

## Memorandum



# Memorandum

**TO:** PUBLIC SAFETY, FINANCE, AND  
STRATEGIC SUPPORT COMMITTEE

**FROM:** Angel Rios, Jr.

**SUBJECT: PROJECT HOPE PILOT PROGRAM  
FINAL REPORT**

**DATE:** March 2, 2018

Approved

Date

3-6-18

Council Districts: 1 & 2

## RECOMMENDATION

Accept the final report on the Project Hope Pilot Program in the Cadillac/Winchester Neighborhood.

## OUTCOME

The Public Safety, Finance, and Strategic Support Committee (PSFSS) will receive the final report on the Project Hope Pilot Program in the Cadillac/Winchester Neighborhood, as approved in the 2016-2017 Adopted Operating Budget.

## BACKGROUND

During the 2016-2017 budget process, the City Council approved one-time funding to implement an 18-month (July 2016–December 2017) “Project Hope” Pilot Program in the Cadillac/Winchester neighborhood of Council District 1. Additional funding was provided in the 2017-2018 budget to extend the project for six months (to June 2018) to begin initial work to transition the program to a neighborhood in Council District 2.

This funding was used to restart a community action initiative analogous to “Project Crackdown” of the 1990s. Project Hope uses principles of community partnership, community development, and neighborhood empowerment, as well as coordination of a broad range of City services to address challenging neighborhood issues such as crime and blight. The Mayor’s Gang Prevention Task Force (MGPTF) Unit of the Department of Parks, Recreation and Neighborhood Services (PRNS) manages the Project Hope Pilot Program. Placing this effort within the MGPTF allows Project Hope to leverage resources in the Cadillac/Winchester area, which has been designated a “gang hot spot.” This area previously had been a project area in the City’s Strong Neighborhoods Initiative program (SNI). (SNI was a partnership between the City of San

José, the San José Redevelopment Agency, and San José's residents and business owners to strengthen the city's neighborhoods by building clean, safe and strong neighborhoods with independent, capable, and sustainable neighborhood organizations. The SNI program operated from 2000-2012 and served 20 neighborhoods, including Cadillac/Winchester).

The community served by the Project Hope program (Attachment A) has approximately 7,000 residents with children in an area that is comprised of high-density housing. The area does include some condominiums that are owner-occupied and that fall within the project area, but the majority of the housing is comprised of rented apartments. This neighborhood had historically been a transitional community; however, we have found the average tenure of current residents in the area is now over eight years. The Cadillac/Winchester neighborhood borders the city of Campbell, and while residents live in San José, most of their children attend the neighborhood schools that are located in Campbell. This is a community that has no City park, recreation facility, or accessible City services within close walking distance. Residents who reside in the Project Hope community are majority Latino and monolingual Spanish speaking, which has contributed to their difficulty in accessing City services.

Council District 1 has a number of strong neighborhood groups that utilize City services, address blight, and work in partnership with their Council Office. However, the residents of the Cadillac/Winchester area needed support to develop the organizational and capacity-building skills to better utilize and reach key City resources to address ongoing quality-of-life issues.

Moving forward, the Project Hope Program is scheduled to transition from Cadillac/Winchester to the Edenvale/Roundtable neighborhood in Council District 2 beginning July 2018. In the meantime, staff has started preliminary planning discussions with District 2, understanding that programming resources are still contingent on the City Council's approval of funding as part of the 2018-2019 budget process. Over the remaining fiscal year, staff will focus on transitioning the program from Council District 1 to the Council District 2 Edenvale/Roundtable community.

## **ANALYSIS**

The Project Hope Program received one-time funding for \$317,263 to support the project for a 24-month period (July 2016–June 2018). While this funding provided support for 2.0 positions and some non-personal/equipment program expenses, it should be noted that during this two-year pilot period PRNS leveraged \$103,000 in staffing and non-personal/equipment resources from existing programs such as the Anti-Litter and Anti-Graffiti programs in order to address 1) Project Hope start-up efforts, including development and planning activities; and, 2) the periodic demands of larger community events that required increased staff coverage throughout the pilot period.

For the past 18 months, the project has focused on deliverables 1-3 and is now focused on deliverable 4 of the following key deliverables:

1. Develop a sustainable, organized group of community leaders (developing a neighborhood association);



2. Develop a safer and cleaner environment (addressing ongoing safety and blight issues);
3. Develop informed residents who can access City services (educating residents on how to utilize City services effectively); and
4. Develop community partnerships that can assist in sustaining efforts when City staff transition from the project area.

To accomplish these goals, Project Hope utilized a three-pronged approach: First, staff established an Executive Steering Committee that included executives from various City departments. The Executive Steering Committee provides guidance to the Implementation Team; coordinates administrative resources to maximize operational efficiencies; addresses ongoing policy-related issues; and pairs other resources to support the project (Attachment B). Second, an Implementation Team was formed to assist with implementing the work plan, support program activities, and provide community education and guidance (Attachment C). Third, Project Hope staff formed partnerships with the community, local schools, businesses, and churches to support the program, assist with needed resources, and support the development of social capital to sustain the program.

#### Project Work Plan

The Project Hope Work Plan includes five phases to ensure that the project meets its established goals and outcomes. These phases include:

**Table 1: Project Hope – Cadillac/Winchester Project Work Plan Overview**

Staff Planning (July – Aug 2016)	Hired staff, developed the Executive Steering Committee and Implementation Team, and developed the work plan.
Community Mobilization (September – Oct 2016)	Launched the project officially, held two large community events and resource fair, established regular coffee meeting with residents, secured office space at the local elementary school.
Community Capacity Building (November 2016 – March 2017)	Held town hall meetings, business meetings, and property-owner meetings; began the process to develop the neighborhood improvement plan and the community action team, and began neighborhood leader trainings.
Project Implementation (April – December 2017)	Established monthly community action team meetings, implemented neighborhood improvement plan, coordinated community events, and reported to PSFSS.
Project Sustainability Planning (January – June 2018)	Transition staff out of the project, hand over project to community stakeholders, and prepare final report for Council.

Currently, the project is within the Project Sustainability Planning phase of the work plan. To date, staff has met key milestones and began implementation of the transition/sustainability phase of the project.

Key completed project accomplishments from April 2017 to December 2017 include (please note that staff reported on earlier efforts in a March 2017 PSFSS memorandum<sup>1</sup>):

<sup>1</sup> [http://sanjose.granicus.com/MetaViewer.php?meta\\_id=622135](http://sanjose.granicus.com/MetaViewer.php?meta_id=622135)

April 2017

- Campbell United Methodist Church became a program partner (Neighborhood Association meeting held at this site).
- First Cadillac/Winchester Neighborhood Association (NA) Meeting held.
- Neighborhood Academy Trainings launched (six-week training program).
- Community participated in the Great American Litter Pickup; 38 volunteers attended.

May 2017

- Nominations received for NA Board (8 nominations received for board positions).
- Launched community outreach efforts with a knock-and-talk campaign.
- Established neighborhood Block Captains to support Project Hope outreach efforts.
- Assisted Department of Transportation with outreach for Residential Parking Permit Program.

June 2017

- Block Captains led community outreach efforts for Town Hall meeting.
- San José Police Department (SJPd) began monthly attendance at Neighborhood Association meetings.

July 2017

- NA Board Retreat held to develop annual workplan, including the scheduling of speakers for monthly meetings based on community direction.
- Department of Transportation attended NA meeting to discuss Residential Parking Permit Program and processes.
- Community Litter Pickup Event held; 25 people attended.

August 2017

- Project Hope and NA hosted National Night Out; 200 attended.
- Housing Department attended NA meeting to present on Tenant's Rights.

September 2017

- Police Department Crime Prevention Unit staff attended NA meeting to provide information on community safety.
- NA Board attended the United Neighborhoods of Santa Clara County Mini-Training Conference.
- Project Hope/SJPd hosted "Youth Meet and Greet" Ice Cream social; 450 attended.

October 2017

- Code Enforcement attended NA meeting to provide an update on Code efforts.
- Hosted a booth at the Fall Festival held at Rosemary Elementary School.
- NA received a City of San José BeautifySJ grant of \$4,700.



#### November 2017

- Department of Transportation attended NA meeting to provide an update on street maintenance.
- Project Hope and NA hosted a Beautification/Neighborhood Clean Up (trash, litter, dumped items, graffiti).
- Established partnership with Home Church for Neighborhood Association Meetings.

#### December 2017

- Volunteer Appreciation Recognition Event held, 12 community volunteers recognized.

#### Social Capital and Community Engagement

Project Hope efforts in the Cadillac/Winchester community have been successful in large part due to community engagement by PRNS staff, resulting in building social capital with residents and partners. Both the Project Hope staff and the Implementation Team have worked to make it easy for community members to participate in meetings and to ensure that their voices were heard when developing strategies to address problems that affect their community. Over the past 18 months, residents volunteered more than 550 hours of their time to support program efforts; coordinated community cleanups (litter and dumpster days); led outreach efforts by canvassing to inform community members about events and association meetings; attended community trainings; and assisted with community wide events. Additionally, many residents have taken on leadership roles (Neighborhood Association Board Members, Block Captains, Community Volunteer Leads) within the community to support the Project Hope Program efforts. PRNS' leadership, experience in building social capital, and directly engaging with the community has been essential to getting Project Hope launched.

#### Lessons Learned

During the past 18 months of the program's implementation, PRNS has learned the following three key lessons, which will assist with future Project Hope Program implementation:

- (1) The City should invest a minimum of two years to launch a Project Hope effort in a new community. This ensures adequate time to learn the nuances of each neighborhood and develop a work plan specific to that community's needs.
- (2) At the conclusion of the formal program initiation period, staff should develop a "maintenance" plan for the community. This will ensure that the community has staff to call when issues arise or need guidance.
- (3) If the City intends to launch additional Project Hope sites simultaneously, staff will need to re-evaluate the current staffing and funding models to assess resource needs, explore operational efficiencies, and management bandwidth where appropriate.

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### Next Steps

The Project Hope pilot program is meeting the project goals and outcomes as established in the work plan. During the next six months of the project, staff will begin the process to transition from Project Hope Cadillac/Winchester (Council District 1) to Project Hope in Edenvale/Roundtable (Council District 2) with continued funding for this program to be considered as part of the 2018-2019 Proposed Operating Budget process.

### EVALUATION AND FOLLOW UP

Staff will collect program data identified in the March 2017 PSFSS Memorandum at the end of the project period. At this time there is no additional follow-up or program evaluation.

### PUBLIC OUTREACH

This memorandum will be posted on the City's website on the March 15, 2018 PSFSS Committee agenda.

### COORDINATION

This memorandum was coordinated with the City Manager's Budget Office and the City Attorney's Office.

### COMMISSION RECOMMENDATION/INPUT

This memorandum was not presented at a City commission prior to the March 15, 2018 PSFSS meeting.

### CEQA

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Information Memos that involve no approvals of any City action.

/s/

ANGEL RIOS, JR.  
Director of Parks, Recreation  
and Neighborhood Services

For questions, please contact Neil Rufino, Deputy Director, at (408) 535-3576.

Attachment A: Project Hope Service Area

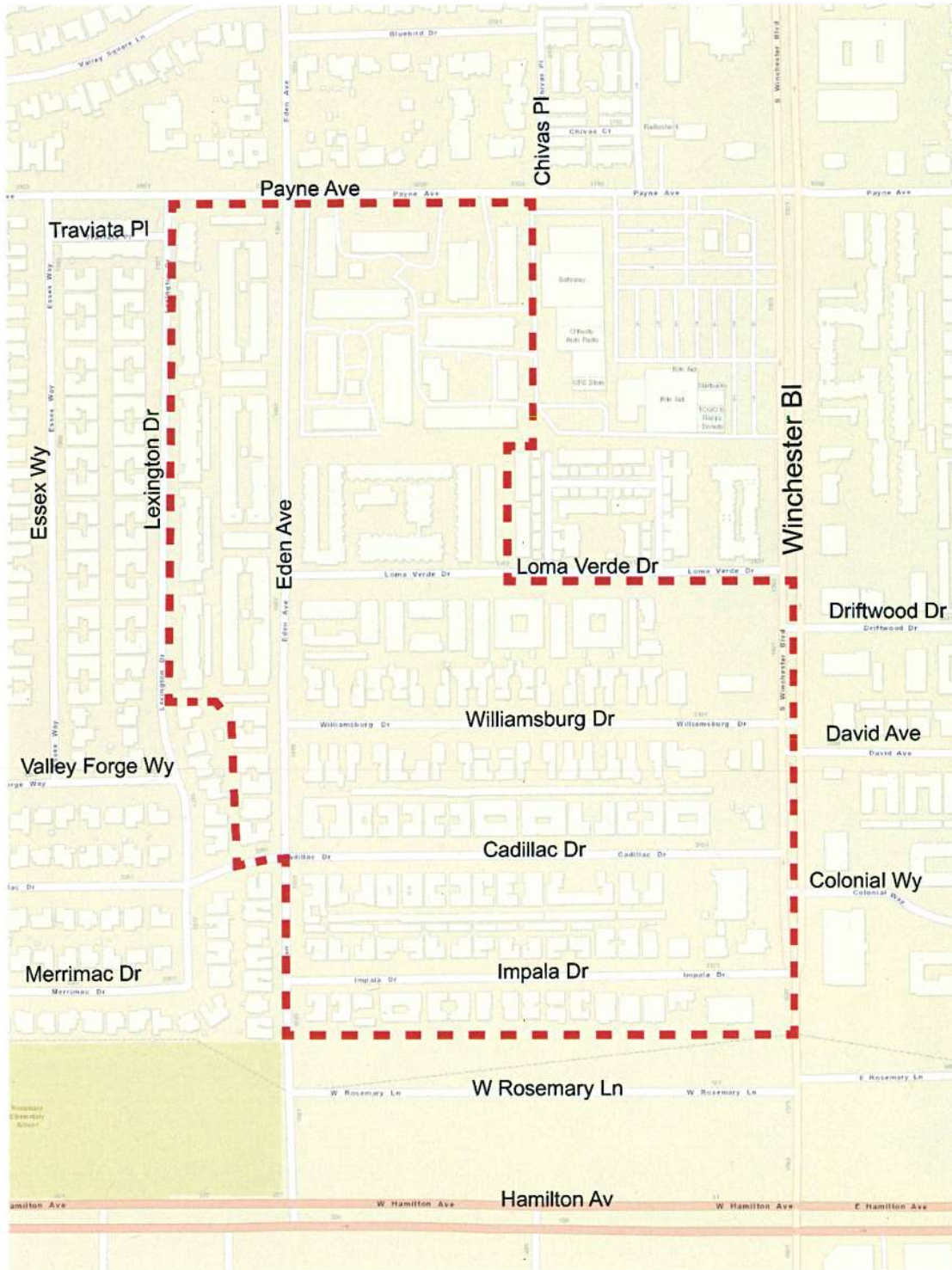
Attachment B: Project Hope Executive Steering Committee

Attachment C: Project Hope Implementation Team



## ATTACHMENT A

### Project Hope Service Area Council District 1





## ATTACHMENT B

### Project Hope Executive Steering Committee

Staff	Position
Chappie Jones	Council Member, District 1
Angel Rios, Jr.	Director, PRNS
Matt Cano	Assistant Director, PRNS
Neil Rufino	Deputy Director, PRNS (RCS & MGPTF Divisions)
Mario Maciel	Division Manager, MGPTF (PRNS)
Jacky Morales-Ferrand	Director, Housing
Diane Buchanan	Deputy Director, PBCE
Eddie Garcia	Chief, SJPD
Paul Pereira	Mayor's Office

## ATTACHMENT C

### Project Hope Implementation Team

Staff	Position
Aurelia Bailey	Community Services Supervisor, Housing
Diane Buchanan	Deputy Director, PBCE
Thomas Troy	Captain, SJPD
Greg Cajina	Community Coordinator - Project Hope Staff, PRNS
David Gomez	CD 1 – Council Aide
Elizabeth Guzman	Community Activity Worker - Project Hope Staff, PRNS
Josue Fuentes	Santa Clara County District Attorney's Office
Mario Maciel	Division Manager, MGPTF (PRNS)
Esther Mota	Crime Prevention Supervisor, SJPD
Paul Pereira	Mayor's Office
Olympia Williams	Community Services Supervisor, MGPTF (PRNS)