

Building Strong Neighborhoods



Purpose: To build Strong Neighborhoods by developing community leadership and working collaboratively with residents to achieve the delivery of City Services and Neighborhood Priorities

Drawing on lessons learned through four years of experience with the Strong Neighborhoods Initiative, this document outlines an approach to working in partnership with neighborhoods that will be applied across the City of San Jose. This document speaks primarily to the internal organization of the City and the Redevelopment Agency. It recognizes that priorities are set by neighborhoods and staff must work collaboratively with Neighborhood Advisory Committees to translate those priorities into action.



This business plan outlines a pragmatic approach to building Strong Neighborhoods in an era of limited public resources when the City, by itself, is not able to achieve all of the neighborhoods' priorities. This business plan relies on a deep partnership with residents, neighborhood volunteerism, and outside resources to create action and address priorities beyond the City's capability.

The desired improvements in livability are defined by the outcomes of: delivery of neighborhood priorities, effective services, and the development of community leadership. The core strategy is to provide meaningful and visible change in each neighborhood in FY 2004-05 through five initiatives. Each of these initiatives has a "double" bottom line, to produce results and to build leadership.



Affordable Housing: the preservation of existing affordable housing stock by working with non-profit groups and neighborhood leaders to implement a wide range of reinvestment strategies. These include rehabilitation through home improvement grants, community paint days and private investments.

Cleaner Neighborhoods: through the efforts of the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti and anti-litter campaigns build resident capacity to make their own neighborhoods a more beautiful place.

Safer and more attractive residential streets: through traffic calming, sidewalk replacement and repair, street tree planting, improved street lighting, and educating citizens to take greater responsibility for the safety and attractiveness of their streets.

Vital Business Districts with new facades and streetscapes, and stronger business associations, support small business owners in growing their business and connecting with resources, encouraging entrepreneurship.

New Parks and Community Centers: Construct parks and neighborhood centers each with a cadre of dedicated residents involved in the ongoing operations and maintenance. The projects delivered first are those that are already well under way.

STRONG NEIGHBORHOODS OUTCOMES

- Neighborhood Priorities Delivered On-Time and On-Budget
- Effective Delivery of Neighborhood Services
- Effective Community Leadership and Partnership with Residents

Each of the above five initiatives is focused in the Strong Neighborhoods but will be applied City wide. Years three to five of this business plan will see the delivery of the more complex priorities and larger capital projects launched by the Strong Neighborhoods plans including:

- Expanded community centers in partnership with non-profits,
- Schools serving as hubs for recreation and community engagement,
- New and expanded trails, and
- Conversion of one-way couplets.

This plan can only be accomplished with dramatic organizational change through the creation of staff Neighborhood Teams that are flat, lean, and empowered.

Overview

History

The history of strong neighborhoods in San Jose is in some ways as old as the city itself. Residents have always had a neighborhood identity that made them part of Hensley, Goosetown (now Greater Gardner) or Heinlerville (Chinatown now the City's corporation yard) that they referred to with pride, even if others didn't. In the age before automobiles one could easily live most of one's life within the context of the neighborhood in which you were born.

As the city grew rapidly beginning in the mid twentieth century this sense of identity was challenged by suburbanization and rapid social change. New neighborhoods emerged, some with a sense of prestige like Almaden Valley, others with a sense of struggle like "Sal si puede" (now Mayfair) that has always been a wellspring of community organizing and advocacy for change. However, even as these new neighborhoods emerged the political power of San Jose continued to be dominated by two strong traditional neighborhoods the Rose Garden and Willow Glen. In the era of at-large elections representatives from these two neighborhoods dominated the City Council. Pressure from other neighborhoods led to the switch to District elections in the 1970's which has assured a more balanced representation in Council ever since.

Like the rest of urban America by the late 1980's many of the San Jose's down town neighborhoods and the first tier suburbs constructed in post-war haste were already in a state of premature deterioration. Some became caught in the violence associated with a prevalent drug and gang culture, fuelled by the introduction of cheap "crack" cocaine and economic dislocation. Some neighborhoods completely lost their identity to gangs, neighborhoods like "barrio horse shoe" became gang territory and the VHS tag painted everywhere reinforced gang power over residents. The City of San Jose responded by developing the innovative (if unfortunately named) "Project Crackdown" that placed an emphasis on community policing, providing alternatives for youth, and eradicating gang activity with pioneering legal approaches. The key partners in this approach were the Officers of the Police Department, Inspectors from Code Enforcement, organizers from Parks, Recreation and Neighborhood Services, and the City Attorney's Office. The approach was a success and is the model for the nation wide "Weed and Seed" program run by the Department of Justice.

The success of Project Crackdown also revealed that the issues facing many neighborhoods was deeper than just drugs and crime, and those leading the work in the neighborhoods began experimenting with a broader approach to revitalizing neighborhoods. The first experiments which became "Project Blossom" focused on rental housing and included a focus on landlord and tenant training and organizing. One of the lessons learned here was the need to focus on more than just one single neighborhood and the desire to be able to look at some of the longer range issues.

This desire for a broader approach led to the creation of the Neighborhood Revitalization Strategy which brought in urban planners as a key partner and provided general fund dollars to implement priority projects. Though met with great excitement the Neighborhood Revitalization Strategy (NRS) was hampered by a disconnect with implementation and a lack of clarity of goals. Early plans identified as many as a hundred different priorities with no ranking, no clear lead, and little or no funding for implementation. The pace of planning was also quite slow with only one or two neighborhoods being planned each year, and each plan taking a year or more to complete.

In 1998 at the same time that the NRS was struggling, pressure from residents and new leadership led to a mandate to the Redevelopment Agency to move more of its re-

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sources into Neighborhoods. The Redevelopment Agency had been operating a successful Neighborhood Business District Program for over a decade, but that program has always been a lower priority than the industrial and Downtown work and included almost no residential areas. Seeing an opportunity to do more than just make redevelopment funding available, PRNS lead the development of a strategy to connect the work of Project Crackdown and the Neighborhood Revitalization Strategy with the resources and approach of the Agency's Neighborhood Improvement Districts. This approach came to be called the Strong Neighborhoods Initiative and was formally launched by the Mayor and Council in 2000 with the guiding principles of listening to neighborhoods, building on existing strengths and assets, and responding to community priorities. In launching the Strong Neighborhoods Initiative the Council emphasized that all neighborhoods in San Jose are important and that all residents should be able to enjoy a high quality of life, safe from crime, with clean streets, and access to parks, libraries and neighborhood serving businesses. The extra resources provided through the initiative were seen as needed to ensure that these neighborhoods were no longer left behind.

Strong Neighborhoods Today

The first four years of Strong Neighborhoods has begun to transform the way neighborhoods and the City work together. The long and complicated process of declaring 11,000 acres of San Jose a redevelopment area, and a one year freeze in Redevelopment funding as a result of the State's budget crisis has meant a long start up period. In addition the current City budget situation has meant less resources for city service provision. Even with these obstacles an amazing amount of change has taken place. Working in partnership with neighborhood leaders we have established 19 Neighborhood Advisory Committees that now function as Neighborhood Action Councils, lead by over 400 residents, business owners and service providers. Together we have:

- Organized dozens of new neighborhood associations, tenants groups, and business associations and strengthened existing ones,
- Developed and approved 19 plans that lay out the vision and top priorities of each individual neighborhood,
- Developed a capital budget that directly aligns with neighborhood priorities and will invest \$100 million in neighborhoods for projects ranging from building skate parks to closing unsafe alleyways,
- Assigned project managers from the City to work directly with community liaisons from the neighborhood for each top priority,
- Initiated work on 95 top priority projects, and
- Implemented service delivery improvements including neighborhood clean-ups, housing rehabilitation, upgraded streetlights, and traffic calming devices.

Strong Neighborhoods is no longer at its beginning and now must change again to achieve its vision. The challenge is twofold, first to restructure our work so that we are able to make good on the partnerships we have built with these neighborhoods, and second to begin to look outward from these neighborhoods so that the work of the entire City organization is about building Strong Neighborhoods, from Almaden Valley to Alviso. The majority of this business plan is therefore devoted to the future organization and implementation of efforts to Build Strong Neighborhoods. Just as Strong Neighborhoods built on the experience and results of Project Crackdown and the Neighborhood Revitalization Strategy, so too must the next phase of Building Strong Neighborhoods build on the lessons learned from the Strong Neighborhoods Initiative.

After a thorough review of all 19 neighborhood plans, the overall Redevelopment plan, surveys of

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participants, focus groups with neighborhood leaders, individual interviews, academic research by university students and faculty, and the experience of attending and participating in hundreds of community meetings and workshops, six key lessons learned have emerged:

1. Organize with neighborhoods as the fundamental building block,
2. Build on existing neighborhood strengths and assets,
3. Develop clear priorities,
4. Establish accountability,
5. Connect priorities to resources, and
6. Develop neighborhood and City leadership.

This business plan deliberately builds on these lessons learned and recommends the creation of a new streamlined organizational structure that will better serve the goals of implementing neighborhood priorities, improving city services, and developing neighborhood leadership. This plan is intended largely as an internal document to guide staff in making these changes and to help our partners understand the nature of this change. It is not intended to stifle the creativity and leadership of individual neighborhoods or dictate to them how they are organized or who they can work with to implement their projects. The history of San Jose's work in neighborhoods demonstrates that.

Applying Lessons Learned Citywide

The lessons of Strong Neighborhoods Initiative suggest a roadmap for transforming the way the City works with **all** of its neighborhoods. Using the Strong Neighborhoods Initiative as a laboratory the lessons learned should be applied to the rest of the city. By leveraging resources and looking at issues from the perspective of residents a more efficient and responsive service delivery system is being achieved. The following are six key "lessons learned" that have helped to change the City's service delivery system and bring integrated work plans throughout the organizations.

Organize with neighborhoods as the building block: For both community leaders and City staff the neighborhood, (or coalition of neighborhoods), is an effective organizing concept. On the neighborhood side the creation of Neighborhood Advisory Committees proved to be an effective way to create neighborhood identity and action. The NACs serve as a guiding coalition that is instrumental in creating the plans, and is equally crucial to the effective implementation of those plans. Similarly, on the City side the organization of staff into neighborhood teams has proved to be an effective tool for connecting staff with the real impact of the work they do. Effective project delivery requires on-going collaboration between city staff and NACs to ensure that the outcome desired by the neighborhood is achieved.

Build on existing neighborhood strengths and assets Organize an initial guiding coalition (the Neighborhood Advisory Committee) for each neighborhood and map out the assets and strengths of each area. This NAC should bring together neighborhoods, business, schools, faith community, and service providers in a single forum.

Develop clear priorities through collaborative neighborhood planning. It is critical the neighborhood plans be driven by the community and that clear, measurable objectives be set through the planning process. Staff must work hand-in-hand with neighborhood leaders to provide technical assistance in the development of those plans to ensure that the desired project deliverables are achievable.

Establish accountability Assign Project Managers and recruit community liaisons for each priority action. Work to develop well defined project scopes, cost estimates, and action plans for each priority. A system for tracking and evaluating the performance on a regular basis is an important tool to ensure that projects proceed on time and on budget.

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Connect priorities to resources by integrating priorities into existing CSA business plans and departmental work plans. Work with project managers to identify appropriate funding strategy for each priority. Bring together a project team with the needed internal resources for each priority.

Immediately launch implementation focusing on quick victories such as clean ups, housing rehabilitation, traffic calming, service changes, and small capital projects. Celebrate results and build momentum for larger capital projects and service change goals. Intentionally seek to change both policy and service delivery to meet issues emerging in multiple neighborhoods. Some changes in service delivery emerging from Strong Neighborhoods include Code Enforcement driveway team, the vehicle spotters program and improved street sweeping enforcement.

Develop neighborhood and City leadership by continually identifying new leaders, supporting existing leaders, celebrating wins, training, networking, and seeking to create a true partnership. Create an ongoing leadership network that connects leaders to each other, helps train and support them, and provides a forum for dialogue and growth.

In this era of limited resources the focus must be on **realigning** existing resources and **integrating** lessons learned into current practice. All levels of the organization must demonstrate a commitment to the Strong Neighborhoods approach. From Senior and Executive staff to front-line staff who do the hard work of service delivery, the entire organization must embrace the concept of neighborhood-driven priority setting and commit to responding to neighborhood needs. Ways of measuring the changes in service delivery and the realignment of resources must be developed along with a more detailed approach to applying these lessons learned.

Citizens or Just Customers?

Treating residents as customers has helped the City improve its service delivery system, but strong neighborhoods is about more than that. Organizing neighborhoods is normally thought to be outside the bounds of what local governments do –but the San Jose experience suggests that local governments can do this – in a certain manner – and that this sort of organizing can have a profound positive effect on both the neighborhoods and how local government agencies do their business. ***By approaching residents as citizens rather than just customers, local government is in a better position to work with them toward the vision of building strong neighborhoods.*** When residents are engaged as partners and seen, and see themselves, as part of the solution then a collaborative relationship is possible. If, on the other hand, residents are viewed ***solely*** as customers then the conversation becomes one of how to satisfy residents expectations and address residents problems with city solutions and city resources. The conversation with a customer is an important one and is crucial to improving service delivery. But if it is the ***only*** conversation that is taking place, then the underlying dynamic can become adversarial and the opportunity for collaborative change missed.

The citizenship conversation asserts that residents and the City organization share a common obligation to make the city and neighborhoods a better place, for themselves and the next generations. This obligations means that there are rights (adequate parks, clean streets, public safety, etc.) and there are also responsibilities (voting, volunteering, paying taxes, raising funds for projects, painting over graffiti, mowing your lawn, reporting crime, etc.). These two concepts, rights and responsibilities, are interdependent and cannot exist except entwined one with the other. There will be no public safety if people do not report crime and paint over graffiti, no matter how many police are deployed. There will be not be strong neighborhoods if people do not volunteer, raise funds, create new neighborhood associations and non-profits. The principle challenge to building strong neighborhoods in San Jose is our ability to engage residents as citizens. All the funds, staff, and resources will mean nothing if not built on a solid foundation of partnership which engages the City and its citizens to make these neighborhood stronger and more beautiful than they were left to us. Beyond the numbers and strategies, this business plan is first and foremost about citizenship.

Implementation Structure

Trends / Issues / Opportunities

- The extensive community process and rich neighborhood improvement plans provide a sound foundation for future work.
- The neighborhood volunteer base is underutilized, and current participants are in danger of burn-out.
- Reductions in basic services that were taken as a “given” during the planning process may mean a mismatch between articulated and actual priorities.
- Non-profits that are actively seeking partnerships and open to involvement with neighborhoods.
- Increasing use of the web to create virtual communities and organize action.
- There is a need for significant additional resources to meet neighborhoods goals and visions.
- The current economic recession has reduced our ability to operate and maintain existing facilities and severely limits ability of City to expand any services.
- There is a dynamic tension between investing in Strong Neighborhoods and citywide improvements that affect all neighborhoods.

Policy Framework

- Strong Neighborhoods Initiative Redevelopment Plan
- 19 Strong Neighborhoods Improvement Plans and Neighborhood Revitalization Plans
- General Plan and specific plans
- The GreenPrint
- Neighborhood Business District Plans
- Community Outreach Policy
- Redevelopment Agency and City Capital Improvement Program
- Housing Consolidated and Homeless Plans
- Transportation Priorities
- Economic Development Strategy

Implementation Structure

This business plan is a model, in structure and function, of the One Voice approach that Council has directed for neighborhood services. It is intended to create a focus for the City administration and Agency on the Strong Neighborhoods Initiative and provide a foundation for the work of building strong neighborhoods across the City. Organizationally three levels share responsibility for building strong neighborhoods; the 6 Neighborhood Teams (front line), the Implementation Team (management) and the Steering Committee (senior management). The purpose of all three levels is to support the work of the neighborhood leaders and to connect staff and resources to neighborhood priorities.

- **Neighborhood Team** This plan creates 6 neighborhood teams each lead by a Development Officer who directly oversees strong neighborhoods staff and collaborates with Council Assistants, Planners, Code Inspectors, and Police Officers on a regular basis. In addition to these staff, each neighborhood priority is assigned to a single **project manager**, who is also a member of the Neighborhood Team. This front line team provides the horsepower for our work in the neighborhoods, and is empowered to deal directly with issues as they arise. The intent is that 80% of the solutions can be found and carried out at this level.
- **Strong Neighborhoods Implementation Team** chaired by the Strong Neighborhoods Manager, Redevelopment Agency. This team of key middle management works in collaboration with the CIP Action Team and meets weekly to trouble shoot and clear roadblocks to the delivery of neighborhood priority projects. This team is also responsible for developing and recommending policy and procedural changes

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to the Steering Committee. The intent is that 15% of the solutions can be found and carried out at this level.

- **Strong Neighborhoods Steering Committee** This committee of department directors meets quarterly to guide and direct the initiative and is sponsored by the Deputy City Manager for neighborhoods and Deputy Executive Director for neighborhoods. It will become a forum to explore policy and procedure changes that can improve neighborhoods city wide. This group will deal with only those issues that cannot be resolved at the front line and management level, and issues that require significant policy or procedural change. Much of the work of this group will affect neighborhoods citywide.

This business plan identifies five key initiatives that are the focus of the next two years of work. Each of the five initiatives will be lead by a single manager who has demonstrated the passion and responsibility to get the work done. These initiatives are focused on the Strong Neighborhoods Initiative *and* apply to neighborhoods citywide with the same manager responsible for both aspects.

- **Housing Rehabilitation:** Manager Housing Rehab, Housing Department
- **Clean Neighborhoods:** Code Enforcement Administrator, Code Enforcement
- **Safer and more Attractive Residential Streets:** Deputy Director, Transportation,
- **Vital Business Districts:** Director, Neighborhood and Business Development, Redevelopment Agency
- **Parks and Neighborhood Centers:** Assistant Director, Parks Recreation and Neighborhoods Services.

Each of these initiatives is a blend of construction work and service delivery and seeks to build community leadership. In this way each initiative contributes to all three of the Strong Neighborhoods Initiative outcomes.

Key Initiatives and Tactics

Each of the three outcomes will be achieved through a combination of short and long term initiatives and tactics

DELIVER NEIGHBORHOOD PRIORITIES

- **Vital Business Districts:** Director, Neighborhood and Business Development, SJRA . The improvement of businesses through facades, streetscapes, and business assistance, including training, loans and retail recruitment and retention.
- **Parks and Community Centers:** Assistant Director, PRNS. Some parks and centers will be constructed in the short term. Most parks and community centers initiated by the neighborhood plans will require innovative partnerships and extensive planning and design period to deliver.
- **School Hubs:** Assistant Director, PRNS. This long-term initiative will partner with schools to provide a central place in neighborhoods.
- **Trails:** Deputy Director, PRNS. Over the long-term this initiative connects neighborhoods through a network of trails and paths.
- **Couplet Conversion:** Deputy Director, Transportation. This initiative seeks to return the one-way couplets traversing downtown back to neighborhood friendly streets.

DELIVER EFFECTIVE NEIGHBORHOOD SERVICES

- **Housing Rehabilitation:** Rehabilitation Manager, Housing. The program blends City and Redevelopment Agency resources along with the efforts of Neighborhood Housing Services Silicon Valley and neighborhood volunteers to rehabilitate and improve rental and owner occupied housing.
- **Clean Neighborhoods:** Code Enforcement Administrator, PBCE. The tools include the Driveway Team of inspectors, neighborhood clean ups, and the anti-graffiti and anti-litter campaigns. The

Implementation Structure

Key Initiatives and Tactics contd.

neighborhood pride days are the showcase events for this program.

- **Safer and more Attractive Residential Streets:** Deputy Director, Transportation. Calm traffic and improve the appearance and functioning of residential streets. This includes traffic calming, sidewalk replacement, improved lighting, and street tree planting.
- **Community Policing:** Chief of Police. Ensure the continued connection between Strong Neighborhoods and community policing and use the Project Impact approach as a way of strengthening the connection between the new Strong Neighborhoods teams and public safety

DEVELOP COMMUNITY LEADERSHIP

- **Volunteer Mobilization:** Deputy Director, PRNS. This tactic connects the thousands who have participated in building strong neighborhoods and new volunteers with opportunities to continue volunteering in their neighborhood and across the city.
- **Leadership Development and Training:** Neighborhood Development Center, PRNS. This effort seeks to actively build the capacity of neighborhoods to achieve their own goals.
- **Communications:** The Communications team is responsible for ensuring that the Strong Neighborhoods story is told. The lead of the new Neighborhood Team is the key contact to neighborhoods to ensure consistent communication.
- **Website:** Communications, PRNS. Seeking to connect residents to each other and their neighborhoods.

Other Tactics

- **Outside Investment and Grants:** Strong Neighborhoods Manager, SJRA This tactic seeks to leverage additional financial resources and attach them to key neighborhood priorities. This includes taking an entrepreneurial approach that seeks increased corporate sponsorship and true public-private partnerships.
- **Project Management:** The Director Project Management, Redevelopment Agency and Assistant Director, Public Works are responsible for Capital Improvement Program project delivery, on time and on budget.
- **Budget Oversight:** Strong Neighborhoods Manager, SJRA. The purpose is to prepare budget recommendations for all neighborhoods guided by consistent scoping criteria and neighborhood priorities

Neighborhood Teams

The primary role of the neighborhood team is to support community leaders and project managers in the implementation of neighborhood priorities and service delivery. The neighborhood teams oversee the implementation of the plan and the top ten list. The work of the team is built around the three outcomes of Strong Neighborhoods: building leadership capacity, implementing neighborhood priorities and improving city services. This business plan reduces the number of neighborhood teams from 19 to 6. These “new” neighborhood teams will be lead by a neighborhood development officer with support staff .

Typical, each Neighborhood Team will be responsible for:

- 2-4 Neighborhoods, with 0-2 Neighborhood Business Districts
- Working with 60 neighborhood leaders,
- Ensuring opportunities for involvement of 30,000+ residents,
- Facilitating the implementation of 30+ priority projects,

The standing membership of each team will also include representatives from the Council Office(s), a Planner, and a Code Enforcement Inspector, Police and others as needed. The project managers are also included as part of the neighborhood team, though they are not expected to participate in the

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standing meetings unless there is an issue with their project.

In its broadest concept the neighborhood team embraces everyone in the City who works in the neighborhoods (community center staff, traffic calming engineers, project managers, implementation planners, code inspectors, etc.). Throughout the year the core membership of the neighborhood team outlined above will pull together this larger team to problem solve, share information, network, re-energize, and re-focus action on neighborhood priorities. This will assure team focus on the Strong Neighborhoods outcomes.

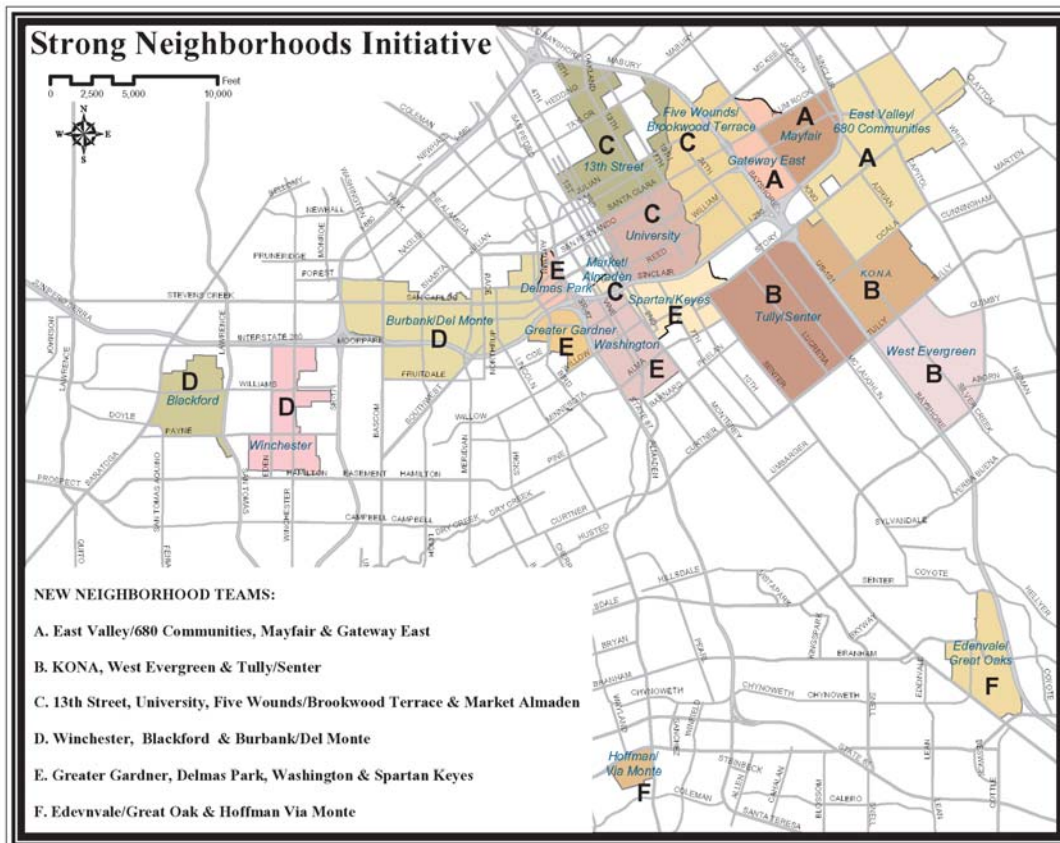
Project Management Approach

The Project Manager has primary responsibility for individual project implementation from conception to completion. The continual challenge facing the project manager is to balance the tension between the scope, budget, and schedule. The high level of community involvement that results in creative and innovative approaches also tends to expand both scope expectations and schedule. All neighborhood priorities now have an assigned Project Manager. However, for capital projects only those priorities with funding can be considered as fully underway.

The Strong Neighborhoods project management approach has the following strengths:

- Accountability with clear identification of front line project managers,
- A collaborative, team-based approach to implementation,
- Tight focus on action related to top neighborhood priorities
- Clear and direct connection with budget and CIP Action Team

Neighborhood Team Groupings



Investment Strategy

Key Recommendations

- **Single Neighborhood Lead:** Functionally consolidate the SJRA and PRNS Strong Neighborhoods staff into a single unit and assign staff based on the match with their skills and abilities and neighborhood issues and needs. The structure will be flat and lean with neighborhood development officer reporting to a single manager responsible for the Strong Neighborhoods Initiative outcomes.
- **Make real the new Neighborhood Teams:** This approach will greatly reduce the number of teams and internal meetings and will create a vehicle to connect with the larger body of City staff already working in the neighborhoods.
- **One Team, one Location:** Explore the option of the Strong Neighborhoods team to be physically located together in the new City Hall. In the meantime develop a virtual team approach that brings key players into closer collaboration.
- **Confirm Leadership:** Confirm and reinforce the leadership of staff responsible for the five key programs outlined as part of this business plan, Housing Rehabilitation, Clean Neighborhoods, Safe and Attractive Residential Streets, Vital Business Districts, and Parks and Neighborhood Centers.
- **Confirm Priority Tactics:** Confirm and reinforce the leadership of staff responsible for the tactics supporting Strong Neighborhoods from leveraging outside investments and grants to volunteer mobilization. Just as with a project, each key tactic should have a single recognizable lead.
- **Be Entrepreneurial:** Encourage public and private sector entrepreneurship by removing regulations and barriers and thinking creatively as funds are budgeted and spent e.g. put a lot in a residential shopping area to create a magnet for families and an impetus to economic development, or consider partnering with a corporation to bring their resources to building a play space.
- **Prepare for Operations and Maintenance BEFORE Building:** For parks and community centers develop partnerships with schools and non-profits that can operate and maintain new facilities. With streetscapes and drainage improvements work to create assessment districts that can support maintenance.
- **Seek to Understand the Role of Private Investment:** Track new housing and new construction, explore the role of housing rehab and code enforcement in encouraging additional private investment. Connect with local Real Estate agents to make them the sellers of Strong Neighborhoods.
- **Schools and Non-Profits:** Actively pursue and create relationships with schools and non-profits to take ownership of new community facilities and parks. This strategy can expand the range of facilities available to the general public without incurring additional operating and maintenance costs. The work around community schools being undertaken in southern California can provide some useful models.
- **Consolidate Traffic Calming Funding:** Coordinate all funds available for traffic calming in Strong Neighborhoods so they can be used flexibly to meet emerging priorities.
- **Better Council Communication:** Better public reporting to the Council as a whole. Conduct regular briefings with the Mayor's Office, Council Assistants meeting and Building Strong Neighborhoods Committee on all of the Strong Neighborhoods and Neighborhoods Business Districts activities.

Investment Strategy

- **Re-Energize Front Line Staff:** Restart regular gatherings of project managers and front line staff to share lessons learned, network and build energy around action and celebrate successes. Look to organizations like CityYear for models on building an organizational culture that makes people a part of a team even when they do not work together on a day to day basis. The biggest motivator for staff and neighborhoods will be action on the neighborhood priorities.
- **Connect Senior Staff to Neighborhoods:** Re-invigorate the effort to connect department directors to individual neighborhoods with the introduction of the new Strong Neighborhoods teams.
- **Re-engage Neighborhoods through Action:** Refocus staff neighborhood engagement on action not meetings, revise the time we spend in the community so it is focused on making change happen. If there is no action resulting from a meeting, then that meeting need not be held. This should translate to fewer meetings for everyone.
- **Track progress made by City Departments in realigning service delivery to address Strong Neighborhoods Priorities:** A tool to track City and Agency investment in Strong Neighborhoods will be developed, including measures of how existing budgets are connected to neighborhood priorities. This tool will be monitored by the Steering Committee and be reported to council as part of the Capital Improvement Program quarterly report.
- **Actively pursue partnerships with local Universities and Colleges:** Building bridges between institutions of higher education and our youth benefits the health of our neighborhoods and ensures an investment in our future. Efforts to create linkages with institutions of higher education will increase the likelihood of young people becoming invested in their communities and the future. This collaboration is being actively piloted in the Five Wounds neighborhood.
- **Recognize the work of volunteers to they feel they are valued partners in neighborhood action:** This effort will focus on the acknowledging residents contribution to their neighborhoods and provide a mechanism to generate community awareness of and support for neighborhood improvement efforts.
- **Apply the Lessons Learned Citywide:** Develop a systematic approach to applying lessons learned across San Jose. This approach will be brought back to the Building Strong Neighborhoods Committee.

Neighborhood Development Center

Developing community leadership is a fundamental outcome of the Strong Neighborhoods Initiative. As such, the City and Agency are committed to the establishment of the Neighborhood Development Center (NDC) as the premier central resource for community organizing and leadership development activities. Through training programs, targeted outreach and better coordination of staff resources, the NDC will play a vital role in building stronger associations and stronger neighborhoods. Working in partnership with the Strong Neighborhoods Project Area Committee, individual Neighborhood Advisory Committees, and Council Offices, the NDC will develop training and outreach programs responsive to neighborhood needs. An assessment of all neighborhood associations will be conducted to determine the type of training desired as well as the areas of greatest need. This information will be used to guide NDC programming efforts at both the neighborhood and city-wide level.

In addition to providing leadership development support, the NDC will also function as a “one-stop business center” for neighborhood groups. Assistance in the development of presentation materials, printing, copying and scanning services, language translation, information and referral, high-speed Internet access, conference room reservation, canvassing support are services that will be available. Whether it’s helping to recruit new neighborhood leaders, securing a high-speed Internet connection to access resources across neighborhoods or providing technical assistance in organizing community activities, the Neighborhood Development Center will help neighborhoods to become stronger and more efficient.

Performance Measures

The Performance by Outcome section of this business plan measures the effectiveness of our work in the three outcomes of building strong neighborhoods:

- 1) Neighborhood Priorities Delivered on Time and On-Budget
- 2) Effective Delivery of City Services, and
- 3) Effective Community Leadership and Partnership with residents

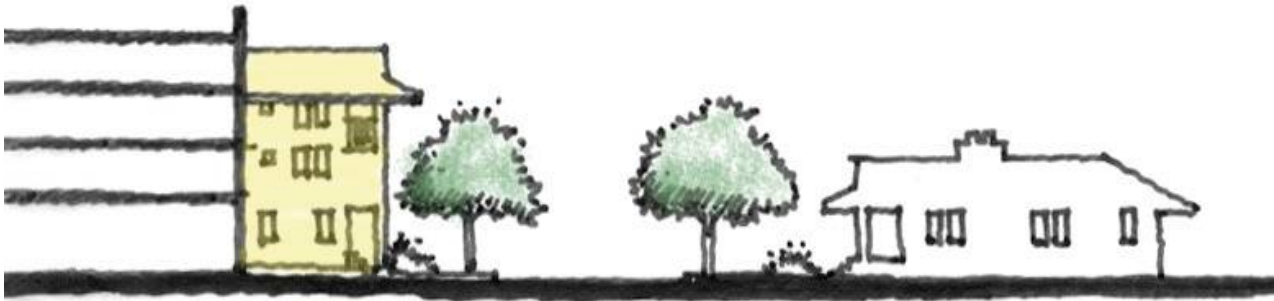
Each of these outcomes is dependant for its success on the work of neighborhood leaders and City Service Areas, and each outcome applies equally to both the Strong Neighborhoods Initiative and other city neighborhoods. Therefore, the goals and measures that you see in this section are largely drawn from existing citywide measures. In other words, most measures below relate to work that is already being done in the neighborhoods. The neighborhood priorities identified through Strong Neighborhoods that are capital projects have been incorporated into the Capital Improvement Program (CIP) and are now being tracked and implemented in coordination with the CIP Action Team and the appropriate City Service Areas. The intent is to present a report card that cross-cuts the City Service Areas and provides a comprehensive review of our performance in the neighborhoods.

By disaggregating performance into measures specific to the Strong Neighborhoods Initiative, we can provide an accounting of performance in these neighborhoods versus that of the City as a whole. This initial comparison confirms the rationale underlying the launching of the initiative and suggests that we may be on the right track. It confirms that residents in Strong Neighborhoods feel they are facing greater issues with crime, blight, and neighborhood pride than the city as a whole. In practically every measure those in the Strong Neighborhoods feel less safe, less well served, more disconnected than their peers in other neighborhoods. Interestingly, one of the few areas where those in the Strong Neighborhoods feel better about things than the city as a whole is in their direct interactions with City employees. This may be a sign that the intense focus on service delivery for strong neighborhoods is paying off with more engaged and



responsive employees. However, the bottom line is there is a large gap between the experience of those living in the Strong Neighborhoods and the rest of the city. It will require significant, continued resources and effort to work with neighborhoods to close that gap.

In addition to the measures that track changes across all neighborhoods a few new measures have been created to gauge the effectiveness of Strong Neighborhoods as an initiative. These measures are currently being developed and data for these measures will be gathered over the course of the summer. This feedback will be shared with front-line and management staff and be used as an opportunity to engage in a dialogue about how we can work in better partnership with neighborhoods. The intent is to use these performance measures in an “action-reflection” process that allows the organization to learn and adapt while it is actually working on implementation.



Performance by Outcome

Outcome 1: Neighborhood Priorities Delivered On-Time and On-Budget

This outcome is largely concerned with Capital Improvement Program project delivery, on time and on budget. Overall leadership for project management in Strong Neighborhoods is provided by Assistant Director, PW and Director Project Management, SJRA.

New Parks and Neighborhood Centers

Parks and neighborhood centers are widely understood as the heart of a great neighborhood. The 34 top ten priorities related to parks are matched with \$27.7 million in investments. Strong Neighborhoods builds on the work of the GreenPrint which first identified park and recreation deficiencies.

Generally speaking in the next 18 months only those parks that were conceived and in planning prior to Strong Neighborhoods will be constructed. Each of these parks or centers is being constructed in collaboration with a group of community leaders who will serve an advisory and support role once the facility is open.

The longer term projects will require both significant leveraging of outside resources and creative collaboration with non-profits and school districts. This collaboration is especially important for operations and maintenance. Without significant non-City participation in operations it is unlikely that larger centers will be able to be opened. We will work toward construction of these projects in years 3-5 of the business plan.

Vital Business Districts

Priorities related to vital business districts are called out 20 times in the top ten lists of the neighborhood plans. Business districts have both capital and service elements. Over the next few years \$12 million in investments will

build new streetscapes, improve facades, and other capital improvements.

Safer and more attractive residential streets

The capital aspects of this focus, lighting, residential streetscapes, etc will be tracked in this outcome. Called out 61 times as a top priority in the neighborhood plans, safer and more attractive neighborhood streets are a clear concern. Strong Neighborhoods is supporting the existing traffic calming programs with \$22.5 million over the entire 5 years. The key to success will be blending these resources with the existing traffic calming program and creating a clear reporting system that allows neighborhoods to appreciate and celebrate the changes that have taken place.



Performance by Outcome

Outcome 2: Effective Delivery of City Services

In FY 2004-05 many of the most meaningful and visible changes that can be made relate to the more effective delivery of existing City services. The delivery of these services is also a key ingredient in the long-term success of each capital project.

Rehabilitated Housing

There are 11 neighborhood priorities that relate to improved and rehabilitated housing. In response the Redevelopment Agency is investing \$3 million over the next several years



directly in the Strong Neighborhoods. Additionally the Housing Department has re-aligned their existing rehabilitation program to focus an additional \$1.5 million on Strong Neighborhoods. There are currently 185 approved applications for housing rehabilitation with an additional 381 applications in the pipeline. Working with community leaders and volunteers the

housing rehab effort will engage community and build grass roots leadership as they preserve affordable housing.

Cleaner Neighborhoods

Through the efforts of the neighbors, the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti, anti-litter campaigns, and work with non-profits, have built residents capacity to make their own neighborhoods a more beautiful place.

Cleaner neighborhoods with stronger code enforcement was called out 19 times in the top ten lists of the neighborhood plans. The response has been the formation of a Driveway Team of code inspectors dedicated to working proactively to eliminate blight in strong neighborhoods. Over 5 years the Agency has budgeted \$4.4 million to cleaning up the neighborhoods and the business areas within them.

The results speak for themselves. In the month of October 2003 as an example 810 abandoned or inoperable vehicles were towed off of neighborhood streets, 37,764 parcels were inspected for code violations, and the team is working to resolve 1,633 of the most serious cases.

Collaboration with non-profits such as City Year, the Conservation Corps, and Our City Forest, has resulted in physical improvements such as trees planted, improved landscaping, and neighborhood clean ups in almost every neighborhood.

Safer and more attractive residential streets

In addition to the capital improvements tracked in the previous outcome, safe and more attractive streets are created through the provision of traffic calming services and the behavior changes of drivers in neighborhoods. Strong Neighborhoods will support improved and expanded traffic calming and neighborhood engagement in solving traffic related issues.

Vital Business Districts

Business districts are vital when they are filled with a variety of interesting and well frequented stores. Key to this will be supporting existing businesses do better and expand, and recruiting key new businesses to bring new energy to key streets. The Retail team will also play a vital role in recruiting new neighborhood serving businesses to key nodes and districts.

Performance by Outcome

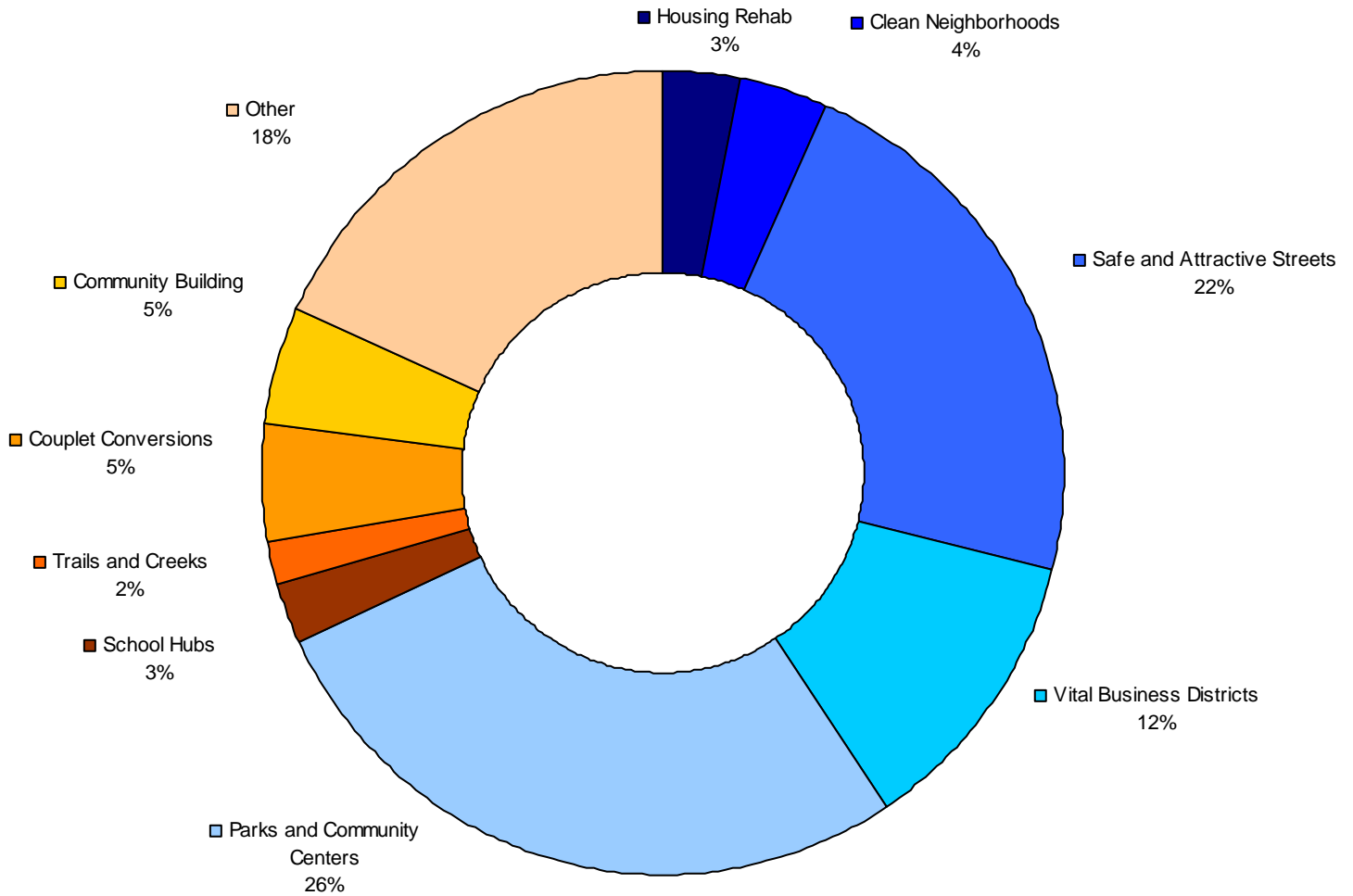
Outcome 3: Effective Community Leadership and Partnership with Residents

Community engagement and leadership development is the heart of Strong Neighborhoods. Each of the projects and services described earlier is understood as an opportunity to build community leadership and demonstrate our partnership. In addition to these, Strong Neighborhoods is investing \$4.7 million in work related to the community building. The biggest portion of this is the \$2.5 million for an expanded matching grants program, as well as funds for outreach, and training of neighborhood leaders. Investments are also earmarked for non-profit partners that help connect neighbors to community projects. This work builds community relationship and commitment to change. Operational investments which support the new Neighborhood Team, the Neighborhood Development Center, and Volunteer San Jose further the success of this outcome to develop community leadership.

The ultimate measure of success is the people who are part of building Strong Neighborhoods. Each and every project that is built should be able to point to a group of engaged citizens who made real that project, and who feel ownership over what has been created.

In the end Strong Neighborhoods is an initiative that believes people should be involved in the decisions that affect their lives. This involvement is the foundation of democracy and a bell-weather of the strength of a local government.

Five Year Capital Program



Investments by Programmatic Area

The chart above lays out the percentage of City and Agency Capital investment by programmatic area.

It suggests that many of the programs which will produce the most immediate results (i.e. Housing Rehabilitation and Clean Neighborhoods which together are only 7% of the investment) are able to be accomplished with relatively modest investments. They provide a cost-effective approach to creating change in the neighborhoods, building trust, and establishing working relationships. This creates a solid foundation for the longer term bigger ticket capital projects such as parks and community centers.

Capital Funding

Programmatic Areas	5 Year Total
Housing Rehab	\$3,050,000
Clean Neighborhoods	\$3,782,915
Safe and Attractive Streets	\$22,455,398
Vital Business Districts	\$12,023,018
Parks and Community Centers	\$27,716,296
School Hubs	\$2,750,000
Trails and Creeks	\$1,524,430
Couplet Conversions	\$4,952,332
Community Building	\$4,744,830
Other	\$18,542,273
Total	\$101,541,492