



Davenport Institute Case Story
City of Hayward
Tennyson Corridor Project

Sponsoring Agency: Hayward is the sixth-largest city in the Bay Area with more than 159,000 residents. It is also home to a diverse community—economically, ethnically, and linguistically. The 2010 census ranked Hayward the second most diverse city in California. Known as the "Heart of the Bay," Hayward is centrally located on the east shore of the San Francisco Bay—25 miles southeast of San Francisco, 14 miles south of Oakland, and 26 miles north of San Jose. The city is home to California State University, East Bay, which serves nearly 15,500 students, and Chabot Community College, which serves almost 15,000 students.

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The Problem: In November 2016 during a work session, the Hayward City Council members stated that although the city had focused on Hayward's downtown for the past decades, they wanted staff to focus efforts on the neighborhoods along the Tennyson Corridor, which are some of the lowest-income and most diverse areas in Hayward. The council members directed staff to conduct community outreach over the next 12 months and use the input to draft a vision plan for the corridor.

Proposed Solution: Staff's first task was to design and implement a community outreach plan to engage as many stakeholders as possible over the next 12 months. There were 10 staff members from six departments on the interdepartmental team assigned to oversee the implementation of the Tennyson Corridor two-year action plan. The proposed timeline was as follows:

September 2017: Launch of Reimagine Tennyson website and online survey

October-November 2017: Door-to-door outreach to businesses and residents

October-December 2017: design and launch of social media campaign; design and advertisement of spring community discussions

January-May 2018: Host spring community discussions using a variety of formats

June-September 2018: Analysis of data and follow-up discussions with target groups

October 2018: Presentation to council on results

The city identified its consultant of choice: Chabot Community College's Student Initiative Center. The city felt that the college's initiative center was a good fit for this project for several reasons. Unlike an external consultant, Chabot College is located on the Tennyson Corridor and is a key economic and activity hub for the surrounding neighborhoods. In addition, the initiative center was able to offer the city more hours of engagement work for the proposed budget than the city would receive from a more traditional consultant. The Student Initiative Center had experience in developing innovative approaches for eliciting community insights and feedback, including knowledge of carnivals, project prototyping, video interviewing, and uncovering community experts. The initiative center also has a close working relationship with Chabot's Umoja Program, which is dedicated to enhancing the cultural and educational experiences of African

Americans and other groups that are underrepresented on college campuses. Finally, the city sought to use this community engagement process to build long-term social capital in its neighborhoods. Many of the students who are part of the initiative center live along the Tennyson Corridor and have first-hand experiences and community access that helped them design effective outreach strategies.

The findings from the community engagement efforts would be used to design a vision plan that would be presented to the City Council. The vision plan would include recommended policy solutions and would inform staff's future work plans. City staff proposed to create a feedback loop with the students who are collecting community input to ensure that they are correctly understanding the comments that they are hearing. Before presenting to the council, staff would return to key stakeholder groups with a draft of the vision plan to ensure that they have appropriately captured their feedback.

In addition, the public feedback would directly inform the Tennyson Corridor complete streets feasibility study and the city's master bike and pedestrian plan. Finally, the City Council directed staff to implement several pilot projects along the Corridor over the next two years. The public feedback would be used to inform which pilot projects are selected as well as the design of the projects. The goal is to provide proof-of-concepts for any recommended long-term policy solutions. The Davenport Institute provided a \$30,000 capacity building grant to support the involvement of Chabot College students and faculty in this community engagement process.



Summer Initiative Center at Chabot College: Faculty are trained to respond appropriately to community needs through curriculum.

Goals: The goals for the student work involved:

- Design, advertise, and conduct a variety of outreach activities in the Tennyson Corridor
- Create and administer surveys and other data collection tools
- Plan and execute events and projects to increase community engagement and data collection
- Serve as liaisons between the city and city-identified community stakeholders
- Shoot and edit video where needed
- Create multimedia presentations
- Design and create promotional and educational materials
- Serve as liaisons between the Tennyson Corridor community and related classes at Chabot College
- Attend trainings and other meetings facilitated by the Davenport Institute and City of Hayward

The Process: The Davenport Institute grant allowed the hiring of Chabot College interns who brought tremendous energy and enthusiasm to the work and allowed for continuity from one semester to the next. The spring of 2018 saw the students fanning out to interview residents of the Tennyson Corridor. The initial interviews did not generate a great deal of useful information, but trial and re-interviewing resulted in considerable useful written information. That spring the students began to create and collect more than 70 art pieces depicting some aspect of life or community member in the Tennyson Corridor. This culminated in an art show at City Hall, which paired art pieces and essays from May 21-31, 2018.



"Needles in the Haystack" art exhibition: Chabot students display community-inspired artwork that tell a collective story of the community's hopes and dreams.

By summer, the students and residents were developing programs and solutions to neighborhood problems, such as a food bank, water quality and conservation, neighborhood watch, emergency preparedness, and habitats. The idea was to fund a number of community pilot projects to see which had the most beneficial effects. At a community fair, community members voted on 30-40 projects for seed funding, which was provided by the city. By spring of 2019, two to three pilot projects were finalized and funded and the many partnerships that had been developed were becoming stronger and more vibrant.

The actual development of the vision was slowed for lack of a clear project manager in the city. Since a new deputy city manager has taken charge of the effort, it is now slated to be complete and presented to the City Council in the June of 2019.



Hayward family pumpkin patch: more than 250 community members attended and shared their ideas on Tennyson Thrives.

Outputs:

- Electronic results from empathy interviews with 325 community members
- 75 stakeholders were interviewed and consulted
- 10 community events that included themes of asset mapping and/or local history drew hundreds of community members
- Photos and/or video footage of outreach activities
- More than 700 Chabot Community College students took part
- Community input is provided for a planned South Hayward Family Center in the Tennyson Corridor

Outcomes: Residents of an isolated, low income neighborhood in South Hayward are eager to share their thoughts and wishes for improving their community and civic life. New partnerships are formed. Trust and confidence in city government increases. Good ideas flow from the residents of the area, some of whom are the community college students themselves. Relations between the city and Chabot College are strengthened. A true community-based vision for the area will emerge as a result.

Lessons Learned: Community college students can be excellent and inexpensive researchers and catalysts for community engagement. Providing paid internships allows for sustained involvement of such students through succeeding semesters. The right partnership between cities and community colleges requires leaders on both sides willing to invest time and effort.

The residents of marginalized communities are eager to become involved in civic renewal if properly approached and respected. Local solutions will germinate that enjoy resident support and are workable.

One Final Note: the residents of the Tennyson Corridor did not identify with the geographic name and view themselves as living and working in South Hayward.

What Can Be Replicated?: Much of this innovative approach to public engagement can be replicated provided that the municipality and local community college are willing and able to work effectively together. A little seed money for internships and beta testing of home grown solutions will go a long way as well. Patience and willingness to experiment and learn are a big plus.



Holiday movie night at Chabot: families enjoyed art and a movie while residents shared their dreams for the neighborhood.