial areas
- Control and/or regulate car sales in the public right-of-way

GREEN (SUSTAINABLE)

TOP PRIORITY

- Continue implementation of the Climate Action Plan
- Increase Hayward's sustainability as a community in all aspects of urban life
- Continue efforts to increase the overall tree inventory throughout the community
- Develop and implement residential and commercial energy efficiency and renewable energy programs, including non-General Fund financing components
- Increase use of clean and green energy such as solar photovoltaic and biogas-to-energy production at utility facilities
- Increase use of recycled water
- Continue to implement the "Healthy City" program and to gain national and state recognition
 - Partner with other agencies to fight obesity among Hayward youth
 - Pursue and implement a model urban agriculture program throughout the community
- Continue efforts to eliminate long-term homelessness in Hayward and identify housing for individuals when and where appropriate

Organizational Health

- Ensure a safe and healthy work environment
- Implement the selected Financial Enterprise/Enterprise Resource Planning (ERP) system
- Improve the organization's ability to apply business process analysis in decision making
- Redesign and deploy the City's website
- Continue staff development and succession planning
- Develop an employee attraction and retention program
- Strengthen the organization's ability and capacity to manage disasters
- Continue the development, adoption, and maintenance of strategic plans for key functions
 - Finance: develop
 - Economic Development: update and implement
 - Police: update and maintain
- Develop goals and corresponding metrics to assess progress in programmatic areas such as economic development, business attraction, and other key projects and programs

Land Use

- Conclude implementation of the 238 Settlement Agreement
- Implement a 238 Corridor land disposition strategy
- Adopt and implement Mission Boulevard Corridor Form-Based Code
- Redesign and update gateways and corridors; partner with County where appropriate
- Continue implementation of South Hayward BART TOD Project
- Revise the City's Sign Ordinance
- Develop a Downtown Specific Plan
- Develop framework, scope, budget, and funding for updating the General Plan
- Continue implementation of Airport development projects including California Air National Guard reuse
- Continue to implement Historic Preservation Program elements
- Continue to participate in development of a regional Sustainable Communities Strategy
- Update the City's Subdivision Ordinance

Fiscal Stability

- Implement programs and fiscal policies to resolve long-term, structural deficit
- Protect and maximize local revenues
- Increase community property values
 - Increase academic performance in Hayward schools in partnership with HUSD and the community
 - Brand, market, and promote the community of Hayward
- Determine strategy and funding options for economic development efforts following dissolution of the Redevelopment Agency
- Protect City's assets and key interests in the wake of the State's elimination of the Redevelopment Agency
- Strengthen and protect City's business community
 - Engage in and succeed at aggressive economic development
 - Protect and promote the City's industrial base
 - Strengthen Chamber, business and industrial partnerships
- Work with partners to successfully implement Promise Neighborhood grant and secure multi-year funding
- Through partnership with other agencies and organizations, develop and support the necessary elements to provide high-quality educational opportunities for all, throughout the community
- Work with partners in the community to improve the academic performance of all K-12 students
- Seek and secure outside funding:
 - Grants
 - Appropriations
 - Federal and State programs
- Develop long-term facilities master plan to identify and evaluate City facility needs and funding options



Neighborhood Services, Fiscal Stability and Organizational Change Initiatives

Neighborhood Services Initiative

Element 1: Reorganization of Departments to Create Focus on Neighborhoods

- Integration of Neighborhood Services Programs (structure to be determined)
- Integration of Maintenance Services operations (structure to be determined)
- Evaluate Animal Control Services organizational placement

Element 2: Creation and Strengthening of Adopted Public Nuisance Ordinance

- Review for inclusion of all nuisance issues that are spread among other ordinances, such as graffiti, weed abatement, inoperative vehicles, etc.
- Adopt Demolition element within public nuisance ordinance

Element 3: Legal Support of Abatement Proceedings

- Request City Attorney evaluate need and provide continued necessary support for aggressive and immediate action to move to abatement after administrative citation process is exhausted.

Element 4: Additional Staffing for Community Preservation Efforts

- Evaluate alternative funding sources with the goal to provide additional code enforcement personnel to establish a Neighborhood Partnership Program. Funding proposed to come from citation process and RDA transfer with no General Fund impact as part of FY09 budget.

Element 5: Creation of Corridor Improvement Program

- Assign dedicated code enforcement personnel to major commercial corridors, working with Planning Staff to ensure compliance with original conditions of approval and enforce existing conditions.

Element 6: Creation of Neighborhood Partnership Program

- Development of a programmatic approach to establishing neighborhood/City relationship.
- Build system of integration of neighborhood needs with capital improvement requests and 10-year CIP and establish neighborhood project fund using surplus land sale as seed funding source as well as increased RDA funding where possible.

Future Element: Police Staffing

- Consistent with the future Police Department Strategic Plan, create neighborhood/district policing offices with CSO staffing and community meeting space in North, South and Central districts (to be determined) when resources become available.

Future Element: Neighborhood Leadership Academy

- Develop internal Neighborhood Leadership Academy for aspiring neighborhood leaders that want to learn about how the City operates, resource availability/constraints, etc.

Fiscal Stability Initiative

Element 1: Balanced General Fund Budget Policy

- Take actions necessary to eliminate use of reserves by July 1, 2009
- Focus on efficiency improvements and employee innovations
- Saving jobs top priority, but reduction of staff may be necessary
- Attrition first goal in reducing staffing numbers
- May recommend retirement enhancement to induce departures

Element 2: Long Range Financial Plans

- Council adoption of long range financial planning fiscal policy
- Development of General Fund 10-year Financial Plan
- Development of 10-year Financial Plans, Other major funds

Element 3: Internal Service Fund Establishment

- Fleet Replacement
- Facilities Replacement (components and capacity)
- Technology Replacement (components and capacity)
- Liability/Workers Compensation
- Retiree Medical Liability Fund
 - Determine estimated annual funding requirements for each fund
 - Use available one time monies as seed funding for establishing funds and build reserves over the 10-year plan

Element 4: Capital Improvement Program (CIP)

- Development of 10-year CIP
- Include operating cost obligations associated with projects
- Identify alternative funding sources for needed improvements
- Maximize Redevelopment investments

Element 5: Performance Based Budgeting (PBB)

- Establishment of outcome driven budgeting
- Inclusion of performance indicators (qualitative measurements)
- Inclusion of task measurements (quantitative measurements)
- Likely use of task force to develop

Element 6: Revenue Enhancement Efforts

- Establish full cost recovery as goal in appropriate areas
- Ensure fully-loaded charges to all funds back to General Fund
- Look at all possible/legal alternative funding sources
- Propose revenue measure to public to support service level maintenance
- Review fees annually for all services and apply CPI
- Evaluate inter-jurisdictional partnerships/fees for service (fleet maintenance partnership, technology services partnerships, etc.)

Organizational Change Initiative

Element 1: Mission, Ambitions, and Values Task Force

- Creation of the MAV Employee Task Force to establish the organization's Mission, Ambitions and Values

Element 2: Innovations Task Force

- Creation of an employee task force to look at best practices and evaluate for implementation (underway)

Element 3: Management Achieving Performance System (MAPS) Implementation

- Implementation of performance planning and evaluation system for all management and executive team staff (underway)

Element 4: Departmental Realignment for Service Delivery Improvement and increased accountability

- Develop budget recommendation to integrate all Maintenance Services operations (structure to be determined)
- Evaluate Development Services for possible integration of process elements
- Integrate Neighborhood Services programs (structure to be determined)

Element 5: Customer Service Task Force

- Creation of an employee task force to develop departmental customer service action plan framework

Element 6: Accountability

- Active enforcement of personnel policies regarding work environment, harassment, behavior, work habits, etc. Department Heads, managers, and supervisors to be held accountable for ensuring personnel policies are adhered to.
- The Human Resources Department will train at least two members of their staff to assist departments in conducting administrative investigations.
- Employee evaluations will be conducted regularly and in a quality manner and will be reviewed by appropriate departmental staff

Element 7: Outcome Orientation Development

- A process to develop benchmarks for all program areas will be established and included within future budget documents. Department Heads and their managers will be held accountable for establishing, measuring and working toward benchmark goals.
- Problem solving will become an organizational focus. "We can if" will replace "We can't because" within our organizational culture.



Neighborhood Partnership Program Strategic Plan – Organizational Structure

The following *Implementation Tables* show the specific ways in which the Neighborhood Partnership Program is to be carried out. Each table describes the City Council Priority and goals and objectives that guide the specific strategies and action steps that follow. Included are the timelines for the completion of each strategy listed, along with the outcome measurements that are expected. The City personnel responsible for insuring the successful implementation of each strategy are also listed. Needed personnel resources are described by position, rather than by name. This is to signify that the Plan is not reliant on specific people, but rather on positions within the City organization so as to ensure the sustainability and fluidity of the Plan despite changes in staffing that will occur over time. The resources needed to implement each strategy are also described.

It is important to note that this Plan is not an absolute structure or process. Neighborhoods are dynamic, ever-changing entities. As the Neighborhood Partnership Program and each neighborhood completes Phase I of the Program (as described in the following), staff will assure that those neighborhoods have the opportunity to address specific issues with City staff as they arise, and that the City keeps good communication with each neighborhood to assist in addressing new and emerging issues when and if they arise, regardless of what Phase a neighborhood may or may not be completing within the structure of this Strategic Plan. Completing Phase I simply starts the conversation and develops the foundation for an *on-going* relationship between City staff and the City's neighborhoods where on-going and as-needed communication is maintained.



Neighborhood Partnership Program Strategic Plan - Implementation Tables

City Initiative/ City Council Priority: 1. ►	Neighborhood Services Initiative / Creation of Neighborhood Partnership Program					
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Objective 1.4:	Enhance the accessibility and delivery of City and Community services to Hayward neighborhoods.					
S E C.	(A) Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) Funding (\$)	(F) Other
1.	Phase I: Neighborhood Meetings: <i>Phase I – Making City Hall Part of the Neighborhood:</i> During Phase I, the City coordinates a series of four (4) neighborhood meetings. 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. 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.	NSM: Neighborhood Services Manager: NSM: 1. Schedule neighborhood meetings, arrange for meeting space, room arrangements, meeting materials (agenda, Action Plan, etc.), community resources information materials, and other related logistics (i.e., required inter-agency agreements, and other related documents executed in a timely manner). 2. Record on flip-chart issues raised during meeting.	1.1. Neighborhood Meeting Preparation Timetable. 2.2. Neighborhood Partnership Meeting Schedule planned out for each calendar year.	1.1. Number of neighborhood meetings conducted. 1.2. Results of neighborhood residents’ Program Evaluation Survey ; to include measure of how neighborhood has been strengthened. 1.3. Number and type of documented achievements. 1.4. No. of neighborhood organizations established or enhanced.	1.1. Total FY10 NPP Budget is Approx.: \$51,500 (excluding personnel exp.)	1.1 Time: Each mtg. = 1.5 hours (7-8:30pm). Mtg. prep. Time 1 to 2 hrs. 1.2. Other City Officials: ≈ Asst. City Mgr. ≈ Dept. Heads ≈ Div. Mgrs. 2.3. Community information materials.



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S E C.	(A) Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
	Outreach Strategies Whenever possible, outreach will be done through 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, but not limited to: <ul style="list-style-type: none"> ▪ 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. 	Neighborhood Services Manager. Carry-out outreach efforts listed under strategies.	1.3.: At least two weeks prior to each scheduled neighborhood meeting.	1.5.:Number of neighborhood residents and other stakeholders at meetings.	(E) Funding (\$) 1.2.: \$10,000 (Printing, Ads, translation services and supplies).	(F) Other 2.1 Volunteer Translators: <u>(Written and Oral)</u> ≈ City Personnel; ≈ Neighborhood volunteers; ≈ Other community volunteers.



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	<p style="text-align: center;"><u>Focus of each Neighborhood Meeting:</u></p> <p><i>Meeting One – “What’s Wrong”:</i> At the first of the four Phase I neighborhood meetings, City officials hear directly from residents about the neighborhood issues that concern them the most. Based on the information obtained, 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.</p> <p style="text-align: center;">Summary:</p> <ul style="list-style-type: none"> ▪ 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 <p style="text-align: center;">Expected Outcomes:</p> <ul style="list-style-type: none"> ▪ 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 	<p>Neighborhood Services Manager:</p> <p>Same as items listed on Table 1.</p>	See Table 1.	<p>2.1. Meeting participants leave meeting believing they had an opportunity to be fully heard by the City.</p> <p>2.2. Attendees have a more positive perspective of the City, elected officials, and staff.</p> <p>2.3. City staff has a clear understanding of the issues and needs that are important to neighborhood stakeholders.</p>	(E) Funding (\$)	(F) Other
					See Table 1.	See Table 1.



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3.	<p><i>Meeting Two – “Did We Hear You?”:</i> The second neighborhood meeting is typically scheduled about two (2) months after the first meeting. This is when 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, and does the Plan present realistic and acceptable solutions to address the issues/conditions identified?) Additions or changes to the Plan as identified in the discussion are made. By this time, City Staff should will have already started and/or completed some of the items listed in the Plan.</p> <p style="text-align: center;">Summary</p> <ul style="list-style-type: none"> ▪ Present the issues raised in Meeting One back to meeting participants. ▪ Be forthright and honest about what can and cannot be done by the City for each area of concern ▪ Capture corrections and additions to the Plan from meeting participants ▪ Set specific date for Meeting No. 3 <p style="text-align: center;">Expected Outcomes</p> <ul style="list-style-type: none"> ▪ The conversation between City and neighborhood constituents 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 	<p>NSM: <i>In addition to responsibilities noted in Table 1 and Table 2. above:</i></p> <p>3. 1. Draft Neighborhood Action Plan; distribute to other City Dept. reps. for review and edit.</p> <p>3.2. Conduct City staff planning meeting in preparation for neighborhood meeting No. 2.</p> <p>3.3. Submit Action Plan to City Manager and/or Assistant City Mgr. prior to neighborhood meeting.</p>	<p>3. 1., 3.2., and 3.3.:</p> <p style="text-align: center;">Refer to Neighborhood Meeting Preparation Timetable.</p>	<p>3.1. The Plan presented by staff is accepted and validated by meeting attendees.</p> <p>3.2. Corrections and additions to the Plan are captured from meeting attendees.</p> <p>3.3. Meeting attendees feel heard and are willing to return to a third meeting to continue the conversation.</p> <p>3.4. Key City contacts provided to meeting participants.</p> <p>3.5. Plan identifies areas where neighborhood partnerships are needed.</p>	<p>3.1. See budget on Tables 1 and 2.</p> <p>Expense info. related to specific neighborhood improvement actions is available on a case-by-case basis via the Neighborhood Services Manager.</p>	<p>3.1. Time: Draft Action Plan preparation time: <u>2-6 hrs.</u> – (Depending on number of actions, and degree to which information from other City and neighborhood stakeholders is made available.)</p> <p>3.2. Time taken to address issues in Neighborhood Action Plan (specific data available on case-by-case basis).</p>



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4.	Between the 2 nd and 3 rd neighborhood meetings, Neighborhood Services personnel provide assistance to neighborhood residents when needed to access City and community services.	<p>NSM: Neighborhood Services Manager:</p> <p>NSM:</p> <p>4.1 Key City decision makers’ contact information made available to the public.</p> <p>4. 2. Individualized assistance offered to help residents with complex issues, and to gain access to City or community services. Available in person, or via telephone, email, web-based blogs and/or newsletters, brail, recordings, sign language, etc.</p> <p>4.3 Work with neighborhood leaders to form or further develop neighborhood organizations.</p>	<p>4.1., 4.2., and 4.3.:</p> <p>Initiated August 2007.</p> <p>Ongoing.</p>	4.1. Results of neighborhood residents’ Program Evaluation Survey, to include measure of how neighborhood has been strengthened or improved.	4.1. Expenses incorporated into labor costs associated with the Neighborhood Services Manager (and Neighborhood Partnership Mgr. position as back-up). See Table 1.	4.1 City Personnel: Neighborhood Partnership Manager serves as back-up to Neighborhood Services Mgr. Administrative support staff also field inquiries and make referrals as needed.



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5.	All City personnel work to strengthen neighborhood/City partnerships forged through the Neighborhood Partnership Programs within the context of their respective areas of responsibility.	D.D. = Department Director and/or D.M. = Division Manager: D.D. / D.M.: 5.1. City decision makers direct available resources to address concerns noted in Action Plans as soon as possible.	5.1. Initiated August 2007; ongoing.	5.1. Number of neighborhood strengthening actions executed through the coordination of effort between the City and neighborhoods, and among City Departments.	5.1. Expenses for various Depts. are included as part of their respective Departmental budgets.	5.1. City Personnel: ≈ Dept. Directors ≈ Division Mgrs. ≈ Dept. Admin. Support staff.



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6.	<p><i>Meeting Three – “How Did We Do?”:</i> Check 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. Share what can and cannot be done by the City or the community, and where neighborhood/City partnerships are needed. Share 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).</p> <p style="text-align: center;">Summary:</p> <ul style="list-style-type: none"> ▪ Present Neighborhood Action Plan reflecting up to date information – provide actual results, including areas where resolutions cannot be achieved by the City – and why, and where continued action is still needed. ▪ Obtain feedback from participants about actions taken by the City, and where constituents are willing to engage in neighborhood improvement partnerships. ▪ Obtain information to be included in updated Plan. <p style="text-align: center;">Expected Outcomes:</p> <ul style="list-style-type: none"> ▪ Community members have a growing relationship with City staff, and have actually utilized City contact information and engaged in dialogue with specific staff regarding neighborhood issues. ▪ Interaction between community members and City representatives continues, becomes easier, and is more productive. ▪ Meeting participants have a better understanding of the “State of the City” and City representatives have a better understanding of the issues that are important to neighborhood constituents. ▪ Potential neighborhood leaders have been identified in preparation for Phase II of the Program. 	<p>N.S.M.= Neighborhood Services Manager:</p> <p>NSM: 6. 1. See all activities listed on Tables: 1, 2, 3 and 4 above.</p>	<p>6.1. See Attachment C: Neighborhood Meeting Preparation Timetable.</p>	<p>6.1. Meeting attendees state that things have improved in their neighborhood.</p> <p>6.2. Measureable neighborhood improvements can be seen in neighborhood (e.g., reduction in speeding, graffiti, and other noted issues from particular sources).</p> <p>6.3. Meeting attendees express a generally positive feeling about the City and staff and are willing to continue pursuing neighborhood improvement activities in partnership with the City</p>	<p>6.1. Same as Budget info. provided on Table 1.</p> <p>Expenses related to specific neighborhood actions are available on a case-by-case basis via the Neighborhood Services Manager.</p>	<p>6.1. Time: Draft Action Plan preparation time: <u>2-6 hrs.</u> – (Depending on number of action steps, and degree to which information from other City and neighborhood stakeholders is available.)</p> <p>6.2. City Staff: ≈ Dept. Directors ≈ Division Mgrs. ≈ Dept. Admin. Support staff.</p>



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S E C.	(A) Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) Funding (\$)	(F) Other
7.	<p>Between the 3rd and 4th neighborhood meetings, neighborhood partnerships continue to be strengthened as Neighborhood Action Plan steps continue to be implemented. During this period, City staff and neighborhood leaders plan for the transition from Phase I of the Neighborhood Partnership Program to Phase II.</p> <p>1. Provide information re: work done with neighborhood leaders toward transition;</p> <p>2. Meeting #4 agenda to include transition component (i.e., announcement, certificate, etc.).</p> <p>Meeting #4 agenda to include date of 5th Mtg.; the follow-up, or “check-in” meeting with neighborhood residents and other stakeholders to determine status of neighborhood/City partnership.</p>	<p>N.S.M.: Neighborhood Services Manager</p> <p>A.C.M.: Assistant City Manager</p> <p>N.S.M.:</p> <p>7.1. See all activities listed on Tables above.</p> <p>N.S.M.:</p> <p>7.2. Meet with neighborhood leaders to prepare for transition to Phase II of NPP.</p> <p>N.S.M. & A.C.M.:</p> <p>7.3 Brief City Mgr. re: preparation for Phase II of NPP.</p>	<p>7.1. See Neighborhood Meeting Preparation Timetable.</p> <p>7.2. Preparations with neigh. leaders re: 4th NPP meeting are finalized no later than 2 wks. Prior to 4th NPPs meeting.</p> <p>7.3: Briefing to City Mgr. no later than 1 week prior to Mtg. #4.</p>	<p>7.1.: Degree to which neighborhood organizations are prepared to take over leadership of neighborhood strengthening activities by the 4th neighborhood meeting.</p> <p>7.2. City Manager has been given information re: the transition to Phase II of NPP.</p>	<p>7.1. See Budget info. Table 1.</p>	<p>7.1. Draft Action Plan: <u>2-6 hrs.</u> (Depending on number of action steps, and access to information from other City and neighborhood stakeholders.)</p> <p>7.2. Prep. Mtgs. w/ neigh. leaders: (2 to 4 hours).</p>



Neighborhood Partnership Program Strategic Plan - Implementation Tables

City Initiative/ City Council Priority: 1. ►	Neighborhood Services Initiative / Creation of Neighborhood Partnership Program					
Program Goal:	To improve the livability of Hayward’s neighborhoods through active, engaged neighborhood constituents that take responsibility for their quality of life.					
Objective 1.1:	Empower and facilitate the civic engagement of Hayward neighborhood residents in neighborhood improvement activities.					
Objective 1.2:	Effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.3:	Enhance communication between the City and neighborhood residents.					
Objective 1.4:	Enhance the accessibility and delivery of City and Community services to Hayward neighborhoods.					
S E C.	(A) Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) Funding (\$)	(F) Other
8.	<p><i>Meeting Four – “What’s Next”:</i> Neighborhood Action Plan is reviewed for a final time; any outstanding items that are remaining from Meeting #3 are discussed. City actively engages in working with neighborhood leaders to begin the process of transferring the leadership of neighborhood improvement activities to neighborhood and community members. The focus of the conversation now evolves to the need to develop a partnership between the City and the community/ neighborhood, and to define how that is achieved. The City provides assistance where needed to help sustain and strengthen existing neighborhood organizations, or help to establish a neighborhood organization if none exist. Ongoing communication between neighborhood organizations and City staff are established and maintained, including follow-up City/neighborhood meetings as circumstances may require.</p> <p style="text-align: center;"><u>Summary</u></p> <ul style="list-style-type: none"> ▪ 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, and why. <p style="text-align: center;"><u>Expected Outcomes</u></p> <ul style="list-style-type: none"> ▪ Clearly identify where neighborhood/City partnerships are needed. ▪ 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. 	<p>N.S.M: Neigh. Svcs. Mgr. D.D.: Dept. Directors. D.M. Division Mgrs.</p> <hr/> <p>N.S.M.:</p> <p>8.1. See activities listed on previous Tables.</p> <hr/> <p>N.S.M, D.D.s, and D.M.s:</p> <p>8.2. Information and support provided to neighborhood leaders as needed.</p>	<p>8.1. See Neighborhood Meeting Preparation Timetable.</p>	<p>8.1. Meeting attendees confirm that: 1) They were heard, and 2) the Plan captured and addressed their primary concerns.</p> <p>8.2. Neighborhood constituents express strong, positive perceptions about the City and staff</p> <p>8.3. At least four (4) neighborhood “leaders” have committed to continuing to engage with the City during Phase II</p>	<p>8.1. See Budget info. on Table 1.</p> <p>Info. on spec. projs. avail. on case by case basis.</p>	<p>8.1. Time spent by neighborhood volunteers on neighborhood improvement activities.</p>



Neighborhood Partnership Program Strategic Plan - Implementation Tables

City Initiative/ City Council Priority: 1. ►	Neighborhood Services Initiative / Creation of Neighborhood Partnership Program					
Program Goal:	To improve the livability of Hayward’s neighborhoods through active, engaged neighborhood constituents that take responsibility for their quality of life.					
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S E C.	(A) Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) Funding (\$)	(F) Other
9.	<p>Phase II – Neighborhood Partnership Program:</p> <p>During Phase II of the Neighborhood Partnership Program builds on the relationships begun in Phase I. The focus is to develop and enhance a full neighborhood/City partnership in which neighborhood constituents take ownership and responsibility for their neighborhoods, and the City is used as a resource and partner, rather than as the only source to go to for resources and solutions. Neighborhood strengthening activities that are unique to each neighborhood are identified and chosen by neighborhood groups. Additionally, neighborhoods are offered a menu of programmatic options that may be implemented in partnership with the City. These include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Neighborhood Leadership Academy (Neighborhood Engagement Guide) 2. Neighborhood Initiated Civic Engagement (N.I.C.E.) - Hayward Neighborhood Awards Program. 3. Keep Hayward Clean and Green - Neighborhood Team Program 4. Blight Busters Program 5. Neighborhood-based Disaster Prevention and Preparedness Program 6. Crime Prevention and Public Safety (including: Neighborhood Alert; the Crime Free Multi-Housing Program; Synchronized Multi-Agency Safe Housing (SMASH) Program, the Volunteer Ambassadors Program, and Gang Prevention Programs). 7. Online Neighborhood Partnership Network: (Use of Access Hayward, and neighborhood web-pages, Blogs, and/or E-Neighborhood Newsletters hosted by, or linked to, City’s internet Home Page). 	Details provided in sections below...				



Neighborhood Partnership Program Strategic Plan - Implementation Tables

Priority: 1. ►	Neighborhood Services Initiative: Creation of Neighborhood Partnership Program					
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Objective 1.1:	Empower and facilitate the civic engagement of Hayward neighborhood residents.					
Objective 1.2:	Effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.3:	Enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.					
Priority 5:	Neighborhood Leadership Academy (Neighborhood Bill of Rights), and the Integration of Neighborhood Needs with Capital Improvement Planning					
Program Goal 5.1:	Hayward neighborhood leaders will effectively use City decision making processes and resources to strengthen their neighborhoods.					
Objective 5.1	Provide information and assistance to neighborhood residents that facilitate their participation in the governance of the City.					
Objective 5.2	Provide information and assistance to neighborhood leaders that facilitate their successful operation of neighborhood organizations.					
S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) \$	(F) Other
10.	<p>Neighborhood Leadership Academy: The Neighborhood Leadership Academy, and its companion Hayward Resident Engagement Guide, help neighborhood leaders develop and sustain neighborhood organizations. The Academy also acquaints residents with different City decision-making processes, and provides them with training and information needed to effectively share their ideas, opinions, and concerns with City decision makers. These objectives will be achieved through four (4) training modules, as follows:</p> <p>Module 1: <i>Making a Difference</i> – Strategies for Effective Neighborhood Organizing Module 2: <i>Understanding the Lay of the Land</i> – Local Public and Private Community Services and Neighborhood Resources Module 3: <i>Democracy is not a Spectator Sport</i> – Effective Advocacy Practices Module 4: <i>Neighborhood Action: Sharing Neighborhood Plans & Academy Evaluation.</i></p> <p style="text-align: center;">Academy graduates will:</p> <ul style="list-style-type: none"> ▪ Be able to develop and strengthen their neighborhood organizations ▪ Know the organizational structure of the City, and how to successfully communicate their concerns and ideas to City decision makers ▪ Have started or enhanced a Neighborhood Action Plan. 	10.1. Neighborhood Services Manager;				
		<p>10.1. Develop Hayward Neighborhood Engagement Guide.</p> <p>10.2. Develop Neighborhood Organization Self-Assessment Handbook.</p> <p>10.3. Plan, schedule, and conduct Neighborhood Leadership Academy.</p>	<p>10.1. Completed by: <u>12/01/09.</u></p> <p>10.2.: Available by: <u>12/01/09.</u></p> <p>10.3. Schedule completed by: <u>1/15/10.</u></p> <p style="text-align: center;">First Academy by: <u>3/1/10.</u></p>	<p>10.1. Neighborhood leaders develop Neighborhood Action Plans that describe neighborhood partnership actions that will be taken to improve/strengthen their neighborhoods and /or the community.</p> <p>10.2. Academy graduates able to articulate how they will communicate their community concerns to appropriate public agency decision makers.</p>	<p>Printing costs (Est. \$1,000).</p> <p>Facility / Equip. rental / Security: (Est. \$1,500).</p> <p>Admin. Interns: \$2,000/ each</p> <p>Translators: (\$50/hour)</p>	<p>Vol. Time:</p> <ul style="list-style-type: none"> ▪ Mayor and CC member presentations; ▪ Vol. Translators (if possible).



Neighborhood Partnership Program Strategic Plan - Implementation Tables

Priority: 1. ►	Neighborhood Services Initiative: Creation of Neighborhood Partnership Program					
Program Goal:	To improve the livability of, and the quality of life in, Hayward's neighborhoods.					
Objective 1.1:	Empower and facilitate the civic engagement of Hayward neighborhood residents.					
Objective 1.2:	Effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.4.:	Enhance the accessibility and delivery of City and Community services to Hayward neighborhoods.					
S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) \$	(F) Other
11.	<p>Neighborhood Initiated Civic Engagement (N.I.C.E.) – Hayward Neighborhood Awards Program: The N.I.C.E. Hayward Neighborhood Awards Program is designed to inspire Hayward residents to develop creative ways to strengthen and improve their neighborhoods. Opportunities and financial incentives are provided to neighborhood groups to carry-out a variety of fun and creative neighborhood improvement activities. Two tiers of N.I.C.E. Hayward Neighborhood Awards are offered in recognition for the neighborhood improvement actions taken by neighborhood groups. Tier One Awards will be for neighborhood groups that establish strong partnerships with the City and/or take clear responsibility for their neighborhood and the greater community while also getting increasing numbers of residents and other stakeholders more civically engaged. These Awards will range from \$2,500 to \$5,000. The second tier of N.I.C.E. Hayward Neighborhood Awards will be for smaller efforts specific to the goals of each neighborhood, including such things as improved safety, emergency preparedness, environmental gains, etc. Tier Two Awards will range from \$100 - \$500. An Annual N.I.C.E. Neighborhood Award recognition ceremony takes place where the Mayor and Council acknowledge neighborhood groups that received an Award during the year.</p> <p>A complete description of the various N.I.C.E. Hayward Neighborhood Awards, the procedure that neighborhoods will follow to submit an Award Application, and the criterion used to judge which neighborhoods will be awarded each year are described in the N.I.C.E. Hayward Neighborhood Awards Guide Book (Guide Book). The Guide Book I includes a number of neighborhood improvement activities and project ideas to help neighborhood groups think about how they would like to participate in the Awards Program.</p>	<p>NSM: Neighborhood Services Manager; DD: Dept. Directors</p> <p>NSM: 11.1.:</p> <ul style="list-style-type: none"> a) Provide technical assistance as needed. b) Arrange public display of entries; c) Organize Judges Panel and administer Award review process; d) Implement Award Presentation Event; e) Administer and monitor Award Agreements with Award Recipients. <p>DD: 11.2.:</p> <ul style="list-style-type: none"> a) Appoint Dept. Rep. to serve on Judges Panel. b) Coordinate use of City resources as needed. 	<p>11.1.: (Annually ▼):</p> <ul style="list-style-type: none"> a) Ongoing. b) August through November (TBD). c) July / August. d) September each yr. e) Sept. through June. <p>11.2.:</p> <ul style="list-style-type: none"> a) July b) Ongoing. 	<p>11.1. Number of neighborhood organizations participating in Program will increase each year.</p> <p>11.2. Hayward neighborhoods will be improved / strengthened as a result of neighborhood participation in program.</p>	<p>11.1. \$15,000 for Awards; \$5,000 for related supplies and services.</p> <p>11.2.: Expenses incorporated into Dept. budgets. Info. on spec. projs. avail. on case by case basis.</p>	<p>11.1.: Staff time for the preparation and administration of the Program.</p> <p>Staff time from Departments participating on Judges Panel and coordinating City resources.</p> <p>Mayor and City Council time re: Awards Recognition Event.</p>



Neighborhood Partnership Program Strategic Plan - Implementation Tables

Priority: 1. ►	Neighborhood Services Initiative: Creation of Neighborhood Partnership Program
Program Goal:	To build neighborhood / City partnerships aimed developing strong Hayward neighborhoods that provide a good quality of life to Hayward residents.
Objective 1.1:	Empower and facilitate the civic engagement of Hayward neighborhood residents.
Objective 1.2:	Effectively and efficiently coordinate the use of available City and neighborhood resources.
Objective 1.3:	Enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.
Priority: 2 ►	Keep Hayward Clean and Green Task Force (KHCG Task Force)
Program Goal:	Improve the appearance of the Hayward Community.
Objective 2.1.	KHCG Task Force members will participate in community clean-up activities, encourage involvement by other community members, and assist the City in improving policies and procedures to support the overall KHCG effort.

S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities (City Personnel)	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) \$	(F) Other
12.	12.1 Keep Hayward Clean and Green (KHCG) – Neighborhood Teams:	NPM: Neighborhood Partnership Manager MSD: Maintenance Services Department Director				
	The KHCG – Neighborhood Team Program is designed to encourage and assist neighborhood residents to take ownership of their neighborhood by organizing neighborhood clean-up teams. These teams will monitor assigned areas of the neighborhood (i.e., certain blocks, streets, frequently tagged walls, etc.), and will take responsibility for keeping those areas clean and green in partnership with the KHCG Task Force and the City. The KHCG Task Force will provide assistance in terms of organizing clean-up events (if needed), and will help recruit neighborhood volunteers to participate. The City will provide equipment and supplies (ex. Trash pick-up grabbers, trash bags, safety vests, goggles, gloves, paint brushes and paint, etc.) and will arrange for the pick-up and hauling of trash and piled debris to the garbage processing center. The City will also arrange for code enforcement and abatement of code violations that are beyond the scope of what the KHCG Neighborhood Teams can address.	NPM & MSD: 12.1.: Provide staff support to the KHCG Task Force. 12.2.: Arrange for equipment, supplies, and trash hauling services. NPM & NSM: 12.3.: Supervise Admin. Interns assigned to project. NPM: 12.4.: Arrange for Code Enforcement and abatement services.	12.1. KHCG Task Force est. 2/22/07. Mtgs.: 4 th Thursday of month at Hayward City Hall. 12.2: As needed per KHCG project. 12.3: Jan. 2010. 12.4. ASAP when reported to Community Pres.	12.1. KHCG Neighborhood Teams will be established throughout Hayward. 12.2. Neighborhood led community clean-up events will be lead by neighborhood teams, with support from KHCG Task Force and City. 12.3. Neighborhood cleanliness will increase throughout City.	12.1. KHCG T.F. Budget: FY10: \$10K. 12.2. AmeriCorps Admin. Interns (\$2,000/ Intern/Year) 12.3. Neigh. clean-up event expenses provided on project basis.	12.1. KHCG T.F. volunteers to attend each of the Phase I NPP meetings to promote KHCG and the Neighborhood Team project. 12.2.: Volunteer time by KHCG Task Force members and neighborhood constituents.



Neighborhood Partnership Program Strategic Plan - Implementation Tables

Priority: 1. ►	Neighborhood Services Initiative: Creation of Neighborhood Partnership Program					
Program Goal:	To improve the livability of, and the quality of life in, Hayward’s neighborhoods.					
Objective 1.1:	To empower and facilitate the civic engagement of Hayward neighborhood residents.					
Objective 1.2:	To effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.3:	To enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.					
Priority: 3 ►	Blight Buster Program					
Program Goal:	Eliminate neighborhood blight (i.e., neighborhood conditions that negatively impact the appearance of the neighborhood).					
Objective: 3.1.	Train and support neighborhood Blight Buster Volunteers to assist City Code Enforcement personnel to identify enforceable Code violations that negatively impact neighborhood appearance, and organize neighborhood residents to help other neighbors when needed and desired to improve the appearance of their property.					
S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) \$	(F) Other
13.	<p>13.1 Blight Buster Volunteer Program: The Blight Buster Volunteer (BBV) Program helps organize and train neighborhood volunteers to identify certain types of Community Preservation code violations and report them using specified protocol to the City’s Community Preservation Department. A Code Enforcement Inspector assigned to the neighborhood Blight Buster team issues a formal Notice to Abate to the responsible property owners. Blight Buster Volunteers (BBV) then follow-up after a prescribed period of time to see if the alleged violation(s) still exist. A status report is then submitted to the Community Preservation Program. If the reported condition has improved, the case is closed. If not, a Code Enforcement Officer inspects the property and takes appropriate enforcement action to remedy the situation.</p>	<p>N.P.M.: Neigh. Part. Mgr. S.C.P.I.: Sen. Community Preservation Inspector N.S.M.: Neigh. Serv. Mgr.</p> <p>NPM & NSM: 13.1. BBV Trainings. NSM: 13.2. Process BBV Volunteer Applications.</p> <p>NPM & SCPI: 13.3. Coordination of BBV and Code Enforcement activities.</p>	<p>13.1., 13.2., and 13.3:</p> <ul style="list-style-type: none"> • Fairway Park BBV: <u>10/22/08</u>; Est. End Date⁶: TBD by: <u>9/1/09</u>. • Eden Gardens BBV: <u>11/18/09</u>; Est. End Date: TBD by: <u>9/1/10</u>. 	<p>13.1. BBVs established in neighborhoods throughout the City.</p> <p>13.2. Code enforcement expedited by involvement of BBVs.</p>	<p>13.1. Training costs in NS Budget.</p> <p>13.2. \$30/BBV.⁷</p> <p>13.3. Abatement costs available on a case-by-case basis.⁸</p>	<p>13.1. Prospective BBV’s time at training events.</p> <p>13.2. BBV time to apply/get background check.</p> <p>13.3.: BBVs time to plan and execute BBV activities.</p>

⁶ Unless additional financial resources are obtained, the Blight Buster Program will be limited to two neighborhoods at any given time on a rotation basis due to the limited availability of personnel.

⁷ \$30/BBV = cost of conducting fingerprint background check; paid for out of Community Preservation budget (4630).

⁸ The City attempts to fully recover all abatement costs and associated administrative fees from responsible property owners; however, not all attempts are successful, and up front expenses must be budgeted. Approximately \$57,700 is budgeted for abatement costs per year; this includes but is not limited to abatements undertaken through the BBV Program. Paid for out of Community Preservation budget (4630).



Neighborhood Partnership Program Strategic Plan - Implementation Tables

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Program Goal:	To improve the livability of, and the quality of life in, Hayward’s neighborhoods.					
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Objective 1.2:	Effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.3:	Enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.					
Priority: 4. ►	Neighborhood-Based Disaster Preparedness					
Program Goal:	Strengthen Hayward neighborhoods’ ability to withstand and recover from widespread emergencies.					
Objective 4.1	Provide information and support to Hayward neighborhoods so that they can prepare themselves to respond to and recover from emergencies impacting the neighborhood.					
S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources	
					(E) \$	(F) Other
14.	<p>14.1 Hayward Neighborhood Emergency Prevention and Preparedness Awareness Program:</p> <p>The Neighborhood Emergency Prevention and Preparedness Awareness Program is part of the City’s overall emergency preparedness plan led by the Hayward Fire Department. The <i>Hayward Neighborhood Emergency Prevention and Preparation Guide Book</i>⁹ (Guide Book) provides the framework for this program, supplemented by other materials developed by the Hayward Fire Dept. The Guide Book is also a tool for residents, families, and neighborhoods. It helps residents to develop individual response plans, maintain individual emergency supply kits, organize neighborhood teams, and develop neighborhood-wide emergency response and recovery plans. This information will be available online and in hard-copy formats. Prevention information is also a key component of the Program. <i>Presentations</i> will be made to small neighborhood groups upon request; <i>Seminars</i> will be for larger groups (from neighborhood organizations throughout the City), scheduled up to 2 times per year pending available resources.</p>	<p>NSM: Neighborhood Services Manager; ACM: Assistant City Manager:</p>				
		<p>NSM: 14.1. Develop and distribute the Guide Book and companion materials to neighborhood groups & online via City’s Home page.</p> <p>14.2. Plan curriculum and schedule Presentations & Seminars:</p> <p>NSM & ACM: 14.3.: Conduct Presentations and Seminars.</p>	<p>14.1. Guide Book - Target date: <u>1/15/10.</u></p> <p>14.2. Presentation & Seminar curricula and schedules completed by: <u>1/15/10.</u></p> <p>14.3. Presentations and Seminars conducted per schedule (see 14.2. above).</p>	<p>14.1 Neighborhood groups will take responsibility to organize their neighborhood disaster preparedness plans.</p>	<p>14.1. and 14.2.: Guide Book and Curricula printing costs est. = \$1,500)</p> <p>14.3. Staff time is incorporated in Department Budgets.</p>	<p>14.1., 14.2., and 14.3.: To be coordinated with Hay. Fire Dept Administration and HFD Public Information Officer.</p>

⁹ See Appendix, Attachment I – Copy of Hayward Neighborhood Emergency Prevention and Preparation Guidebook – (Completion date: January 15, 2010).



Neighborhood Partnership Program Strategic Plan - Implementation Tables

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Program Goal:		To improve the livability of, and the quality of life in, Hayward’s neighborhoods.															
Objective 1.1:		Empower and facilitate the civic engagement of Hayward neighborhood residents.															
Objective 1.2:		Effectively and efficiently coordinate the use of available City and neighborhood resources.															
Objective 1.3:		Enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.															
Priority: 6. ►		Crime Prevention and Public Safety (In Coordination with the Hayward Police Department Strategic Plan – {HPD-SP})															
Program Goal 6.1:		Reduce Crime and the Fear of Crime (See HPD-SP: Priority 1).															
Objective 6.1		Coordinate the use of City resources to support activities that reduce the incidence of crime, and the fear of crime, in Hayward neighborhoods.															
S E C.	(A)	(B)	(C)	(D)	Required Resources												
	NPP Phase II Strategies: ▼	Assignment of Responsibilities	Timeframe	Program Outcome Measures	(E) \$	(F) Other											
15.	<p>In coordination with the Hayward Police Department and other City Departments, the Neighborhood Partnership Program will support strategies aimed at reducing crime and at eliminating neighborhood blight that contributes to residents’ fear of crime. Specifically, the following strategies¹⁰ outlined in the Hayward Police Department’s Strategic Plan will be supported: <i>(Continued on Table 16).</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">HPD Strategy No.</th> <th>HPD Strategy Descriptions</th> </tr> </thead> <tbody> <tr> <td>1.1.2.</td> <td>Focus on neighborhood blight issues (i.e., abandoned cars).</td> </tr> <tr> <td>1.1.3.</td> <td>Create Community Action Team: Focus = Long-term problem solving in neighborhoods, nuisance abatement, and neighborhood self-sufficiency.</td> </tr> <tr> <td>1.1.6</td> <td>Increase frequency and effectiveness of S.M.A.S.H.¹¹</td> </tr> <tr> <td>(Not Coded)</td> <td>Crime-Free Multi-Housing Program.</td> </tr> </tbody> </table>		HPD Strategy No.	HPD Strategy Descriptions	1.1.2.	Focus on neighborhood blight issues (i.e., abandoned cars).	1.1.3.	Create Community Action Team: Focus = Long-term problem solving in neighborhoods, nuisance abatement, and neighborhood self-sufficiency.	1.1.6	Increase frequency and effectiveness of S.M.A.S.H. ¹¹	(Not Coded)	Crime-Free Multi-Housing Program.	<p>NSM: Neighborhood Services Mgr. NPM: Neigh. Partnership Mgr. HPAC: HPD Area Commander HPFOC: HPD Field Operations Capt. HPYFSB HPD - Youth and Family Services Bureau Manager.</p>				
	HPD Strategy No.	HPD Strategy Descriptions															
	1.1.2.	Focus on neighborhood blight issues (i.e., abandoned cars).															
	1.1.3.	Create Community Action Team: Focus = Long-term problem solving in neighborhoods, nuisance abatement, and neighborhood self-sufficiency.															
1.1.6	Increase frequency and effectiveness of S.M.A.S.H. ¹¹																
(Not Coded)	Crime-Free Multi-Housing Program.																
		<p>NPM, HPAC, And HPFOC:</p>	<p>15.1.: (HP 1.1.2) Coordinate neighborhood blight abatement with HPD.</p>	<p>15.1. Ongoing.</p>	<p>15.1 Number of neighborhood blight issues addressed in coordination with HPD.</p>	<p>15.1. Specific costs available on a case-by-case basis.</p>	<p>15.1.: Not Applicable.</p>										

¹⁰ HPD Strategy Descriptions shown in this document are paraphrased. For a complete description of strategies, see Hayward Police Department Strategic Plan, 2008 and Beyond. The strategies listed are intended to be exemplary and not exhaustive; other coordination efforts may be implemented as well as opportunities arise.

¹¹ S.M.A.S.H. = Synchronized Multi-Agency Action for Safe Housing.



Neighborhood Partnership Program Strategic Plan - Implementation Tables

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Objective 6.1		Coordinate the use of City resources to support activities that reduce the incidence of crime, and the fear of crime, in Hayward neighborhoods.											
S E C. 15 C O N T I N U E D	(A)	(B)	(C)	(D)	Required Resources								
	NPP Phase II Strategies: ▼	Assignment of Responsibilities	Timeframe	Program Outcome Measures	(E) \$								
					(F) Other								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">HPD Strategy No.</th> <th style="width: 90%;">HPD Strategy Descriptions</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1.2.1.</td> <td>Expand Volunteer Ambassador Program to neighborhoods beyond the Downtown Business District.</td> </tr> <tr> <td style="text-align: center;">1.2.4.</td> <td>Expand Neighborhood Alert Program to include disaster preparedness training and neighborhood self-sufficiency.</td> </tr> <tr> <td style="text-align: center;">1.3.2.</td> <td>Implement gang prevention programs to include alternate activities for youth (i.e., P.A.L. [Rookie Ball] Program, evening sports, work placement, etc.).</td> </tr> </tbody> </table>	HPD Strategy No.	HPD Strategy Descriptions	1.2.1.	Expand Volunteer Ambassador Program to neighborhoods beyond the Downtown Business District.	1.2.4.	Expand Neighborhood Alert Program to include disaster preparedness training and neighborhood self-sufficiency.	1.3.2.	Implement gang prevention programs to include alternate activities for youth (i.e., P.A.L. [Rookie Ball] Program, evening sports, work placement, etc.).	<p>HPFOC, HPAC, NPM, And NSM:</p> <p>15.2. (See HP 1.1.3.) HPD to lead development of timeline for Comm. Action Team and associated activities; NSM and NPM to rep. Neighborhood Services. Division on Team.</p> <p>HPFOC HPAC, And NPM:</p> <p>15.3 (See HP 1.1.6.) HPD to lead SMASH operations; Neigh. Partnership Mgr. (and CP staff) to represent Neigh. Services Division at SMASH events.</p> <p>HPFOC, HPAC, And NPM:</p> <p>15.4.: (Crime Free Public Housing Program): HPD is lead. NPN is Neighborhood Svcs. Dept. representative.</p>	<p>15.2.: Community Action Team Project pending available grant funding; Status due: <u>7/30/09</u>.</p> <p>15.3.: HPD as lead establishes SMASH action timelines.</p> <p>15.4.: HPD lead establishes Project schedule.</p>	<p>15.2. Number of long-term neighborhood solutions achieved by Comm. Action Team.</p> <p>15.3: Number of SMASH operations executed and their achievements.</p> <p>15.4.: Number of Apartment Mgr./Owners represented in Program.</p>	<p>15.2. See HPD budget for Community Action Team.</p> <p>15.3.: See HPD budget for SMASH.</p> <p>15.4.: See HPD for Project Budget.</p>
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	<i>(Continued next page)</i>												



Neighborhood Partnership Program Strategic Plan - Implementation Tables

Priority: 1. ►		Neighborhood Services Initiative: Creation of Neighborhood Partnership Program					
Program Goal:		To improve the livability of, and the quality of life in, Hayward’s neighborhoods.					
Objective 1.1:		Empower and facilitate the civic engagement of Hayward neighborhood residents.					
Objective 1.2:		Effectively and efficiently coordinate the use of available City and neighborhood resources.					
Objective 1.3:		Enhance communication with, and facilitate the effective delivery of City and community resources to, Hayward neighborhoods.					
Priority: 6. ►		Crime Prevention and Public Safety (In Coordination with the Hayward Police Department Strategic Plan – {HPD-SP})					
Program Goal 6.1:		Reduce Crime and the Fear of Crime (See HPD-SP: Priority 1).					
Objective 6.1		Coordinate the use of City resources to support activities that reduce the incidence of crime, and the fear of crime, in Hayward neighborhoods.					
S E C.	(A)	(B)	(C)	(D)	Required Resources		
	NPP Phase II Strategies: ▼	Assignment of Responsibilities	Timeframe	Program Outcome Measures	(E) \$	(F) Other	
15	(Continued from previous page)	HPFOC, HPAC, And NSM: HPFOD HPAC, And NSM: HPFOC, HPAC, And NSM:	15.5: (See HP1.2.1.): HPD is lead for Volunteer Ambassador Program.; NSM is Neighborhood Svcs. Dept. representative. 15.6.: (See HP 1.2.4.): HPD is lead on Neigh. Alert Program. NSM is NS Division Rep. (See HP 1.3.2.): HP is lead in Gang Prevention Programs. NSM is Neighborhood Services Dept. Rep.	15.5.: Program expansion timeline pending available funding. 15.6.: HPD to establish Neighborhood Alert timeline. (See Table 13 re: related activities). 15.7.: HPD to establish gang prevention program timeline.	15.5.: Number of neighborhoods with active Vol. Ambassador Program. 15.6.: Number of Neighborhood Watch groups that include Emergency Prep. 15.7.: Number and type of gang prevention programs w/NPP, and number of youth involved.	15.5.: Cost per group (TBD). 15.6.: See HPD budget re: Neigh. Alert Program.(Table 13 has NS exp). 15.7.: Neigh. Initiatives Grant supported Rookie Ball in FY09=\$6,000.	15.5.: Residents’ time to volunteer. 15.6.: Vol. time of neighborhood residents. 15.7.: Volunteer coaches and donated equipment: Est. @\$20,000.



Neighborhood Partnership Program Strategic Plan - Implementation Tables

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S E C.	(A) NPP Phase II Strategies: ▼	(B) Assignment of Responsibilities	(C) Timeframe	(D) Program Outcome Measures	Required Resources		
					(E) \$	(F) Other	
16.	<p>16.1. Online Neighborhood Partnership Network:</p> <p>Through the power of the internet, the Neighborhood Partnership Network allows anyone with access to the internet¹² the ability to obtain and provide information regarding neighborhood issues and events. Online neighborhood web-pages hosted by the City and maintained by neighborhood organizations will provide the opportunity to post neighborhood meeting and activity calendars; information about City and neighborhood leader contact information; neighborhood related statistics re: crime, code enforcement, and community development activities; available neighborhood and community social services, faith-based services, and business resources; as well as blogs, e-newsletters, and other social networking tools. Additionally, with the installation of the City of Hayward's new <i>Access Hayward</i> - Citizen Response Management (CRM) system, neighborhood residents and City personnel will be able to track, record, and obtain reports re: the status of neighborhood issues reported to the City and related actions taken to address those issues, both online and by telephone.</p>	<p>NSM: Neighborhood Services Manager; WM: Web Master; TSD: Technology Services Director.</p>					
		<p>TSD; WM; NSM:</p> <p>16.1.: Utilize dialogic software to promote neighborhood meetings.</p>	<p>16.1. Launch dialogic software meeting notices: <u>7/1/09</u>.</p>	<p>16.1. Number of neighborhood meeting participants that indicate dialogic voice message was source of info. re: meeting.</p>	<p>16.1. Included in FY10 Tech Serv. chrg. to NS; <u>\$5,745.</u></p>	<p>Not applicable.</p>	
		<p>WM; TSD; And NSM:</p> <p>16.2.: Dev. And implement promo plan for <i>Access Hayward</i>.</p>	<p>16.2. Soft-launch CRM: <u>9/09</u>. Hard launch 11/5/09.</p>	<p>16.2. CRM utilization reports for Neighborhood Partnership activities.</p>	<p>16.2. \$80K. = NS portion of CRM.</p>	<p>Not Applicable.</p>	
<p>WM; and NSM:</p> <p>16.3.: Dev. City-hosted Neighborhood Web Pages/Blogs.</p>	<p>16.3. Soft-launch Neighborhood Web Pgs/Blogs: <u>2/15/09</u>.</p>	<p>16.3. Number of, and utilization reports from neighborhood Web Pages / Blogs..</p>	<p>16.3. Included in FY10 Tech. Serv. chrg. NS: <u>\$5,745.</u></p>	<p>Not Applicable.</p>			

¹² Those who do not have their own computers with internet access are able to use internet connected computers at the local public library. For those who are unable to access the library computers, or who simply are not comfortable or able to use the internet, but who still want to participate in, and stay informed about neighborhood improvement activities, can do so through the establishment of Neighborhood Buddy Systems, where neighborhood organizations match people with internet access with neighbors who do not, thus allowing everyone to stay informed and participate in neighborhood improvement activities.



For more information
and to learn how your neighborhood can get involved,

Please contact:

City of Hayward
Neighborhood Services Administration
777 B Street, Hayward, California
94541-5007
(510) 583-4300
Email: david.korth@hayward-ca.gov

Or contact us via:



Click:

www.hayward-ca.gov

or Call:

1 (510) HAYWARD
1(510) 429-9273