



Downtown Hayward Improvement Association  
 Sidewalk Operations, Beautification & Order (SOBO) Committee  
 Tuesday, January 16<sup>th</sup>, 2024, at 10:00 a.m.

Zoom Virtual Meeting: <https://us06web.zoom.us/j/83237127704>

Meeting ID: 832 3712 7704 | Passcode: 22654 | Call-In +1 669 444-9171

- 1) Introductions & Zoom Etiquette / Committee Chair Sara Buizer  
*All participants will be put on mute during the topic presentation and then the moderator will unmute the microphones to take comments/feedback.*
- 2) Public Comment (3-Minute Max Per Person)  
*Please keep comments directed to non-agenda items.*
- 3) Review of the September 13<sup>th</sup>, 2023 Meeting Minutes *Action Item* P. 2 - 5
- 4) DHIA FY23 Year-End Committee Budget Performance P. 6 - 7
- 5) DHIA FY24 Budget Line-Item Recommendations *Action Item* P. 8 - 9
- 6) Committee Updates:
  - a. Downtown District Maintenance Report – Update P. 10 - 18
  - b. Downtown District Landscaping Report – Update
  - c. Downtown Community Safety Report – Update
  - d. Downtown Hayward Camera Program RFP – 2024 *Action Item* P. 19 - 20
- 7) New/Other Business
- 8) Next Meeting: \_\_\_\_\_
- 9) Adjournment *Action Item*

**BROWN ACT:**

*Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. The Corporation posts all Board and Committee agendas outside of the building that the meetings are being held. Action may not be taken on items not identified as such and posted on the agenda. Meeting facilities may be accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Monica Montes at least 48 hours prior to the meeting. For more information on the upcoming Committee or Board of Directors meeting, please call Monica Montes at 888 356-2726.*

**DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION**

**22654 Main Street • Hayward, CA 94541**



**Downtown Hayward Improvement Association  
Sidewalk Operations, Beautification & Order (SOBO) Committee  
Meeting Minutes  
Wednesday, September 13<sup>th</sup>, 2023 – 1:00 p.m.  
Zoom Virtual Meeting**

**Present:** Sara Buizer, Resti Zaballos, Bill Matheson, Dinesh Shah (by telephone)

**Guests:** Norman Davis (HPD), Jacqueline Bautista (Heart Program)

**Staff/Consultant:** Dominic Li Mandri & Nick Yoo (New City America), Andrew Jones, Chris Boss, Delante Johnson-Hooper (District Works)

**MINUTES:**

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
<b>1. Introductions</b>	District Manager Marco LiMandri called the meeting to order at 11:05 a.m.	<b>No action taken</b>
<b>2. Public Comment,</b>	Sara Buizer announced that Rod Affonso, previously the Street Manager in Maintenance Services, was promoted to Deputy Director of Maintenance Services, with John Sanders being promoted to acting Streets Manager. Sara has some additional information she is preparing to send over to the District Works team so they can interface more effectively with City services staff.	
<b>3. Approval of the April 28<sup>th</sup>, 2023 Minutes</b>	Minutes were reviewed by the Committee Members present.	<b>Motion to approve the minutes as presented was made by Sara Buizer. Bill Matheson seconded the motion. Motion passed unanimously.</b>

**DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION**

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<p><b>4. Committee Updates</b></p> <p><b>a. Update on District Maintenance Service Vendor Transition: Introductions to District Works</b></p> <p><b>b. Downtown Community Safety Report – Update</b></p> <p><b>c. Expanded Coverage of BACS Program in Downtown Hayward – Update</b></p>	<p>a. Dominic LiMandri provided some background to District Works (DW), their industry experience, and how the Committee hopes to integrate with the new maintenance vendor. Dominic summarized the Committee’s initiative to be more present in the district’s public rights-of-way, and is excited to work with District Works to implement more landscaping and pedestrian amenities in downtown. Andrew Jones and Chris Boss provided a brief overview of their work thus far in the district and the methodology their team utilizes in district operations. Specific practices around pressure-washing in-district was discussed among the Committee members and DW staff.</p> <p>b. This item is meant to allow for open discussion around the public safety profile in downtown. Dominic mentioned that he recently received a complaint of a homeless individual trespassing on private property in downtown from a local property manager, and that Officer Norm Davis was able to make contact with the unhoused individual, build a report with them, and ultimately find them placement in a local shelter. Dominic commended Officer Davis for his proactive and humanitarian approach.</p> <p>c. Dominic provided some background of the BACS program being operated in downtown currently by the City of Hayward. The Association’s prior contact for this program as it related to downtown has since left the City of Hayward, so Dominic inquired on who the new point of contact would be at the City. The program is run under the Community Services Department. Sara</p>	<p><b>a. No Action Taken</b></p> <p><b>b. No Action Taken</b></p> <p><b>c. No Action Taken</b></p>
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<b>5. Other Business</b>	No other business was discussed	
<b>6. Next Meeting</b>	Meetings are set as needed.	
<b>7. Adjournment</b>	Meeting adjourned at 1:56 p.m.	

**Minutes taken by Dominic Li Mandri, District Manager**

**Downtown Hayward Improvement Association**  
**Profit & Loss Budget Performance**  
**December 2023**

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
<b>Income</b>					
<b>Assessment Income</b>					
Carry Forward	0.00	0.00	0.00	380,148.44	380,148.44
Assessment Income - Other	14,666.49	53,159.00	622,294.05	637,919.00	637,919.00
<b>Total Assessment Income</b>	14,666.49	53,159.00	622,294.05	1,018,067.44	1,018,067.44
<b>Total Income</b>	14,666.49	53,159.00	622,355.05	1,018,067.44	1,018,067.44
<b>Expense</b>					
<b>Administration</b>					
Accounting Fees	0.00	166.00	1,566.67	2,000.00	2,000.00
Bank Charges	0.00	5.00	68.00	60.00	60.00
Insurance - Liability, D and O	0.00	708.00	10,576.04	8,500.00	8,500.00
Legal Fees	0.00	250.00	2,388.00	3,000.00	3,000.00
Office Supplies	0.00	100.00	455.62	1,200.00	1,200.00
Postage, Mailing Service	12.98	25.00	217.23	300.00	300.00
Rent	1,200.00	1,200.00	14,400.00	14,400.00	14,400.00
Staff Consulting (New City)	10,000.00	10,000.00	102,500.00	102,500.00	102,500.00
Telephone, Telecommunications	18.49	300.00	168.16	3,600.00	3,600.00
Utilities	342.92	166.00	3,366.71	2,000.00	2,000.00
Admin Contingency	14.00	0.00	1,733.00	898.34	898.34
<b>Total Administration</b>	11,588.39	12,920.00	137,698.90	138,458.34	138,458.34
<b>DISI</b>					
Advertising	192.55	250.00	2,681.51	3,000.00	3,000.00
Annual Report	0.00	166.00	0.00	2,000.00	2,000.00
Branding & Signage	0.00	0.00	3,578.69	0.00	0.00
PR / Social Media	5,000.00	4,500.00	54,500.00	54,000.00	54,000.00
Seasonal Displays	9,444.50	0.00	14,704.50	0.00	0.00
<b>Special Events</b>					
Hot August Nights	0.00	0.00	15,500.00	15,000.00	15,000.00
Latin Jazz Festival	0.00	0.00	13,000.00	13,000.00	13,000.00
May Festival	0.00	0.00	5,000.00	5,000.00	5,000.00
Special Events - Other	0.00	1,750.00	10,000.00	21,000.00	21,000.00
<b>Total Special Events</b>	0.00	1,750.00	43,500.00	54,000.00	54,000.00
Staff Consulting (New City)	0.00	1,500.00	16,500.00	18,000.00	18,000.00
Website	0.00	0.00	893.14	0.00	0.00
<b>Total DISI</b>	14,637.05	8,166.00	136,357.84	131,000.00	131,000.00
<b>SOBO</b>					
Fixed Assets - Major Purchase	0.00	0.00	18,725.00	0.00	0.00
Maintenance Contractor	29,971.38	38,533.33	281,501.60	356,000.00	356,000.00
Maintenance and Supplies	0.00	166.66	3,103.43	2,000.00	2,000.00
<b>Payroll Expenses</b>					
Deductions	0.00	0.00	0.00	-300.00	-300.00
Payroll Workers Comp Ins	655.00	760.00	1,198.00	9,120.00	9,120.00
<b>Total Payroll Expenses</b>	655.00	760.00	1,198.00	8,820.00	8,820.00

**Downtown Hayward Improvement Association  
Profit & Loss Budget Performance  
December 2023**

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Professional Services/ BACS	0.00	10,000.00	0.00	120,000.00	120,000.00
Security	0.00	4,166.66	0.00	50,000.00	50,000.00
Supplies for SOBO	0.00	400.00	513.01	4,800.00	4,800.00
Vehicle Related					
Pressure Washing	0.00	300.00	5,042.05	3,600.00	3,600.00
Gas	0.00	330.00	2,368.42	3,960.00	3,960.00
Vehicle Repair & Maintenance	0.00	50.00	3,405.03	600.00	600.00
<b>Total Vehicle Related</b>	<b>0.00</b>	<b>680.00</b>	<b>10,815.50</b>	<b>8,160.00</b>	<b>8,160.00</b>
<b>Total SOBO</b>	<b>32,126.38</b>	<b>54,706.65</b>	<b>317,356.54</b>	<b>549,780.00</b>	<b>549,780.00</b>
Contingency / Reserve	0.00	0.00	0.00	198,829.10	198,829.10
<b>Total Expense</b>	<b>58,351.82</b>	<b>75,792.65</b>	<b>591,413.28</b>	<b>1,018,067.44</b>	<b>1,018,067.44</b>
<b>Net Income</b>	<b>-43,685.33</b>	<b>-22,633.65</b>	<b>30,941.77</b>	<b>0.00</b>	<b>0.00</b>

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# Downtown Hayward Improvement Association Profit & Loss Budget Performance

Cash Basis

December 2023

	<u>Jan - Dec 23</u>	<u>23 Annual Budget</u>	<u>2024 Projected</u>
<b>Income</b>			
<b>Assessment Income</b>			
Carry Forward	0.00	380,148.44	375,384.68
Assessment Income - Other	622,355.05	637,919.00	647,726.52
<b>Total Assessment Income</b>	<u>622,355.05</u>	<u>1,018,067.44</u>	<u>1,023,111.20</u>
<b>Expense</b>			
<b>Administration</b>			
Accounting Fees	1,566.67	2,000.00	
Bank Charges	68.00	60.00	
Insurance - Liability, D and O	10,576.04	8,500.00	
Legal Fees	2,388.00	3,000.00	
Office Supplies	455.62	1,200.00	
Postage, Mailing Service	217.23	300.00	
Rent	14,400.00	14,400.00	
Staff Consulting (New City)	102,500.00	102,500.00	
Telephone, Telecommunications	168.16	3,600.00	
Utilities	3,366.71	2,000.00	
Admin Contingency	1,733.00	898.34	
<b>Total Administration</b>	<u>137,439.43</u>	<u>138,458.34</u>	
<b>DISI</b>			
Advertising	2,681.51	3,000.00	
Annual Report	0.00	2,000.00	
Branding & Signage	3,578.69	0.00	
PR / Social Media	54,500.00	54,000.00	
Seasonal Displays	14,704.50	0.00	
<b>Special Events</b>			
Hot August Nights	15,500.00	15,000.00	
Latin Jazz Festival	13,000.00	13,000.00	
May Festival	5,000.00	5,000.00	
Special Events - Other	10,000.00	21,000.00	
<b>Total Special Events</b>	<u>43,500.00</u>	<u>54,000.00</u>	
Staff Consulting (New City)	16,500.00	18,000.00	
Website	893.14	0.00	
<b>Total DISI</b>	<u>136,357.84</u>	<u>131,000.00</u>	
<b>SOBO</b>			
Fixed Assets - Major Purchase	18,725.00	0.00	
Maintenance Contractor	281,501.60	356,000.00	
Maintenance and Supplies	3,103.43	2,000.00	
<b>Payroll Expenses</b>			
Deductions	0.00	-300.00	
Payroll Workers Comp Ins	1,198.00	9,120.00	
<b>Total Payroll Expenses</b>	<u>1,198.00</u>	<u>8,820.00</u>	
Professional Services/ BACS	0.00	120,000.00	



Downtown Hayward Improvement Association  
Profit & Loss Budget Performance  
November 2023

	<u>Jan - Dec 23</u>	<u>23 Annual Budget</u>	<u>2024 Projected</u>
Security	0.00	50,000.00	
Supplies for SOBO	513.01	4,800.00	
Vehicle Related			
Pressure Washing	5,042.05	3,600.00	
Gas	2,368.42	3,960.00	
Vehicle Repair & Maintenance	3,405.03	600.00	
<b>Total Vehicle Related</b>	<u>10,815.50</u>	<u>8,160.00</u>	
<b>Total SOBO</b>	<u>315,856.54</u>	<u>549,780.00</u>	
Contingency / Reserve	0.00	198,829.10	
<b>Total Expense</b>	<u>589,653.81</u>	<u>1,018,067.44</u>	
<b>Net Income</b>	<u><u>32,701.24</u></u>	<u><u>0.00</u></u>	

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# Downtown Hayward Improvement Association Monthly Report

December 2023

# December Recap

Leveraging the dry days in December, District Works (DW) optimally deployed the Billy Goat to swiftly eliminate freshly fallen leaves from the diverse trees within the district. This targeted initiative heightened our overall efficiency and effectiveness in maintaining debris-free walking paths. By promptly addressing this seasonal challenge, we have enhanced the safety and accessibility of public spaces throughout the District. In addition, we implemented a strategic approach to ensure the uninterrupted flow of drains within the district. This proactive measure not only minimizes the risk of rainwater backup but also mitigates the potential for flooding.

The City of Hayward has positioned Big Belly units across the district. Once waste goes in, it can't come out. A fully enclosed bin means no visible waste and no windblown litter, eliminating a food source for pests and keeping space safer. Units hold up to 5X the capacity of traditional bins, addressing the challenge of overflowing trash cans. This initiative aligns with our shared goal of fostering a clean, orderly, and welcoming urban landscape.

As we conclude November, these strategic initiatives underscore District Works' commitment to proactive urban place management. By collaborating with key stakeholders and utilizing innovative tools, we continue to enhance the cleanliness and functionality of the district, ensuring a positive experience for residents and visitors.



Statistics	Daily Average	Monthly Total	YTD Total
Business Contact	12	378	1893
Hospitality Escort or Directions Given	1	16	333
Trash Collected- Total Bags	31	966	3627
Trash Collected- Total Weight (lbs.)	779	24150	90664
Graffiti Removed- Stickers	6	178	1144
Graffiti Removed- Paint	1	44	344

To conclude 2023, DW Place managers collected a total of 3,627 bags of debris from August to December totaling 90,664 pounds of debris removed from the district sidewalks, curb lines, and overflowing trash cans. Place Managers conducted 1,893 Business Contacts and provided 333 hospitality escorts to our guests.

Highlighting our commitment to maintaining an aesthetically pleasing district, our Place Managers demonstrated exceptional vigilance by successfully eliminating 1,488 instances of graffiti using best practices in graffiti abatement. For our reporting purposes, "small" graffiti refers to a 12"x 12" space that has been vandalized with spray paint, stickers, unauthorized postings, and similar defacements.



# December Highlights

District Works hosted its Fourth Quarter Employee Meeting, offering a valuable opportunity for all employees to come together, network, and strengthen connections. The event proved invaluable as we reflected on the significant growth of the company throughout the past year. We had the privilege of learning about key accomplishments in 2023 and gaining insights into upcoming endeavors for 2024.

Remarkably, within District Works brief three-year presence in the Urban Place Management industry, the organization has expanded to well over 100 employees, all sharing a common commitment to enhancing our communities.





# BEFORE & AFTER

## 22553 Main Street



## 954 B Street



# BEFORE & AFTER

## 1015 A Street



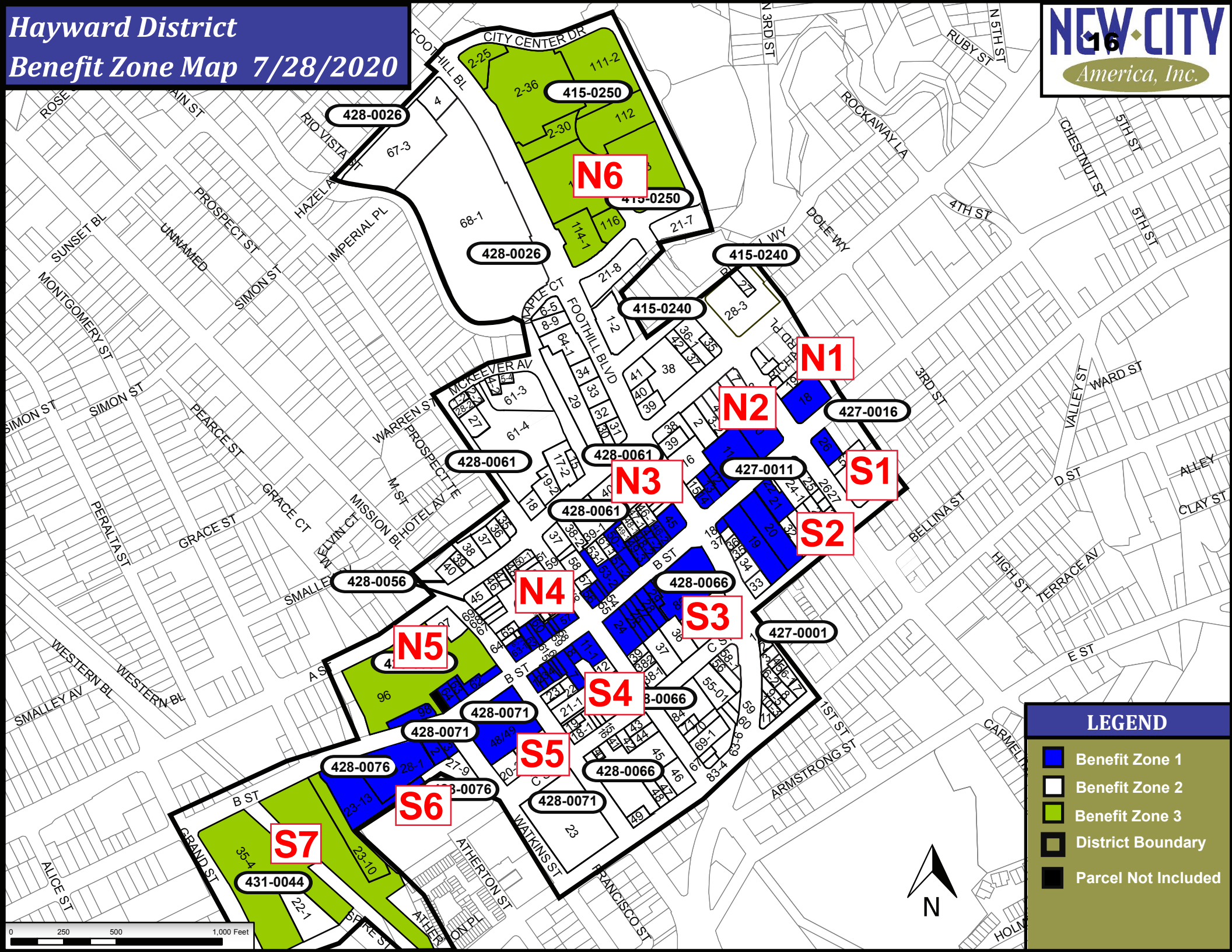
## About District Works

Building on a decade of experience in managing multiple business improvement and community benefit districts, District Works collaborates closely with your leadership to achieve organizational goals. We offer a comprehensive range of essential and supplemental staffing services to implement and sustain your investment in improvement and street beautification efforts.

Engaging with District Works means creating an extension of your team and expanding your organization's capacity to maximize its positive impact on the community.



# Hayward District Benefit Zone Map 7/28/2020



### LEGEND

- Benefit Zone 1
- Benefit Zone 2
- Benefit Zone 3
- District Boundary
- Parcel Not Included





DHIA Pressure Washing Deployment Schedule

January							February							March							April						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
1/1	1/2	1/3	1/4	1/5	1/6	1/7				2/1	2/2	2/3	2/4					3/1	3/2	3/3	4/1	4/2	4/3	4/4	4/5	4/6	4/7
-	N2	GP	S2	N3	GP	S3				N1/S1	N2	GP	S2					N1/S1	GP	N2	N1/S1	N2	GP	S2	N3	GP	S3
1/8	1/9	1/10	1/11	1/12	1/13	1/14	2/5	2/6	2/7	2/8	2/9	2/10	2/11	3/4	3/5	3/6	3/7	3/8	3/9	3/10	4/8	4/9	4/10	4/11	4/12	4/13	4/14
N4	S4	GP	N5	N5	GP	S5	N3	S3	GP	N4	S4	GP	N5	S2	N3	GP	S3	N4	GP	S4	N4	S4	GP	N5	N5	GP	S5
1/15	1/16	1/17	1/18	1/19	1/20	1/21	2/12	2/13	2/14	2/15	2/16	2/17	2/18	3/11	3/12	3/13	3/14	3/15	3/16	3/17	4/15	4/16	4/17	4/18	4/19	4/20	4/21
S6	S7	GP	S7	S7	GP	S7	N5	S5	GP	S6	S7	GP	S7	N5	N5	GP	S5	S6	GP	S7	S6	S7	GP	S7	S7	GP	N6
1/22	1/23	1/24	1/25	1/26	1/27	1/28	2/19	2/20	2/21	2/22	2/23	2/24	2/25	3/18	3/19	3/20	3/21	3/22	3/23	3/24	4/22	4/23	4/24	4/25	4/26	4/27	4/28
N6	N6	GP	N1/S1	MU	GP	MU	S7	S7	GP	N6	N6	GP	MU	S7	S7	GP	S7	N6	GP	N6	N6	MU	GP	MU	MU	GP	MU
1/29	1/30	1/31					2/26	2/27	2/28	2/29				3/25	3/26	3/27	3/28	3/29	3/30	3/31	4/29	4/30					
MU	MU	GP					MU	MU	GP	MU				MU	MU	GP	MU	MU	GP	MU	MU	MU					

GP= Ground Planter      GP every Wednesday and Saturday  
 N= North of B Street  
 S= South of B Street  
 MU=Make up/hotspot day

DHIA Pressure Washing Deployment Schedule

May							June							July							August						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
		5/1	5/2	5/3	5/4	5/5						6/1	6/2	7/1	7/2	7/3	7/4	7/5	7/6	7/7				8/1	8/2	8/3	8/4
		GP	N1/S1	N2	GP	S2						GP	N1/S1	N1/S1	N2	GP	S2	N3	GP	S3				N1/S1	N2	GP	S2
5/6	5/7	5/8	5/9	5/10	5/11	5/12	6/3	6/4	6/5	6/6	6/7	6/8	6/9	7/8	7/9	7/10	7/11	7/12	7/13	7/14	8/5	8/6	8/7	8/8	8/9	8/10	8/11
N3	S3	GP	N4	S4	GP	N5	N2	S2	GP	N3	S3	GP	N4	N4	S4	GP	N5	N5	GP	S5	N3	S3	GP	N4	S4	GP	N5
5/13	5/14	5/15	5/16	5/17	5/18	5/19	6/10	6/11	6/12	6/13	6/14	6/15	6/16	7/15	7/16	7/17	7/18	7/19	7/20	7/21	8/12	8/13	8/14	8/15	8/16	8/17	8/18
N5	S5	GP	S6	S7	GP	S7	S4	N5	GP	N5	S5	GP	S6	S6	S7	GP	S7	S7	GP	S7	N5	S5	GP	S6	S7	GP	S7
5/20	5/21	5/22	5/23	5/24	5/25	5/26	6/17	6/18	6/19	6/20	6/21	6/22	6/23	7/22	7/23	7/24	7/25	7/26	7/27	7/28	8/19	8/20	8/21	8/22	8/23	8/24	8/25
S7	S7	GP	S7	N6	GP	N6	S7	S7	GP	S7	S7	GP	N6	N6	N6	GP	MU	MU	GP	MU	S7	S7	GP	N6	N6	GP	MU
5/27	5/28	5/29	5/30	5/31			6/24	6/25	6/26	6/27	6/28	6/29	6/30	7/29	7/30	7/31					8/26	8/27	8/28	8/29	8/30	8/31	
MU	MU	GP	MU	MU			N6	MU	GP	MU	MU	GP	MU	MU	MU	GP					MU	MU	GP	MU	MU	GP	

GP= Ground Planter      GP every Wednesday and Saturday  
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 MU=Make up/hotspot day



## Downtown Hayward Improvement Association

### REQUEST FOR PROPOSAL FOR VIDEO/CAMERA COMPANY TO IMPLEMENT A COMPREHENSIVE MONITORING PROGRAM FOR DOWNTOWN HAYWARD PROPOSALS DUE July 3<sup>rd</sup>, 2020

The Downtown Hayward Improvement (DHIA), a public benefit, non-profit corporation, which serves as the administrator of the Downtown Hayward Community Benefit District (CBD), is seeking a professional services company to provide comprehensive outdoor, video installation and monitoring on private buildings in Downtown Hayward.

The contract period shall commence on or around July 15<sup>th</sup>, 2020 and continue for approximately one year, ending on June 30<sup>th</sup>, 2021 with options for renewal and extensions for up to a 3-year period. The contract amount shall not exceed \$60,000 (sixty thousand dollars) for that period of time and could be adjusted based upon the level and quality of work performed.

The selected Security Camera firm shall be responsible for:

- Producing a Strategic Outline recommending outdoor camera system that can monitor and document criminal activity that might occur in the public rights of way in Downtown Hayward.
- Determining the number, quality, and placement of outdoor cameras for coverage in Downtown.
- Installation of license plate reader (LPR) cameras in select locations on the periphery of the business district (map included)
- Producing a communication package detailing the installation process for various businesses in strategic locations throughout Downtown.
- Storage of all video tape in the cloud for a minimum of 14 days.
- Regular reports on the effectiveness and quality of the video display and recommendations on how to adjust or replace the cameras as needed.
- Other items that will ensure the documentation of vandalism and criminal activity in Downtown.
- Working closely with the Hayward Police Department to provide them with leads and video documentation of incidents of illegal activity in Downtown.
- Attending public meetings organized by the Downtown Hayward Improvement Association to build the scope of coverage in Downtown.
- Other tasks related to the scope of work as directed by the President of the Association.

**DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION**

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The Security Camera company will work directly with the President, Executive Director, and his designee, and the Chair of the Sidewalk Operations Committee and the Committee as a whole.

Four copies of a response, each in a sealed envelope, shall include a strategic plan outlining the scope of work listed above, and shall be submitted to the Association office by 5:00 p.m., July 3<sup>rd</sup>, 2020 to:

**Mr. Dominic Li Mandri, District Manager, Downtown Hayward Improvement Association**

**22654 Main Street, Hayward, CA 94541**

Or e-mail to responses and proposals to:

Dominic Li Mandri, at: [dominic@newcityamerica.com](mailto:dominic@newcityamerica.com)

## **PROPOSALS WITH ATTACHMENTS SHALL NOT EXCEED TEN PAGES**

Any or all proposals may be rejected or accepted for any reason deemed appropriate by the Board of Directors. For more information, please contact

Mr. Jeff Jurow, President of the Downtown Hayward Improvement Association at XXXXXXXX