

7.1 Neighborhood Association and Engagement Model Status Report.

Recommendation:

As recommended by the Neighborhood Services and Education Committee on April 11, 2024:

- (a) Accept the status report on the Neighborhood Association Engagement Model.
 - (b) Support the prioritization of funding in the 2024-2025 Proposed Operating Budget within the Parks, Neighborhood and Recreation Services Department for a new staffing resource that will be necessary to implement the foundational Neighborhood Association Engagement Model, subject to budgetary constraints and the need to fund other critical City Council and Administration priorities.
 - (c) Direct the City Manager or her designee to sunset the Neighborhoods Commission.
- CEQA: Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action. (Parks, Recreation and Neighborhood Services)
- [Neighborhood Services and Education Committee referral – 4/11/2024 Item (d)2]



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Toni J. Taber, CMC
City Clerk

SUBJECT: SEE BELOW

DATE: April 30, 2024

SUBJECT: Neighborhood Association and Engagement Model Status Report

Recommendation

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- (a) Accept the status report on the Neighborhood Association Engagement Model.
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[Neighborhood Services and Education Committee referral – 4/11/2024 Item (d)2]



Memorandum

TO: NEIGHBORHOOD SERVICES AND
EDUCATION COMMITTEE

FROM: Jon Cicirelli
Director

SUBJECT: NEIGHBORHOOD ASSOCIATION
ENGAGEMENT MODEL
STATUS REPORT

DATE: March 19, 2024

Approved

Date

4/4/24

COUNCIL DISTRICT: CITYWIDE

RECOMMENDATION

- a) Accept the status report on the Neighborhood Association Engagement Model;
- b) Support the prioritization of funding in the 2024-2025 Proposed Operating Budget within the Parks, Neighborhood and Recreation Services Department for a new staffing resource that will be necessary to implement the foundational Neighborhood Association Engagement Model, subject to budgetary constraints and the need to fund other critical City Council and Administration priorities;
- c) Direct the City Manager or her designee to sunset the Neighborhoods Commission; and
- d) Cross-reference this action to the April 30, 2024, City Council meeting.

SUMMARY AND OUTCOME

The Neighborhood Services and Education Committee's acceptance of the status report, feedback, and cross-reference to City Council will provide the opportunity to consider the proposed Neighborhood Association Engagement Model (Model) that seeks to reduce barriers to engaging with the City. If the proposed Model and resources are allocated in the 2024-2025 Operating Budget, staff will initiate implementation including:

- 1. The Parks, Recreation, and Neighborhood Services Department (PRNS) will implement the foundational Model by establishing a quarterly Neighborhood Association Forum starting in the fall 2024, inclusive of the existing annual Neighborhoods Conference, to better support neighborhood association education, outreach, and engagement;

2. PRNS will assess growing the Model by developing a neighborhood services strategy to enhance and coordinate its existing neighborhood services programs to improve outcomes and more effectively utilize existing resources;
3. Staff will support, monitor, and evaluate the foundational Model from fall 2024 through spring 2026 and will subsequently determine the best form and function in the years following; and
4. Following evaluation, staff may come forward with future recommendations to the Neighborhood Services and Education Committee and considerations for future budget actions to scale and sustain the foundational Model, subject to budgetary constraints and other critical City Council and Administration priorities. This may include implementing additional elements to grow to the expanded Model, which includes: 1) forming an equity-centered Neighborhood Services Advisory Group, and 2) establishing a Neighborhood Support Team comprised of PRNS staff dedicated to supporting neighborhood associations and the Neighborhood Services Advisory Group, and laying the foundation for future capacity to possibly reestablish a Neighborhood Development Center¹.

BACKGROUND

The City has a long-standing commitment to engage with and support neighborhood associations and neighborhood groups. The Neighborhoods Commission (Commission) was created as a two-year pilot in April 2008 to ensure that neighborhood leaders had an opportunity to collaborate with the City and to 1) advocate for the needs of neighborhood associations, 2) integrate the perspectives of neighborhood associations into the City of San José decision-making process, 3) study, review, and evaluate issues, courses of action, and policies/programs affecting San José neighborhood associations, and 4) make recommendations to the City Council and the former Redevelopment Agency. In August 2013, the City Council adopted an ordinance establishing the Neighborhoods Commission and expanding the Commission's purpose to advise the City Council regarding issues that impact San José neighborhood associations and focus their efforts on:

- Issues, policies, and programs affecting the quality of life in San José neighborhoods focusing on neighborhood safety, transportation, and code enforcement; and
- Recommendations to the City Council regarding annual budget priorities.

Since 2017, there have been ongoing challenges that have impacted the Commission's ability to meet on a consistent basis. In addition to the lack of quorum which prevented regular meetings, the bureaucratic structure of the Commission posed challenges, and the lack of dedicated staffing to support neighborhood associations left many issues unaddressed and participants feeling frustrated. Additional feedback from the community includes:

¹ A Neighborhood Development Center is a model for building stronger neighborhoods through co-locating of resources, learning and development programs, outreach and engagement, partnerships, and technical support for emerging and established neighborhood associations.

- Lack of participation and a feedback loop from the Commission to neighborhood associations;
- Lack of interaction and problem-solving of immediate neighborhood issues due to the Commission's rigid meeting format to comply with state Brown Act noticing requirements;
- Inability of the Commission to meet the real-time needs of neighborhood associations;
- Overly broad purpose, mandate, and oversight functions of the Commission;
- Inability to meet quorum at meetings on an ongoing and consistent basis due to high turnover of Commissioners, often citing workplans too ambitious for a volunteer group; and
- Inequitable and inaccessible caucus processes used to select Commissioners, a process widely considered exclusionary by community members who reflect San José's diverse population.

Given these challenges, staff recommended that the City Council sunset the Neighborhood Commission in March 2023². At that time, the City Council voted to suspend the Neighborhoods Commission to allow time for PRNS to further engage with residents to determine the best structure to address dynamic neighborhood issues. This work began in August 2023 and continued through the Annual Neighborhoods Conference held on October 14, 2023, to ensure that residents could provide feedback on the proposed model. To facilitate the community input process, staff worked with a consultant, Guidehouse (a state and local government consultancy), to conduct the three-month community engagement process and to align this work with the City's Customer Service Vision and Standards.

ANALYSIS

Community Engagement Approach and Findings

During the fall 2023, staff contracted with Guidehouse to work with PRNS and staff from the City Manager's Office (collectively, referred to as the project team) to engage approximately 238 stakeholders for input. The project team facilitated and collected Department, City Council, and community feedback through four engagement methods:

1. **City Council and Staff Interviews**, including 28 City touchpoints with six Council Offices, the Mayor's Office, and 13 City staff members through dedicated interviews and visioning workshops.
2. **Community Meetings**, including engaging with 48 community members through three in-person community meetings during the fall 2023. Participation included individuals from 20 neighborhood associations and nine Council Districts.

² Neighborhood Commission Restructure, March 9, 2023:

<https://sanjose.legistar.com/View.ashx?M=F&ID=11689574&GUID=4751040C-C5C6-402E-B41F-AB184F947CE3>

3. **Community Survey**, including 122 survey responses administered virtually and by paper in four languages (English, Spanish, Chinese, and Vietnamese). Survey responses came from approximately 47 neighborhood associations and all 10 Council Districts.
4. **Neighborhoods Conference**, on October 14, 2023, including 40-50 conference activity participants in which individuals completed two prioritization activities.

These engagement methods revealed five findings, which the project team summarized into model themes comprised of concepts important to stakeholders in a neighborhood association engagement model. The five findings are rooted in addressing real issues facing neighborhoods related to customer service, service delivery, communications, and community engagement. Engagement findings and model themes include:

- **Capacity Building.** Stakeholders expressed that neighborhood associations need more City resources, so they have the training, funds, and knowledge they need to lead their associations effectively;
- **Issue Support.** Stakeholders indicated that community members often struggle to navigate various City services to get their issues resolved in a timely manner;
- **Connectivity.** Stakeholders cited that neighborhood associations lack consistent avenues to connect with other neighborhood associations, and when opportunities to connect are created, neighborhood association leaders benefit greatly from shared knowledge and resources;
- **Two-Way Communication.** Stakeholders expressed that neighborhood associations lack formalized venues for information sharing and feedback with the City, and individuals expressed concern that they rarely hear updates or receive follow-up when they do engage with the City; and
- **Advising.** Stakeholders expressed that the mandate of the former Commission was confusing but felt that there should still be a forum or channel through which community perspectives can be elevated on key issues.

During the Neighborhoods Conference, staff facilitated two activities for participants to provide input. In the first activity, participants were given two dots and were asked to vote on which two key purposes are the most important to their neighborhood association. **Capacity Building**, **Two-Way Communication**, and **Issue Support** were the three most important purposes to neighborhood associations in this activity, with **Advising** scoring the lowest. In the second activity, participants were asked to dot-vote on which model they were most excited about participating in among several possible concepts. The full results from these activities are shown in Figure 1.

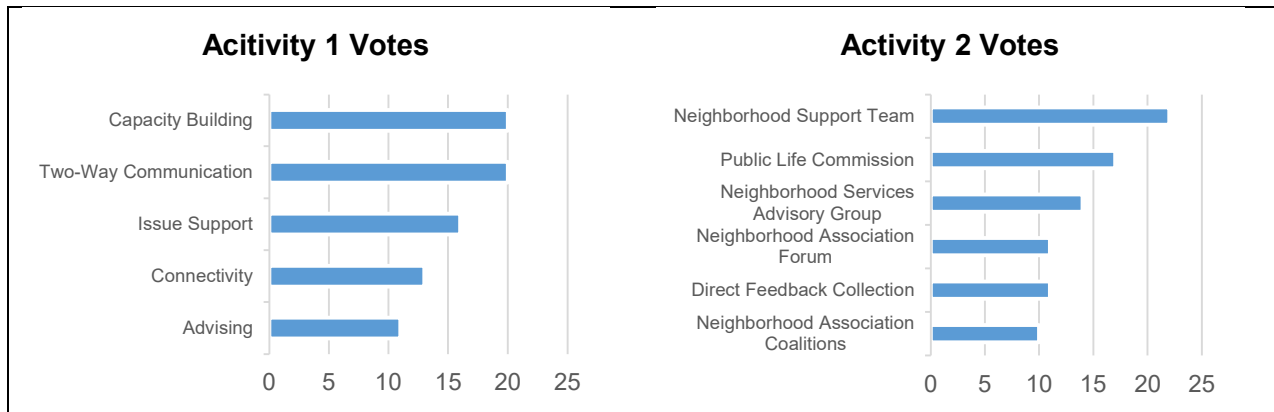


Figure 1. Community Input Results from the Neighborhoods Conference.

Based on this community engagement process and findings, staff recommends transitioning to a Neighborhood Association Engagement Model that includes three pillars: a Neighborhood Association Forum, a Neighborhood Support Team, and a Neighborhood Services Advisory Group (Figure 22 below). The foundational Model recommended includes the Neighborhood Association Forum. The expanded Model includes the addition of the Neighborhood Support Team and Neighborhood Services Advisory Group. Given the need to strategically prioritize limited resources, the staff recommendation in this memorandum focuses on the foundational Model. Even so, the recommendation acknowledges the opportunity for future resourcing to scale to the expanded Model, which is the vision shaped through the community engagement process.

In total, the Model incorporates internal and external strategies for service delivery, such as internal cross-departmental collaboration and external programs including Project Hope and the Youth Empowerment Alliance. The first pillar within the foundational Model focuses on neighborhood association engagement through the Neighborhood Association Forum, which would prioritize capacity building, two-way communication, issue support, and better connecting neighbors to each other. The second pillar within the expanded Model would be focused on scaling to a Neighborhood Support Team with dedicated staff. The third pillar within the expanded Model would be focused on creating an advisory group to provide an advising component between the City and neighborhoods.

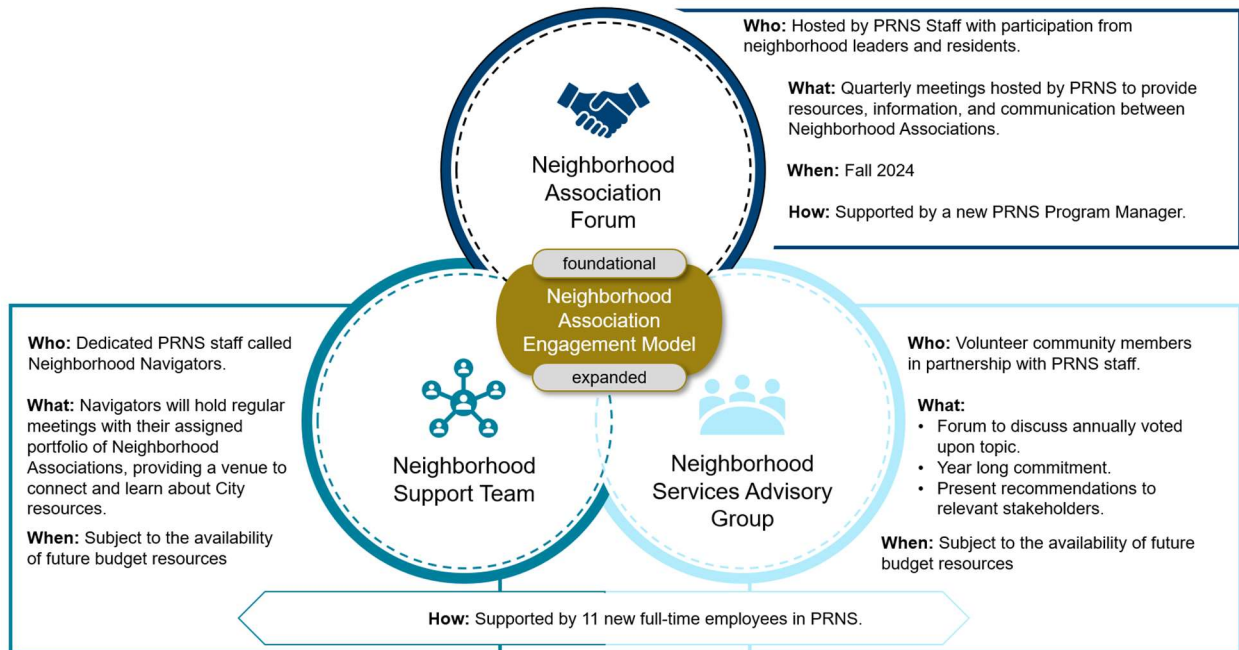


Figure 2. Foundational and Expanded Neighborhood Association Engagement Model.

The outcomes of the Model align with the Neighborhood Services City Service Area, which seeks to engage with the diverse mosaic of the San José community to reflect the rich cultural history and lived experiences of residents and to serve as conduits for people to connect with one another, to build community, and to provide pathways to opportunity, lifelong learning, and prosperity. The outcomes of the Model also align with recommendation 3.3 from the City’s Customer Service Vision and Standards adopted by the City Council in March 2023, which is to optimize outreach campaigns to engage and educate residents³.

The transition to this Model will enable a more equitable approach to delivering neighborhood services, broadening engagement across neighborhood associations, and reducing barriers to participation. Ultimately, the Model will enable the City to better support and strengthen neighborhood associations.

Neighborhood Association Engagement Model Detail

Leveraging the findings and perspectives identified through the community engagement process, the project team identified opportunities that are responsive to the needs expressed by stakeholders and extend the purpose of the Neighborhoods Commission to be more comprehensive and more accessible. The following provides additional detail for the proposed components of the Neighborhood Association Engagement Model: Neighborhood Association Forums (the foundational Model), and a Neighborhood Support Team and a Neighborhood Services Advisory Group (the expanded Model). Note that the components are designed to

³ Customer Service Vision and Standards Initiative Report, March 7, 2023:

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=6032807&GUID=D3D81D22-F87E-4DA9-A98C-D0FC0DDE7FC5&Options=&Search=>

augment existing strategies, including the annual Neighborhoods Conference and the BeautifySJ grant program, and are intended to provide enough structure to move forward while still leaving room for future co-creation with stakeholders.

Neighborhood Association Forum (Foundational Model)

This foundational Model component includes the creation of a quarterly Neighborhood Association Forum facilitated by a new position in PRNS. The Forum will provide neighborhood associations with a centralized venue to learn about City resources as well as seek support in accessing the resources they need. Additionally, neighborhood associations will have the opportunity to learn best practices from one another on delivering impact within their community. This component also serves as a tool for two-way communication to share information, solicit feedback, facilitate discussions, and provide follow-up. The Neighborhood Association Forum would launch in the fall of 2024 to complement the existing, annual Neighborhoods Conference held each year in the fall, subject to the appropriation of funds for a new position in the Fiscal Year 2024-2025 Operating Budget. The Administration is evaluating the inclusion of this new staffing resource in the 2024-2025 Proposed Operating Budget, subject to budgetary constraints and other critical City Council and Administration priorities.

Neighborhood Support Team (Expanded Model)

This engagement model component includes the creation of a new Neighborhood Support Team with dedicated PRNS staff called Neighborhood Navigators. The Neighborhood Navigators will hold regular meetings with their assigned portfolio of neighborhood associations, providing a smaller venue with more connection to learn about City resources as well as seek support from the City to address more complex issues. Resources will be focused on neighborhood associations with the most need. It is anticipated that approximately 11 staff will be needed for this component of the expanded Model to scale the program and to adequately support the program outcomes. It is anticipated that new resources will be needed to implement this model. As such, the expanded Model is subject to resource availability as part of future budget processes.

Neighborhood Services Advisory Group (Expanded Model)

This expanded Model component also includes the establishment of a new Neighborhood Services Advisory Group. This provides a venue for participants to weigh in on salient issues in the community and gives participants a shared purpose for driving action. The Neighborhood Services Advisory Group will be made up of community members that provide feedback to the City on annual program and services topics selected by the participants at the annual Neighborhoods Conference. The topic scope for the group includes Neighborhood Services City Service Area (CSA) core services and programs and expanding in the future to potential partners from other CSAs (such as Environment Services and Transportation).

The Advisory Group would represent the community perspective on selected, high-priority neighborhood issues, and provide service recommendations to relevant City stakeholders and leadership. Expected work product will include no cost, low cost, and high-cost service recommendations, vetted with Department staff for feasibility and prioritization. The report will

be presented to the appropriate Department leadership and will include community engagement findings generated by the Advisory Group and feedback from the Neighborhoods Conference. Members would be expected to attend meetings and the annual Neighborhoods Conference, and to conduct community engagement processes, supported by City staff, to collect community perspective.

Implementation Timeline

If funding is allocated in the FY 2024-2025 Operating Budget for a new staffing resource, the proposed foundational Model included in this memorandum would be implemented through the phased approach shown in Table 1. The timeline is structured to allow program capacity-building elements to initiate first while being strategic about staff resources needed to scale the Model effectively.

Table 1. Neighborhood Association Engagement Model Implementation Phases

	Timeframe	Expected Outcomes and Activities
Phase 1	Fall 2024 through spring 2025	<i>Outcome: Initiate the foundational Model to establish the structure for neighborhood association engagement</i> <ul style="list-style-type: none"> • Subject to the inclusion in the Fiscal Year 2024-2025 Operating Budget, hire a staffing resource to implement the foundational Neighborhood Association Engagement Model (August 2024) • Launch the quarterly Neighborhood Association Forum at the annual Neighborhoods Conference (October 2024) and continue quarterly Neighborhood Association Forum meetings (December 2024 – June 2025)
Phase 2	Fall 2025 through spring 2026	<i>Outcome: Sustain and evaluate programs to increase Model impact</i> <ul style="list-style-type: none"> • Sustain quarterly Neighborhood Association Forum meetings (on-going) • Hold the annual Neighborhoods Conference (October 2025) • Evaluate the foundational Model and identify needs and opportunities for scaling to the expanded Model, bringing recommendations as necessary to the City Council through the Neighborhood Services and Education Committee and/or through the budget process

Following these two phases, staff will evaluate and identify policy, program, or resource adjustments and iterations needed to improve, sustain, and scale the Model in the future, including the possibility of launching as a Neighborhood Development Center, and subject to budgetary constraints and other important City Council and Administration priorities. As part of this implementation timeline, the Administration intends to work with the City Clerk’s Office to connect past Neighborhood Commissioners that have time remaining on their terms to other open commission opportunities. Past Neighborhood Commissioners will be eligible to apply for membership on the Neighborhood Services Advisory Group, if implemented.

Policy Alternatives Considered

The research performed examined concepts that peer jurisdictions use for engaging and supporting neighborhood associations or equivalent groups. Jurisdictions were identified based on those that have similar neighborhood engagement goals to the City of San José, including: City of Boston, City of Seattle, City of Kansas City, City of Portland, and City of Los Angeles.

Of the peer jurisdictions, various concepts were identified and summarized. The Model that staff has proposed draws on elements and themes from these alternatives, based on near-term goals, long-term opportunities, and consideration for resources. Details from the peer jurisdiction case studies are shown in detail in Attachment AA and include the concepts shown in Table 23

Table 2. Neighborhood Engagement Case Studies Considered

Jurisdiction	Concept	Summary
City of Los Angeles, Department of Neighborhoods	<ul style="list-style-type: none"> • Neighborhood Council program • Board of Neighborhood Commissioners • Neighborhood District Coordinators 	Allows multiple avenues to access active participation in city government, some with high barriers, some with low barriers. Extremely resource intensive program, requiring over 20 full-time staff to operate.
City of Seattle, Department of Neighborhoods	<ul style="list-style-type: none"> • Community Engagement Coordinators • Community Navigators • Community Involvement Commission 	Components are recognized as an integral part of the community feedback loop and have considerations, including financial compensation, to lower barriers. Active participation and turnout have a correlation for groups that are better funded.
City of Boston, Office of Neighborhood Services	<ul style="list-style-type: none"> • Community Navigators 	Facilitated community engagement allows projects across departments to get more participation.
City of Portland, Office of Community and Civic Life	<ul style="list-style-type: none"> • Satellite Offices for Specific Neighborhoods • Advisory Bodies Program • Immigrant and Refugee Program 	Allows for direct engagement and support to neighborhood associations. Even so, barriers exist for residents that may lack the time and resources to participate.
City of Kansas City	<ul style="list-style-type: none"> • Community Engagement University 	Expands access to more audiences, though in a more education-based, one-way program versus two-way engagement.

CONCLUSION

The City of San José remains committed to supporting neighborhood associations as a critical linkage for how it reaches and connects with this part of the San José community. This memorandum highlights immediate actions necessary to better meet the needs of neighborhood associations. This memorandum also acknowledges the need to expand the concepts of the proposed Neighborhood Association Engagement Model to neighborhoods more broadly, including those that do not have robust or diverse community participation in neighborhood associations. As identified in the memorandum there is a need for new staffing resources to lead and implement the deliverables outlined in the program timeline.

If no new funding is appropriated in the FY 2024-2025 Operating Budget for the new staffing resource to implement the foundational Model, the Neighborhoods Commission would sunset as of June 30, 2024. Additionally, no major actions related to neighborhood engagement would move forward in PRNS with exception of community-building and organizing efforts in designated Project Hope neighborhoods.

This memorandum is informed by and aligns with several City Council and Administration strategies and policies, including *Customer Service Vision and Standards*, *ActivateSJ*, *Children and Youth Services Master Plan*, *the City Manager's One Team Leadership Values and Expectations of Delivering Excellent Customer Service*, *the City's Racial Equity Framework*, and *the Community Engagement Framework*.

EVALUATION AND FOLLOW-UP

PRNS will move forward a budget proposal as part of the fiscal year 2024-2025 budget process for City Council's consideration of the resources needed to begin implementation of the proposed Neighborhood Association Engagement Model outlined in this memorandum. Staff will provide regular Neighborhood Association Engagement Model program status updates to partner Departments through the Neighborhood Services CSA.

CLIMATE SMART SAN JOSÉ

The recommendation in this memo has no effect on Climate Smart San José energy, water, or mobility goals.

PUBLIC OUTREACH

This memorandum will be posted on the City's Neighborhood Services and Education Committee Agenda website for the April 11, 2024, meeting, with a cross-reference to the April

March 19, 2024

Subject: Neighborhood Association Engagement Model Status Report

Page 11

30, 2024, City Council meeting. The recommendations in this memorandum were informed by community engagement from approximately 238 stakeholders for perspective and input.

COORDINATION

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

CEQA

CEQA: Not a Project, File No. PP17-008, General Procedure and Policy Making resulting in no changes to the physical environment.

/s/

Jon Cicirelli
Director of Parks,
Recreation, and Neighborhood Services

For questions, please contact Andrea Flores Shelton, Andrea.FloresShelton@sanjoseca.gov, Deputy Director, Community Services Division of Parks, Recreation, and Neighborhood Services.

The principal author of this memorandum is Olympia Williams, BeautifySJ Division Manager. For questions, please contact Olympia.Williams@sanjoseca.gov.

City of San José: Neighborhood Association Engagement Model

Final Report

Agenda

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Project Overview

Project Overview

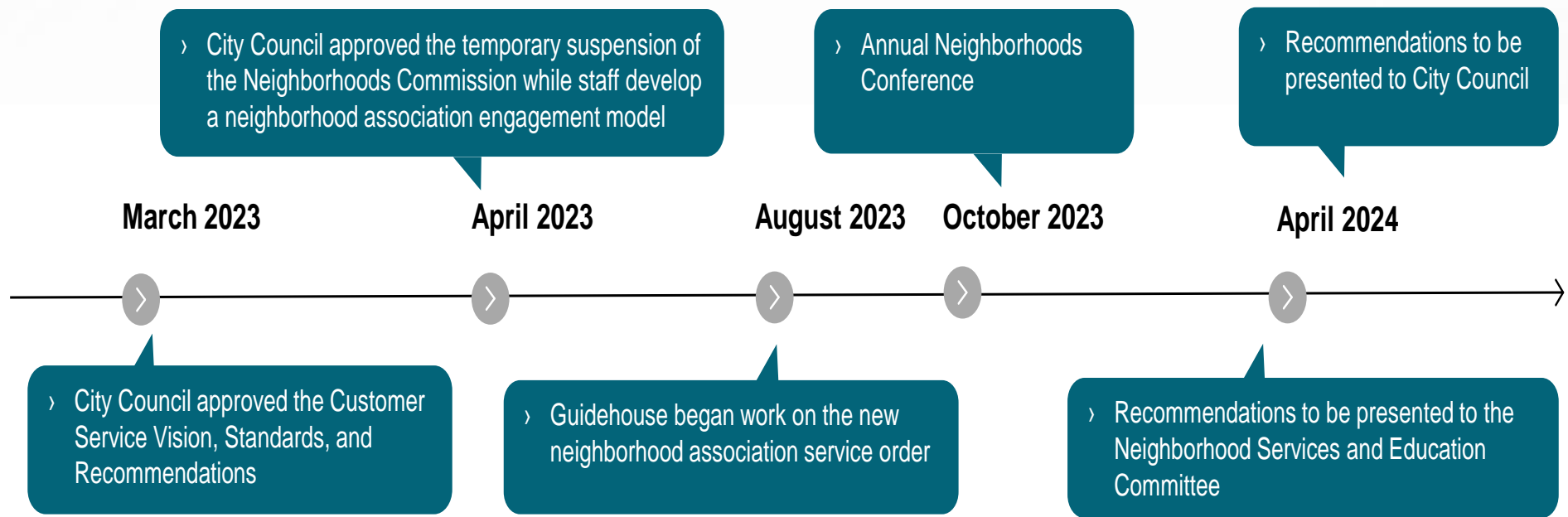


Project Purpose: Develop a Neighborhood Association Model that **facilitates City outreach to Neighborhoods** and provides Neighborhoods the **opportunity to engage** with the City.




Project Goal: Develop a Neighborhood Association Engagement Model that **increases access, communication, and understanding of City services** and ties into the City's **Customer Service Vision and Standards**.

Project Timeline:







Project Approach and Inputs

We engaged 238* stakeholders over 4 engagement methods over the course of the project.

 **Project Approach:** Facilitate and collect City **staff and community feedback** through four engagement methods. Leverage input to **synthesize findings** into recommendations in collaboration and iteration with City staff.

Project Inputs

Council and Staff Interviews	Community Meetings	Community Survey	Neighborhoods Conference
			
28 City Touchpoints	48 Participants	122 Survey Respondents	40-50 Conference Activity Participants*
<ul style="list-style-type: none">Spoke with 13 City staff members through dedicated interviews, regular status meetings, and a Visioning Workshop.Spoke with the Mayor and 6 City Council Offices.	<ul style="list-style-type: none">Spoke with 48 community members through three in-person community meetings.Participants came from 20 Neighborhood Associations and 9 Council Districts.	<ul style="list-style-type: none">Received responses from 122 community members.Surveys were administered virtually and in-person and in 4 different languages.Responses came from 47** Neighborhood Associations and all 10 Council Districts.	<ul style="list-style-type: none">City facilitated two engagement model activities at the Neighborhoods Conference.40-50 people participated in two activities (participants were given two dots for each activity, each activity had around 80 dots).






*Approximate estimate based on activity results.

** Approximate estimate based on survey analysis.

Community Engagement Findings

Community Engagement Findings – Model Themes

The project inputs revealed 5 themes for the new Neighborhood Association (NA) Model.

Community Engagement Finding	Model Themes
Stakeholders expressed that NAs need more City resources so that they have the training, resources, and knowledge they need to lead their Associations effectively.	 Capacity Building Providing support to enable all neighborhoods to create self-sufficient Associations (e.g., grants support, administrative support, leadership training).
Stakeholders indicated that community members often struggle to navigate various City services and get their issues resolved in a timely manner.	 Issue Support Providing information and resources to enable NAs to navigate City services (e.g., ad hoc training on how to report graffiti, etc.).
Stakeholders cited that NAs lack avenues to connect with other NA's. When opportunities to connect are created, NA leaders benefit greatly from shared knowledge and resources.	 Connectivity Connecting NAs to one another so they can build community, learn from one another, and strengthen self-sufficiency (e.g., NA mentorship programs).
Stakeholders expressed that NAs lack formalized venues for information sharing and feedback. Additionally, individuals expressed concern that they rarely hear back or receive follow-up when they do engage with the City.	 Two-Way Communication Providing information to and soliciting information from NAs so communities are well-informed, and the City understands the needs of neighborhoods.
Stakeholders expressed that the mandate of the former Commission was confusing but felt that there should still be a forum or channel through which community voices can be elevated on key issues.	 Advising Facilitating formalized processes for NAs to make recommendations on City policy and issue decisions (e.g., budget allocation).

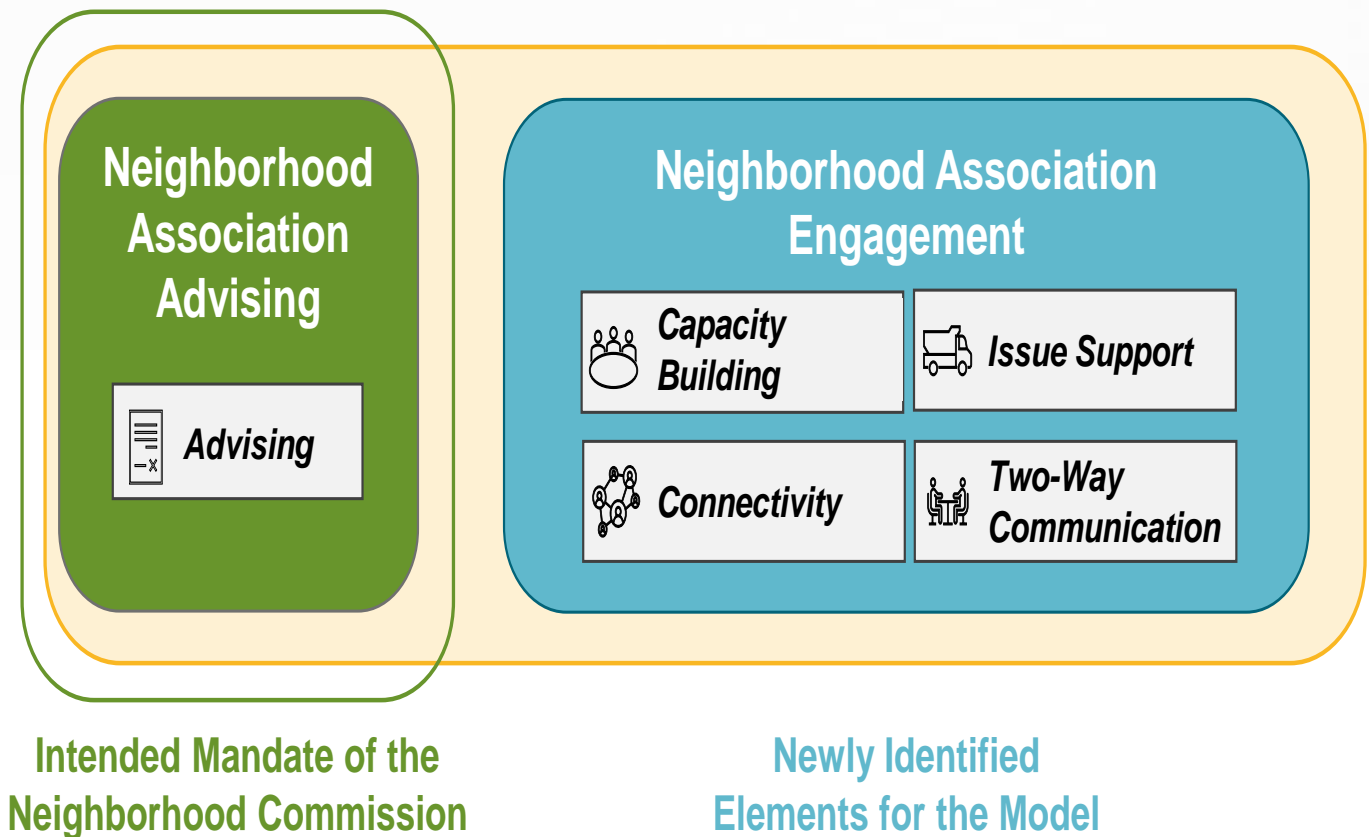
Community Engagement Findings – Model Purpose

The five model themes signify a desire for an expanded and comprehensive purpose for the new Neighborhood Association Engagement Model.

Though the engagement work revealed confusion amongst stakeholders about the purpose of the former Neighborhoods Commission and its replacement, it also revealed that the new model should incorporate elements of the five model themes.

The five themes can be broken into two potential functions of the model: NA Advising and NA Engagement.

Expanded Purpose of the New Model



Recommendations

Recommendation Overview

A three-pronged model was designed to address the engagement findings.

Neighborhood Engagement

Engagement model recommendations address the themes of capacity building, connectivity, two-way communications, and issue-support.

Engagement Method 1: Create a **Neighborhood Association Forum** that meets quarterly, expanding on the existing annual Neighborhoods Conference hosted by PRNS.

Engagement Method 2: Create a new **Neighborhood Support Team** with dedicated staff members called **Neighborhood Navigators** that are assigned a portfolio of Neighborhood Associations.





Neighborhood Advising Structure

Advising Structure options address the engagement finding theme of advising.

Neighborhood Services Advisory Group: Create a new **Issue-Based** group that focuses on Neighborhood Services CSA topics not currently addressed through other City forums. Members provide recommendations to relevant Department leadership.

Engagement Method 1: Neighborhood Association Forum

Engagement method 1 includes the creation of a quarterly Neighborhoods Association Forum that is run by PRNS staff.

Phase Impact*			
 Capacity Building	 Connectivity	 Issue Support	 Two-Way Communication
<ul style="list-style-type: none"> The Forum provides a centralized venue for NAs to learn about City resources for NA operations as well as seek support in accessing the resources they need. Additionally, NAs will have the opportunity to learn best practices from one another on how to optimize their NA. 	<ul style="list-style-type: none"> The Forum enables NAs to get together on a more regular basis and establish relationships with one another. This can lead to a greater sense of community between NAs as well as increased information and best practice sharing. Bringing NAs together will also help the City identify common issues across neighborhoods. 	<ul style="list-style-type: none"> NAs will have the opportunity to learn about City services during these meeting, familiarizing them with how to navigate certain services and resolve issues. Issue-specific trainings will also give NAs the opportunity to meet with Department staff responsible for resolving some of these issues to answer questions and increase trust with the City. 	<ul style="list-style-type: none"> The Forum provides a regular and centralized venue for the City to share information, solicit feedback, facilitate discussions, and provide follow-up with NAs. A consistent venue for communication with the same City staff members can enable better relationship building between the City and NAs.





Considerations

- Existing staff may not have the capacity to add additional responsibilities to their workload.
- The phase only provides a formal venue for engagement between NAs and the City quarterly, but NAs may need or want direct support more frequently.
- High responsibility is placed on PRNS staff to identify issues that need escalating or further attention based on their engagement with the NAs.
- This phase does not provide dedicated resources that can focus on underserved communities or NAs that might need extra support.

*For more information on structure and logistics, please go to slide [53](#).

Engagement Method 2: Neighborhood Support Team

Engagement method 2 includes the creation of new Neighborhood Support Team with dedicated PRNS staff members called Neighborhood Navigators.

Phase Impact*			
 Capacity Building	 Connectivity	 Issue Support	 Two-Way Communication
<ul style="list-style-type: none"> Neighborhood Navigators will hold regular meetings with their assigned NAs, providing a smaller venue for NAs to learn about City resources for NA operations as well as seek support in accessing the resources they need in a personalized capacity. Additionally, these meetings will provide NAs the opportunity to learn best practices from one another on how to improve and optimize their operations. 	<ul style="list-style-type: none"> More frequent meetings between Navigators and their assigned NAs enable NAs to gather on a more regular basis and establish better relationships with one another, leading to a greater sense of community between NAs as well as increased information sharing. Navigators will allow for greater connectivity between City resources and neighborhoods. 	<ul style="list-style-type: none"> NAs will have the opportunity to learn more about City services during meetings with their Navigators, familiarizing them with how to navigate certain services as well as how to resolve issues. Issue-specific trainings will also give NAs the opportunity to meet w/ Dept. staff to answer questions and increase trust with the City. NL's can answer questions and connect residents with resources throughout the City. 	<ul style="list-style-type: none"> Meetings provide a regular and standard venue for the City to share information, solicit feedback, facilitate discussions, and provide follow-up with a smaller group of NAs. A consistent City point of contact and venue for communication can enable better relationship building between the City and NAs. Navigators can elevate concerns, common themes, and community feedback to City Departments.

Considerations

- The City will need to ensure there are adequate NLs so that they have capacity to address different levels of NA maturity as well as provide specialized attention to underserved NAs and communities.**
- Navigators will be given responsibility to establish trust, make themselves a well ingrained feature of the community, and manage a large cohort of residents.
- Navigators will need significant training to act as central hubs of information for City services and be experts in all Department resources.

Advising Structure: Neighborhood Services Advisory Group

Neighborhood Navigators can help facilitate the creation of and support the operation of a Neighborhood Services Advisory Group.

Phase Impact		Additional Information*	
<div> <div></div> <div>Advising</div> </div>		Role of Participants	Role of City Staff
<ul style="list-style-type: none"> Provides a forum for NAs to weigh in on salient issues in their communities and gives NAs and participants a shared purpose for the Group/Roundtable. The volunteer process decreases barriers to involvement and can encourage those who are passionate about the topic to participate. The changing topics each year provides opportunity for different voices to participate each time. Leverages existing City processes for Advisory Groups/Roundtables, making it easier for staff to stand-up this new forum. The yearly nature of these groups ensures they are action-oriented. 		<ul style="list-style-type: none"> Represent NA and community perspectives on specific issues. Provide policy and budget recommendations to relevant stakeholders on the given issue using input from their community. 	<ul style="list-style-type: none"> Help direct community members to existing Commissions, Advising Groups, and other forums when relevant. Facilitate the selection of the yearly topic during with hall NAs. <ul style="list-style-type: none"> Topics should be narrowed to issues of neighborhood services (e.g., beautification or community engagement) Provide administrative support.

Considerations

- The City will need to consider the logistics of the topic voting process at the all-NA meetings.
- There is a risk of the same individuals volunteering for the Advisory Group/Roundtable every year.
- The structure may come with the same strengths and challenges that are persistent in all City Advisory Groups and/or Roundtables.
- The City should consider compensation for the participants to help address systemic barriers to participation.
- While this is being implemented, the City can evaluate creating the Issue-Based Commission based on additional stakeholder feedback.

*For more information on structure and logistics, please go to slide [66](#).

Appendix

Engagement Findings: Key Themes

Community Meeting Themes

The Community Meetings revealed several ideas on how the City could improve engagement with Neighborhood Associations in the future.



Dedicated Resources

Designated City representative that can act as the point of contact for the Neighborhood Association within the City, Liaison for the neighborhood on behalf of the Association for City operations and conduct outreach and follow-up.



Administrative Support

Centralized resource (e.g., dedicated Neighborhood Association website) that can provide administrative support for the operations of the Neighborhood Association including grants and financing support, technical administrative services, and organizational support.



Issue-specific Support

Forum or channel for issue-specific assistance (e.g., targeted guidance on safety, housing, and other issues in the neighborhood).

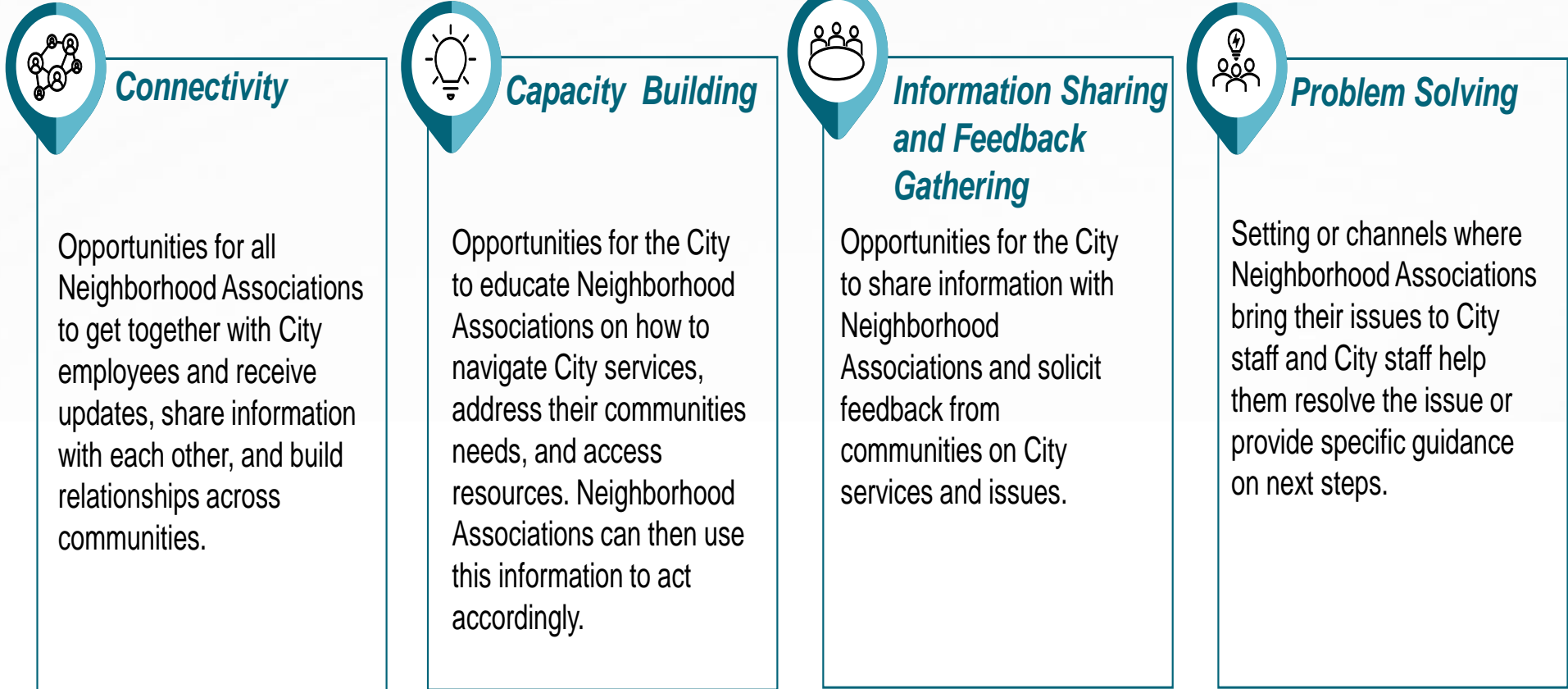


Formalized Communication Channels

Regular and frequent communications from the City across channels (e.g., in-person meetings, paper newsletters, emails, physical banners, website updates) on issues affecting their neighborhood (e.g., new construction, street work, etc.) including regular follow-up.

Internal Interview Themes

Internal interviews revealed several goals for the new Engagement Model.



Councilmember Interview Themes

Councilmember interviews reinforced some themes while also introducing new ones.



Capacity Building

Tools and resources to better equip Neighborhood Associations to serve their communities (e.g., succession planning resources, central repository of relevant information, trainings, administrative support).



Resource Support

Event funding and incentives so that the City and/or Neighborhood Associations can create an environment to make participating in a Neighborhood Association more accessible.



Advising

Forum or process where Neighborhood Association leaders or representatives can collaborate with the City directly and provide recommendations on relevant policies and issues (e.g., safety, quality of life issues, the budget).



Empowerment

Opportunities or processes for Neighborhood Associations and community members to make changes in their own neighborhood and/or feel co-ownership over certain City projects/initiatives.

Survey Key Takeaways

The 122 respondents reinforced many of the themes found through other engagement methods.



Need for greater financial support.. Most respondents indicated that the City provides NA's "some" support and listed financial resources are the highest need (61%). This resonates with community meeting finds as most respondents listed resources for events and communications as a top concern.

- Community members want to host their own events and connect with their neighborhoods but need consistent and reliable resources to do so.
- This supports the Engagement Model Phase 3 to provide coalitions with consistent grant funding.



Preference for in-person resources. Respondents indicated that in-person consistent meetings with City staff were of top concerns (35%) and that their NA's need dedicated support (56%).

- Through community meetings and council interviews stakeholders expressed difficulty building community trust without assigned and consistent representation.
- The City should explore options that provide City resources to connect with, provide resources to, and act as a liaison to neighborhoods. Engagement models 1 through 3 explore various levels of dedicated support.



Community members want to feel empowered in their interactions with the City and while advocating for their communities. 81% of responses for 'why you participate in your neighborhood association' included advocating for their neighborhood and for those that are not current members indicated that third most likely reason they would join is to advocate for their community.

- The City should explore options that allow neighborhoods to have an active voice to inform City decisions.
- Advising Models 2 and 3 provide formalized avenues to which community members can advocate for their neighborhood and provide input on City action.

Note for Consideration: Between all three engagement methods, the community meetings, survey, and neighborhoods conference, many of the same NA's were represented. Note that there might be some overlap in representation within this data set due to lack of control over single unique inputs.

Engagement Findings: Neighborhoods Conference

Neighborhoods Conference Key Takeaways

The ~40 participants reinforced many of the themes found through other engagement methods.



Support and excitement for the Neighborhoods Support Team. The Neighborhoods Support Team received the most votes of the model options (26%).

- Participants were most interested in the Neighborhood Support Team, expressing that it could give them the access and resources they need.
- This feedback is consistent with the feedback received from other engagement methods – community members want dedicated support from the City. This is also consistent with the purpose voting results, as capacity building and two-way communication received the most votes (both with 25% of the votes).



Contradictory advising preferences. Advising received the least number of votes (14%) during the purpose activity, however the Issue-Based Commission Received the second most votes (20%) overall of the six model options. The third most voted model option was also Issue-Based Advisory Group (16%).

- Engagement has consistently revealed contradictory preferences on the role of advising in the New Model (Advising also received the least number of votes during the staff Visioning Workshop).
- This information signals that stakeholders do want Advising to be an aspect of the new Model, but the City may need to conduct additional analyses to determine the best fit Advising model option in the long-term.

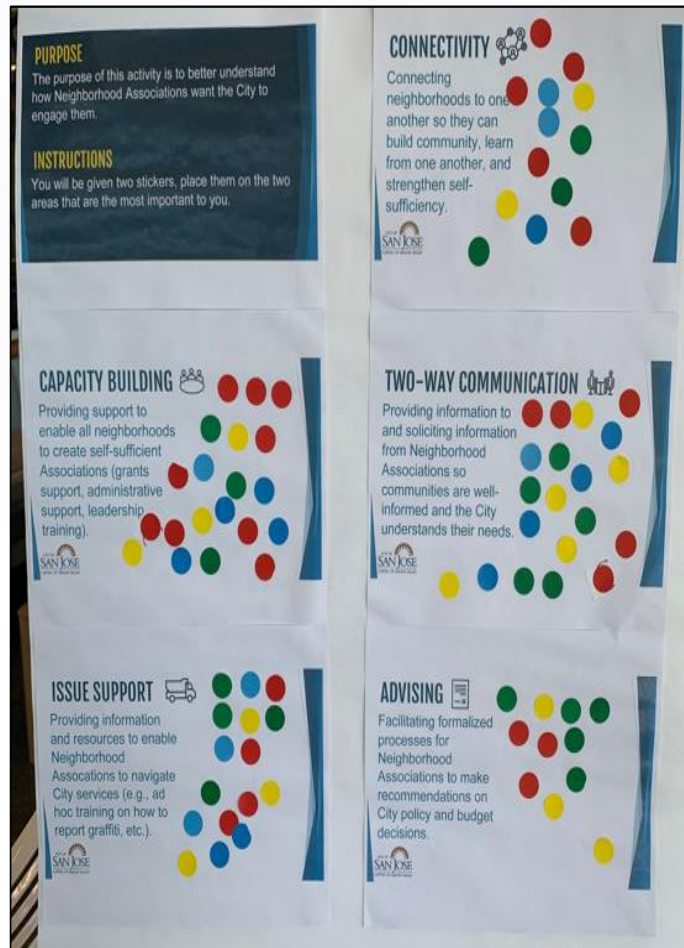


Need for further exploration. The Neighborhood Coalitions received the lowest number of votes of the options (12%), signaling the need for additional analyses on potential long-term organizational structures.

- Though Coalitions received the least number of votes of the model options, participants saw value in the Coalition model such as its potential to partner with Project Hope and the potential prevention of City-staff burn-out. However, participants also expressed concern on if this structure would create potential conflicts with existing Coalitions.
- As the City considers adding additional dedicated resources in the long-term, it may need to conduct additional analyses to determine the best structure for organizing NAs and staff resources (i.e., Coalition structure or other organization method).

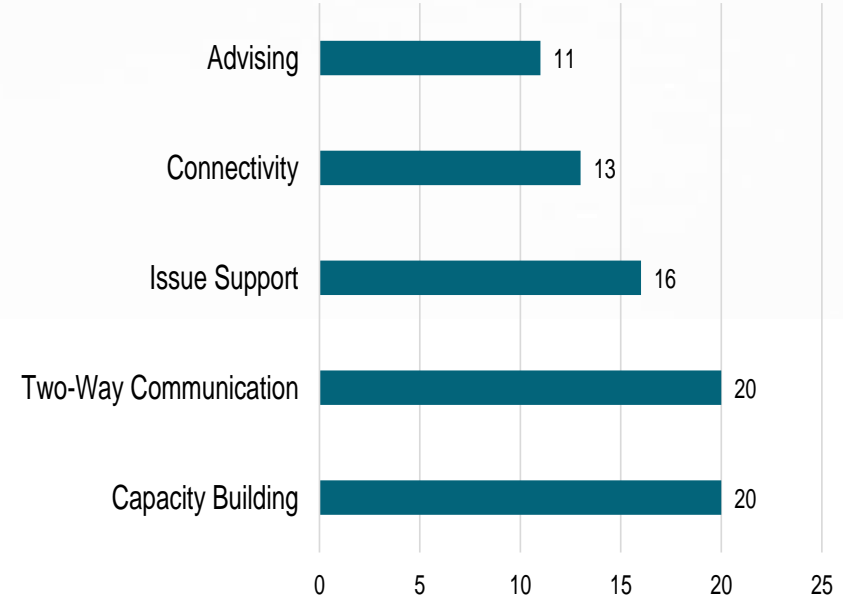
Neighborhoods Conference – Activity 1

The first activity asked participants to vote for their preferred purpose for the new Engagement Model.



Participants were given two dots for voting

Which two key areas are the most important to your Neighborhood Association?



Two-way communication and capacity building were the most important areas for Neighborhood Associations.

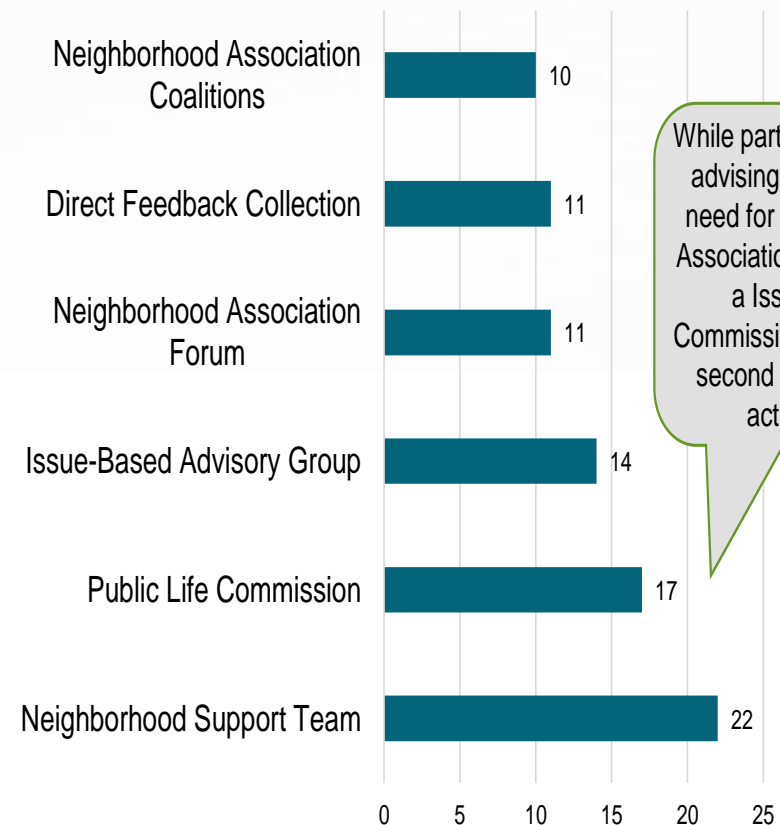
Neighborhoods Conference – Activity 2

The second activity asked participants to vote for the model they are most excited about.



Participants were given two dots for voting

Which engagement and advising models resonate the most with you.



While participants ranked advising as the lowest need for Neighborhood Associations, developing a Issue-Based Commission received the second most votes in activity two.

Model Research

Model Research – Approach

Desk research was conducted to understand how other cities structure their neighborhood engagement models.

Purpose:

Understand alternative neighborhood engagement models between public (community run organizations) and City sponsored groups.

Approach:

1. Identify cities of similar size, organizations, and/or goals.
2. Conduct desk research to collect information on other City's neighborhood engagement practices.
3. Summarize findings.

City Models Evaluated:

CITY of **BOSTON**



Seattle



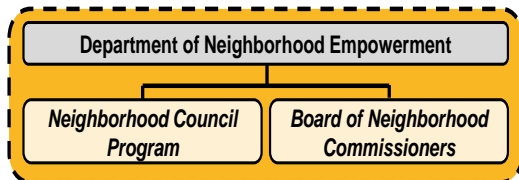
Model Considerations:



Model Research – Summary

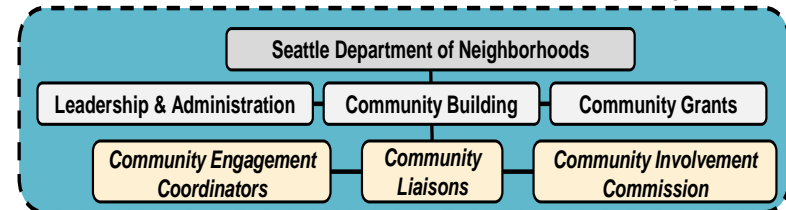
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- The Department of Neighborhood Empowerment (EmpowerLA) oversees multiple engagement opportunities for the City.
- The **Neighborhood Councils** are advisory bodies, who advocate for their communities with City Hall on important issues like development, homelessness, and emergency preparedness. Neighborhood Councils are part of the Los Angeles City government, and have annual budgets funded by City funds.



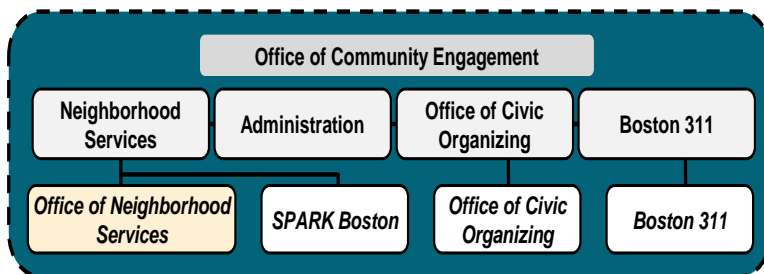
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- There are **53 Community Liaisons** who act as a bridge between the community and city. They ensure underserved and underrepresented groups have access to City information, resources, and decision-making power.



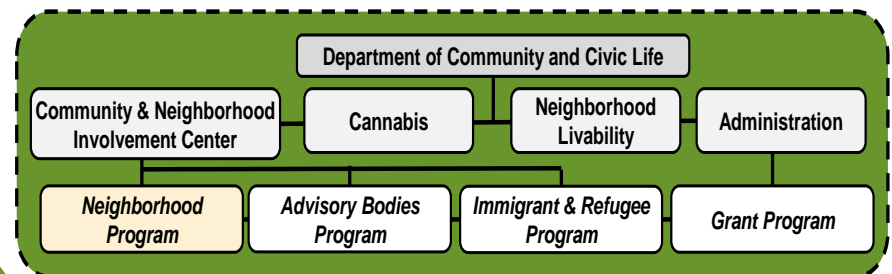
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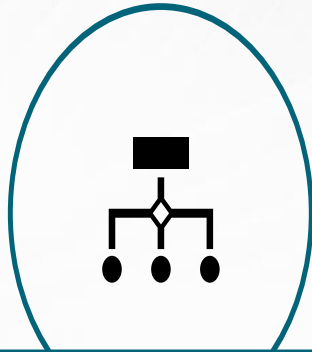


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- Portland is organized into **seven District Coalitions**. Each coalition contains approx. 12 neighborhood associations. The City's Office of Neighborhood Involvement oversees the Coalitions with approximately **8 full time staff**.
- The primary focus of Coalition work is **building capacity** for civic engagement.



Model Research – Themes



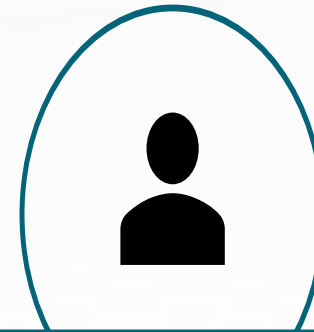
Theme 1: Meeting the Community where they are

- Many models are community orientated but maintain City sponsored resources to do direct community engagement.
- These resources are available through central offices with either satellite locations or floating personnel who meet people in the City where they are.



Theme 2: Multidimensional Engagement

- Forums are meant to supplement other community engagement work.
- Many committees focused on neighborhood groups are one piece of a broader neighborhood engagement model – helping organize the forum but also provide visibility to it via other staff obligations in the City.



Theme 3: Continuity in City Personnel

- Continuity in dedicated liaisons who interact with community groups is essential in maintaining trust, understanding community needs, and holistically identifying the needs of the community.
- Many models provide dedicated resources that act as the community's point of contact in the City.



Memorandum

TO: CITY COUNCIL

FROM: Mayor Matt Mahan
Councilmember Dev Davis
Councilmember Domingo Candelas

SUBJECT: SEE BELOW

DATE: April 26, 2024

Approved

SUBJECT: NEIGHBORHOOD ASSOCIATION AND ENGAGEMENT MODEL

RECOMMENDATION

1. Accept staff's recommendations
2. Direct staff to invite neighborhood associations and neighborhood organizations from throughout the City (i.e. All District Leadership Group, D6 NLC, District 8 Community Roundtable, etc.) to:
 - a. Provide input on which topics will be discussed at the upcoming Neighborhood Association Forum and Neighborhood Conference;
 - b. Provide guidance on the values, skills, characteristics they would like to see reflected in the staff hired to support the Neighborhood Association Forum; and
 - c. Advise staff on the work plan for year 1 of the Neighborhood Association Engagement Model.
3. Increase efforts to engage with currently under-represented communities in the Neighborhood Association Engagement Model
4. Provide an update to the Neighborhood Services and Education Committee in February 2025 to evaluate progress.

DISCUSSION

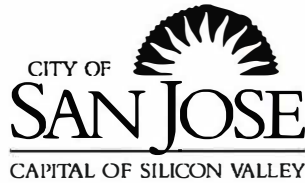
In a city as large as San José, it's important to acknowledge the critical role our neighborhoods play in fostering a safer, cleaner and more vibrant city. Our neighbors are on the frontline of the issues we collectively face. Outside of this council, they require an outlet where they review and evaluate issues, propose courses of action, and advocate for the needs of residents. Organizing their voices allows for a process of continuous feedback and input crucial to address the diverse and ever-evolving needs of our community, particularly in our underrepresented communities.

The Neighborhoods Commission has served as a valuable platform for neighborhood engagement over the past 16 years. Each member of this Council appreciates the substantial contribution the commission and its commissioners have made to our government. As our city grows, it is crucial for us to adapt and incorporate the evolving methods required for effective community engagement to further provide the assurances and accountability our residents expect.

We are thankful to city staff for their recommendation, which has proven successful in other cities. This phased approach towards a more dynamic and inclusive Neighborhood Association Engagement (NAE) model offers neighbors the opportunity to forge connections with the city and their local community. As we move forward with this model, it's important to include the All District Leadership Group, neighborhood associations, and former commissioners from across all Districts to enlist their support in shaping this new format. It's also important that staff emphasize hiring a colleague who embodies the values and character we all desire. We trust neighbors will provide invaluable recommendations and guidance on program priorities, contributing to the success of the NAE model.

We owe it to our residents to equip them with the support and resources necessary to lay the groundwork for a more resilient and interconnected community where all can thrive. We believe the city staff's recommendation is a step in the right direction.

The signers of this memorandum have not had, and will not have, any private conversation with any other member of the City Council, or that member's staff, concerning any action discussed in the memorandum, and that each signer's staff members have not had, and have been instructed not to have, any such conversation with any other member of the City Council or that member's staff.



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Councilmember Arjun Batra

SUBJECT: SEE BELOW

DATE: April 29, 2024

Approved

Date

4/29/2024

SUBJECT: NEIGHBORHOOD ASSOCIATION AND ENGAGEMENT MODEL

RECOMMENDATION

Accept the staff report and the memo from Mayor Mahan and Councilmembers Davis and Candelas with the following additions:

1. When and if staff returns to seek approval for any pillars beyond Pillar 1 direct them to:
 - a. Provide the goals, justification and resources needed for any additional pillars (as only concept of Pillar 1 is accepted via this memo)
 - b. Work with Council offices and office of the Mayor in developing an acceptable structure for working together as One Team to best support neighborhood associations.
2. Direct Project Manager, or designee, to share with the council offices
 - a. any reports generated by the new Neighborhood Engagement Model participants when posted to NSE
 - b. List of neighborhood associations and neighborhood organizations that were contacted or who provided input.
3. Direct staff to include Council offices as invited participants to the Forums and Conventions.

DISCUSSION

Many San Jose residents are highly engaged and volunteer their precious time to neighborhood associations, commissions and committees. They want to see their volunteer activities add value and make a difference. Our new engagement model must achieve this goal.

I support the memo signed by Mahan, Davis, and Candelas as involving the neighborhood associations and district leadership groups in the process of selecting the Program Manager, selecting the topics for the Forums, and advising on the first year work plan is critical to the success of the new engagement model.

April 29, 2024

Subject: Neighborhood Association and Engagement Model Status Report

Page 2

It is also important that Council offices are made aware of which organizations in their district participated and what feedback they provided as the neighborhood associations will expect that staff and the Council offices are in communication on such things.

The staff memo was very explicit that it was seeking approval for Pillar 1. When and if staff seeks approval for any pillars beyond Pillar 1 they will need to provide justification for proposing those pillars and any resources required to support such pillars. Nothing beyond Pillar 1 is being accepted at this time.

Recent conversations with various current and former commissioners revealed that they believe the Councilmembers did not get the benefit of their hard work as their commission reports were not distributed to the Council offices. It is recommended that any reports generated by the new Neighborhood Engagement Model participants are distributed to each Council office at the time they are posted to NSE. Electronic distribution would be adequate.

7.1 Neighborhood Association Engagement Model Status Report

City Council

April 30, 2024

Jon Cicirelli, Director, PRNS

Olympia Williams, Division Manager, PRNS

Erik Chiarella Jensen, Assistant to the City Manager, CMO

Nicola Clifford, Associate Director, Guidehouse

Project Overview

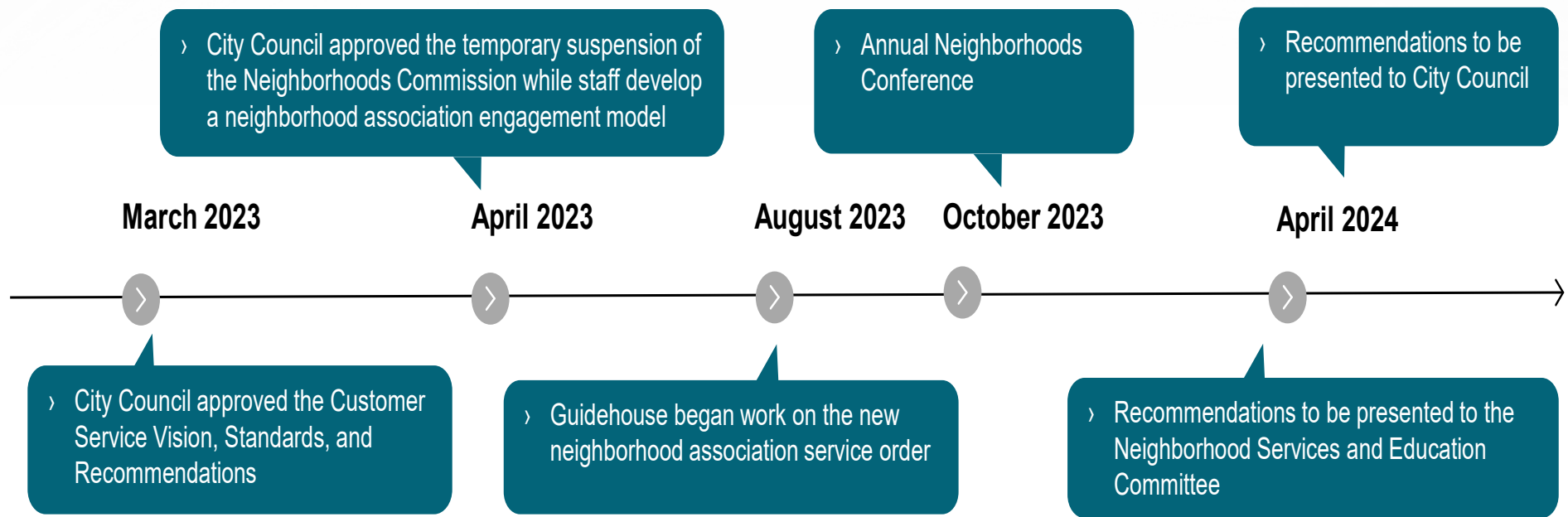


Project Purpose: Develop a Neighborhood Association Engagement Model that **facilitates City outreach to Neighborhoods** and provides neighborhoods the **opportunity to engage** with the City.




Project Goal: Develop a Neighborhood Association Engagement Model that **increases access, communication, and understanding of City services** and ties into the City's **Customer Service Vision and Standards**.

Project Timeline:







Project Approach and Inputs

We engaged 238* stakeholders over 4 engagement methods over the course of the project.

 **Project Approach:** Facilitate and collect City **staff and community feedback** through four engagement methods. Leverage input to **synthesize findings** into recommendations in collaboration and iteration with City staff.

Project Inputs






Council and Staff Interviews	Community Meetings	Community Survey	Neighborhoods Conference
			
28 City Touchpoints	48 Participants	122 Survey Respondents	40-50 Conference Activity Participants*
<ul style="list-style-type: none">Spoke with 13 City staff members through dedicated interviews, regular status meetings, and a Visioning Workshop.Spoke with Mayor and 6 City Council Offices.	<ul style="list-style-type: none">Spoke with 48 community members through three in-person community meetings.Participants came from 20 neighborhood associations and 9 Council Districts.	<ul style="list-style-type: none">Received responses from 122 community members.Surveys were administered virtually and in-person and in 4 different languages.Responses came from 47** neighborhood associations and all 10 Council Districts.	<ul style="list-style-type: none">City facilitated two engagement model activities at the Neighborhoods Conference.40-50 people participated in two activities (participants were given two dots for each activity, each activity had around 80 dots).

*Approximate estimate based on activity results.

** Approximate estimate based on survey analysis.

Engagement Findings – Model Themes

The project inputs revealed 5 themes for the new Neighborhood Association (NA) Model.

Engagement Finding	Model Themes
Stakeholders expressed that neighborhood associations need more City resources so that they have the training, tools, and knowledge they need to lead their associations effectively.	 Capacity Building Providing support to enable all neighborhoods to create self-sufficient Associations (e.g., grants support, administrative support, leadership training).
Stakeholders indicated that community members often struggle to navigate various City services and get their issues resolved in a timely manner.	 Issue Support Providing information and resources to enable neighborhood associations to navigate City services (e.g., ad hoc training on how to report graffiti).
Stakeholders cited that neighborhood associations lack avenues to connect with other associations. When opportunities to connect are created, neighborhood association leaders benefit greatly from shared knowledge and resources.	 Connectivity Connecting neighborhood associations to one another to build community, learn from one another, and strengthen self-sufficiency (e.g., mentorship).
Stakeholders expressed that neighborhood associations lack formalized venues for information-sharing and feedback. Additionally, individuals expressed concern that they rarely hear back or receive follow-up when they do engage with the City.	 Two-Way Communication Providing information to and soliciting information from neighborhood associations so they are well-informed, and the City understands needs.
Stakeholders expressed that the mandate of the former Commission was confusing but felt that there should still be a forum or channel through which community perspectives can be elevated on key issues.	 Advising Facilitating processes for neighborhood associations to make recommendations to City leadership on decisions (e.g., services, processes).

Model Vision

A comprehensive solution for Neighborhood Association Engagement shaped through the community engagement process

Who: Hosted by PRNS Staff with participation from neighborhood leaders and residents.

What: Quarterly meetings hosted by PRNS to provide resources, information, and communication between Neighborhood Associations.

When: Fall 2024

How: Supported by one new PRNS staff resource.



Neighborhood
Association
Forum

foundational

Neighborhood
Association
Engagement Model

expanded



Neighborhood
Support Team



Neighborhood
Services Advisory
Group

Who: Dedicated PRNS staff called Neighborhood Navigators.

What: Navigators will hold regular meetings with their assigned portfolio of Neighborhood Associations, providing a venue to connect and learn about City resources.

When: Subject to the availability of future budget resources

How: Supported by an additional 10 full-time employees in PRNS.

Who: Volunteer community members in partnership with PRNS staff.

What:

- Forum to discuss annually voted upon topic.
- Year long commitment.
- Present recommendations to relevant stakeholders.

When: Subject to the availability of future budget resources

How: Supported by the new PRNS staff resource and augmented by the Neighborhood Support Team.

Initial Phase

The foundational model expands access to all neighborhoods, including the City's 190+ neighborhood associations

Who: Hosted by PRNS Staff with participation from neighborhood leaders and residents.

What: Quarterly meetings hosted by PRNS to provide resources, information, and communication between Neighborhood Associations.

When: Fall 2024

How: Supported by one new PRNS staff resource.



Neighborhood
Association
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Neighborhood
Support Team



Neighborhood
Services /
Groups

Who: Dedicated PRNS staff called Neighborhood Navigators.

What: Navigators will hold regular meetings with their assigned portfolio of Neighborhood Associations, providing a venue to connect and learn about City resources.

When: Subject to the availability of future budget resources

How: Supported by an additional 10 full-time employees in PRNS.

Given the need to strategically prioritize resources, the foundational Model is recommended for San José at this time, with opportunities to grow and sustain in the future.

Next Steps for Implementation

- Move forward a budget proposal for FY 2024-2025
- Launch the Neighborhood Association Forum at the fall 2024 Neighborhoods Conference
- Assess expansion of the model to a neighborhood services strategy to reach neighborhoods more broadly, including those that do not have robust associations
- Evaluate the outcomes of the model for needed changes or scaling in the future

Recommendation

As recommended by the Neighborhood Services and Education Committee on April 11, 2024:

- a) Accept the status report on the Neighborhood Association Engagement Model;
- b) Support the prioritization of funding in the 2024-2025 Proposed Operating Budget within the Parks, Neighborhood and Recreation Services Department for a new staffing resource that will be necessary to implement the foundational Neighborhood Association Engagement Model, subject to budgetary constraints and the need to fund other critical City Council and Administration priorities; and
- c) Direct the City Manager or her designee to sunset the Neighborhoods Commission

Expected Outcomes

- Capacity Building: Leading to an improved ability for community leaders to champion their associations effectively and sustainably.
- Issue Support: Leading to more effective customer service for accessing and navigating City services and solving real-time issues.
- Connectivity: Leading to deeper sense of community purpose and belonging between neighbors and neighborhoods.

7.1 Neighborhood Association Engagement Model Status Report

City Council

April 30, 2024

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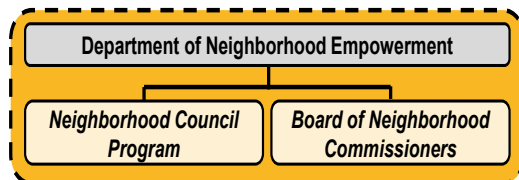
Appendix

Model Research – Summary

Desktop research was performed to understand how peer jurisdictions approach neighborhood engagement*

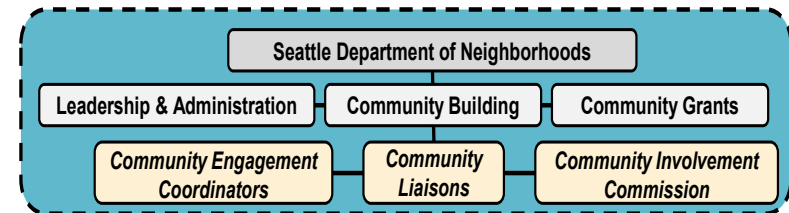
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- There are **24 full-time staff** in the Department of Neighborhood Empowerment.



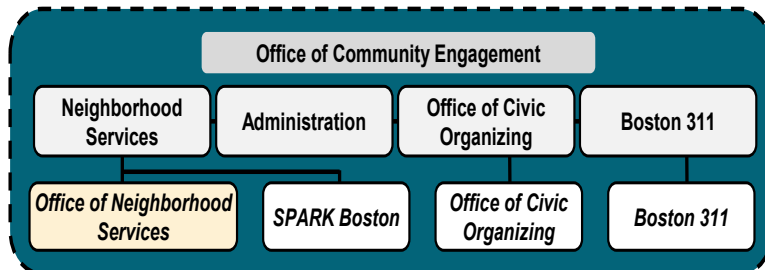
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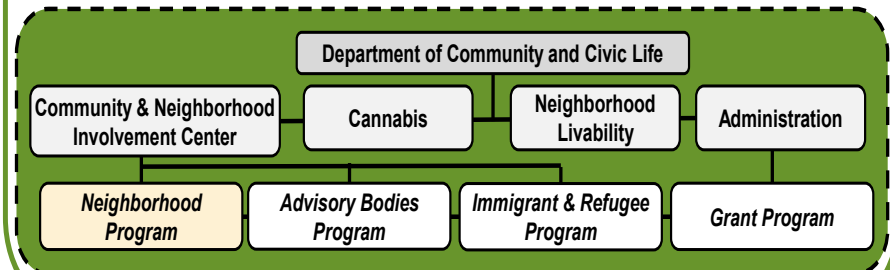
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*The information on the slide is sourced from publicly available data as of October 2023.

Council 4/30/24, Agenda Item 7.1, "Neighborhood Association Engagement Model Status Report."

gregoreo [REDACTED]

Sun 4/28/2024 2:23 PM

To: The Office of Mayor Matt Mahan <mayor@sanjoseca.gov>; District1 <district1@sanjoseca.gov>; District2 <District2@sanjoseca.gov>; District3 <district3@sanjoseca.gov>; District4 <District4@sanjoseca.gov>; District5 <District5@sanjoseca.gov>; District 6 <district6@sanjoseca.gov>; District7 <District7@sanjoseca.gov>; District8 <district8@sanjoseca.gov>; District9 <district9@sanjoseca.gov>; District 10 <District10@sanjoseca.gov>; Maguire, Jennifer <jennifer.maguire@sanjoseca.gov>; City Clerk <city.clerk@sanjoseca.gov>; Agendadesk <Agendadesk@sanjoseca.gov>

 1 attachments (53 KB)

SJADLG--NAE comments Apr 2024.pdf;

[External Email]

Dear Mayor, Councilmembers, and City Manager, attached please find our letter regarding the April 30, 2024, Council agenda item 7.1.

Regards,
Greg Peck
Chair, San Jose All District Leadership Group

Attachment: SJADLG—NAE comments Apr 2024.pdf

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

San Jose All District Leadership Group
Council Districts
D1 - D2 - D3 - D4 - D5 - D6 - D7 - D8 - D9 - D10
San Jose, California

The Honorable Matt Mahan, Mayor of San José
and Members of the City Council
200 East Santa Clara Street, San José CA 95113

via email, sent 4/28/2024

re: Council 4/30/24, Agenda Item 7.1, “Neighborhood Association Engagement Model Status Report.”

Dear Mayor and Councilmembers,

The San Jose All District Leadership Group (SJADLG) is a consortium of the leadership of the active San Jose leadership groups. The purpose of the SJADLG is to strengthen two-way communication between neighborhoods and government agencies and representatives and build a stronger sense of community within all Districts in the City of San Jose.

We are writing in support of the “Neighborhood Association Forum” being proposed in the Neighborhood Association Engagement Model Status Report.

- Those of us in the SJADLG who have been involved in community advocacy for years remember forums at which we first learned “the tricks of the trade” on community organizing and activation, and how to connect with staff and elected officials. These forums have unfortunately become far less frequent these past few years, and the proposed Neighborhood Association Forum would help fill the need.
- We would welcome having “a centralized venue to learn about City resources”: it would be like having a friend on the inside to help us navigate the City’s bureaucracy.
- We agree that there should still be a forum or channel through which community voices can be elevated on key issues, giving advice and making recommendations on City policy and issue decisions (e.g., budget allocation).
- And we appreciate the plan to facilitate two-way communication: to help the various neighborhood associations communicate with their Councilmember and city departments, while also allowing for the City to be able to share information with the neighborhoods.

We in the SJADLG are excited to work with the City on this project. We would like to be involved in the selection process for a worthy Program Manager: we want someone who is enthused about working with the neighborhoods and who can advocate for us to the City – and we hope that the newly dedicated and funded Program Manager will attend our monthly SJADLG meetings. Additionally, the SJADLG would like to have an active part in formulating the first year’s work plan. We appreciate the City taking the lead in helping new communities form their associations, and we look forward to welcoming these new associations as members of the corresponding District Leadership groups.

The SJADLG has and will continue to advocate on behalf of the ever-evolving needs of our neighborhoods as a whole by giving comment and feedback, for example, on the City budget, policies, and key issues.

We look forward to continue working with the City.

Thank you,
Greg Peck
Chair, San Jose All District Leadership Group

District 1 – Gary Cunningham

District 2 – John Leipelt

District 3 – Joan Rivas-Cosby

District 4 – Linda Locke

District 5 – Juan Estrada

District 6 – Bill Rankin

District 7 – Alie Victorine

District 8 – Pat Waite

District 9 – Bobbi Pena-Atak

District 10 – David Heindel

Cc: Councilmembers, City Manager, City Clerk, Agenda Desk