



Memorandum

TO: BUILDING STRONG
NEIGHBORHOODS COMMITTEE

FROM: Jim Holgersson

SUBJECT: STRONG NEIGHBORHOODS TEAM **DATE:** 08-10-04

Approved

Date

INFORMATION

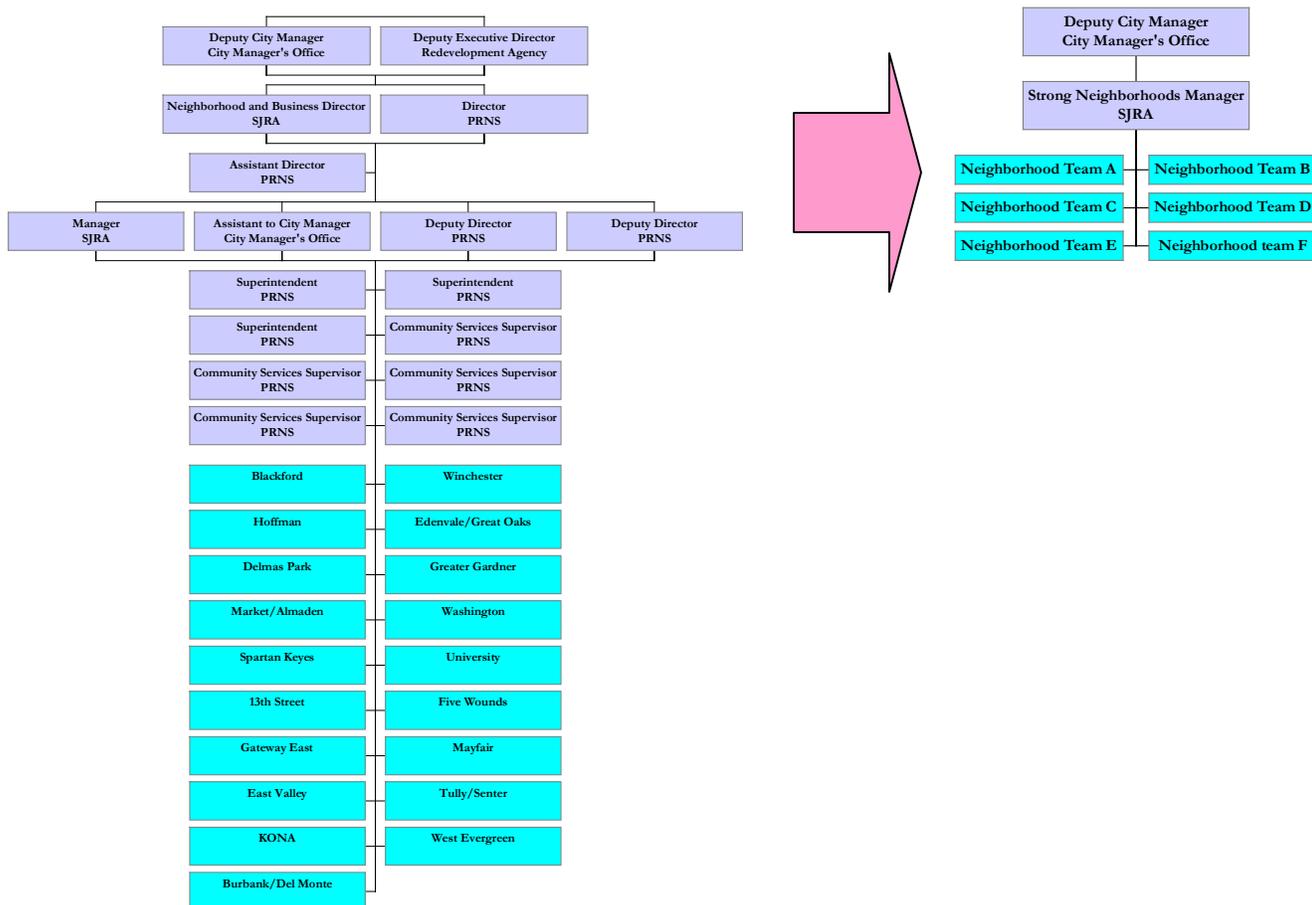
Purpose: Create a streamlined “virtual” Strong Neighborhoods organization to build community leadership, implement neighborhood priorities, and improve City service delivery in San Jose neighborhoods.

After a period of deep listening to community, staff, and other stakeholders, and reflecting on the principles of sound organizational development we have crafted a positive way forward for Strong Neighborhoods implementation. The fundamental conclusion is that the approach as outlined in the business plan is sound, and the intent here is to add some detail and specificity to that plan. Building on the approved budget directive the organizational changes should accomplish three things:

- ❑ **Establish Clear Authority** – As outlined in the original draft of the business plan create a single manager for the entire team. A single manager will provide staff a clear and consistent direction, and ensure accountability. This manager will report directly to the City Managers Office and continue to have responsibility for guiding the redevelopment function.
- ❑ **Establish Clear Responsibility** – The team should be understood to have the responsibility for driving the implementation of the neighborhoods plans, regardless of funding source or departmental lines. To this end we should begin to look at the strong neighborhoods budget as the totality of funding, Agency, City, Grants, that is being used to address neighborhood priorities. The coordination with the Capital Improvement Program (CIP) action team has done much to move this along, but more can be done, especially in the development and presentation of the Capital Budget. The work of the team should also be woven into Parks, Recreation, and Neighborhood Services (PRNS) hub concept to provide mutual support and a basis for taking the approach citywide.
- ❑ **Build back in the organizing capacity:** Both the neighborhoods and our own organizers have made clear the importance of front line organizing capacity in the neighborhoods. By retaining a larger number of community coordinators and community activity workers and placing them all in front line teams the plan accomplishes this. The staffing structure will also place more organizing capacity in those neighborhoods where this is a higher priority.

Organizational Structure Recommendations

The new organizational structure reduces the number of managers supervising the teams from 17 managers to two (shown in purple in the chart below), and reduces the distance between the front line staff and the Deputy City Manager from five layers to just two. It also consolidates the 19 neighborhood teams into six, and gives each a single team lead for the first time.



- ❑ Single Team
- ❑ Single Manager reporting directly to the Deputy City Manager for Neighborhoods
- ❑ 6 front-line neighborhood team leads (4 Development Officers, 2 Community Services Supervisors)
- ❑ Neighborhood team staff with project management and front-line organizing strength,
 - 3 Development Specialists (2 SJRA, 1 City)
 - 7 Community Coordinators
 - 14 Community Activity Workers, 6 Full Time, 8 Part Time
- ❑ All neighborhood team leads and administrative support staff report to Strong Neighborhoods Manager

Manager's Role and Scope

- ❑ Lead Strong Neighborhoods team,
- ❑ Collaborate with partners in leading the implementation of the Building Strong Neighborhoods business plan

- ❑ Guide the budgeting and expenditure of all Strong Neighborhoods funds, SJRA operating, NRS general fund, PRNS operating, weed and seed, and CDBG for SNI.
- ❑ Participate in Senior Staff meetings at City, and EDM and directors meetings at Agency
- ❑ Ability to develop and hold retreats, workshops, and trainings to develop staff and teams
- ❑ Responsibility for staffing PAC and whatever body may emerge from PAC
- ❑ Collaboration with NDC,
- ❑ Responsibility for driving the implementation of Building Strong Neighborhoods Business plan and three outcomes of Strong Neighborhoods,
- ❑ Lead neighborhood investment strategy
- ❑ Ability to work directly with senior and executive staff to solve problems and explore opportunities
- ❑ Chair of Strong Neighborhoods Implementation Team
- ❑ Primary staff support for Strong Neighborhoods Steering Committee
- ❑ Lead Strong Neighborhoods budget oversight

Neighborhood Team Role

The six Neighborhood Teams will each be lead by a Development Officer/Community Services Supervisor are charged with facilitating the three goals of Strong Neighborhoods: building leadership capacity, implementing neighborhood priorities and improving city services.

Typical, each Team in the Strong Neighborhoods will be responsible for:

- ❑ Working in multiple neighborhoods, with numerous neighborhood leaders,
- ❑ Ensuring opportunities for involvement of residents,
- ❑ Facilitating the implementation of priority projects,
- ❑ Leading two or more special projects relating to Building Strong Neighborhoods

Building Leadership

The purpose of the teams work with neighborhood advisory committees is to support the creation of strong, independent and capable organizations. To this end they serve a support function for the Neighborhood Advisory Committees and coalitions.

The team functions include:

- ❑ Staffing and supporting the 2-4 Neighborhood Advisory Committees,
- ❑ Training, recruitment, and coaching of neighborhood leaders, and
- ❑ Connecting projects and project managers to the community.

Implementing Neighborhood Priorities

The purpose of the team's leadership in plan implementation is to support the neighborhoods in achieving their top priority changes. The fundamental assumption is that neighborhoods should be involved in the decisions that affect their lives, and should be actively involved in project development and implementation at appropriate points.

The team functions include;

- ❑ Project conceptualization development, and management
- ❑ Support and coordination of project managers,
- ❑ Preparation of budget recommendations, and seeking and securing alternate funding source

Improving City Service Delivery

The purpose of the team's work in City service delivery is to provide good services to the neighborhoods and structurally change and improve the systematic delivery of services citywide. Our work will focus on those services identified by the neighborhoods in their plans and priorities.

Key competencies and roles associated with this function are;

- ❑ Working to connect service providers with their customers,
- ❑ Working with service to understand and improve the delivery mechanism, and
- ❑ Identifying and implementing policy changes to improve service delivery

As part of changing service delivery to all neighborhoods the Strong Neighborhoods team will take leadership in many special projects, such as supporting community policing, improved street sweeping, and improved bulky waste pick-up. These projects typically affect more than one neighborhood and can serve as a pilot for citywide service changes.

JIM HOLGERSSON
Deputy City Manager

Appendix A: Neighborhood Area Assets/Issues and Recommendations

A- East Valley/680 Communities, Gateway East, Mayfair

- ❑ Large and diverse population especially Latino, heart of the east side
- ❑ Two important business districts
- ❑ Significant potential hub projects in Mayfair – community center, adult education center, new school, housing could be a real “wow!” for neighborhood
- ❑ Sewer rehabilitation in Gateway East
- ❑ Significant connection to Story and King
- ❑ Housing (new and rehab) priority issue
- ❑ Community Policing across the board
- ❑ In need of significant community organizing in former project crackdown neighborhoods

Recommended Staff: Development Officer
1 Community Coordinator
1 Development Specialist
3 Community Activity Workers

B- K.O.N.A, Tully-Senter, West Evergreen

- ❑ Large and diverse population especially Latino and Asian
- ❑ Significant redevelopment opportunity on Arcadia Property,
- ❑ Community Hub in Tully-Senter
- ❑ Significant connection to Story and King
- ❑ Community/School Hub in KONA
- ❑ New Weed and Seed site
- ❑ In need of significant community organizing

Recommended Staff: Development Officer
2 Community Coordinators
3 Community Activity Workers

C- 5 Wounds, 13th Street, Market Almaden, University

- ❑ Large and diverse population, significant Portuguese minority
- ❑ Part of greater downtown and Civic Plaza redevelopment
- ❑ Couplet Conversions a high priority
- ❑ Shopping center upgrades
- ❑ Parks and trails
- ❑ New business district and existing business district
- ❑ Potential for major redevelopment along BART line
- ❑ Generally well organized but with need to increase non-anglo participation and involvement
- ❑ Significant Strong Neighborhoods connection with PRNS hub approach

Recommended Staff: Community Services Supervisor
1 Development Specialist
1 Community Coordinator
2 Community Activity Workers

D- Blackford, Burbank/Del Monte, Winchester

- ❑ One existing and one new business district improvement of both priorities for neighborhoods
- ❑ County pockets create irregular development

- ❑ Significant new development in Del Monte
- ❑ Community Campus in Blackford a priority
- ❑ Lack of Parks in Burbank/Del Monte
- ❑ Desire to collaborate with Delmas Park, especially in streetscapes and development opportunities,
- ❑ Richmond Menker organizing focus, southern Winchester also in need or significant organizing

Recommended Staff: Community Services Supervisor

1 Development Specialist

1 Community Coordinator

2 Community Activity Workers

E- Delmas Park, Greater Gardner, Spartan Keyes, Washington

- ❑ Small diverse neighborhoods that frame downtown,
- ❑ Couplet Conversion
- ❑ Future development in all but Greater Gardner a significant issue,
- ❑ Community policing and neighborhood appearance important
- ❑ Implementation of Martha's Gardens specific plan
- ❑ Coordination with Diridon redevelopment plan
- ❑ Lack of parks and community facilities
- ❑ Significant organizing work

Recommended Staff: Development Officer

1 Community Coordinator

3 Community Activity Workers

F- Great Oaks/Edenvale, Hoffman/Via Monte

- ❑ Smallest of areas
- ❑ Two distinct neighborhoods in two very different districts
- ❑ Community Center space a priority in both,
- ❑ Housing rehabilitation in Hoffman
- ❑ Organizing in Hoffman
- ❑ Edenvale plan will likely be one of the first with most Top Ten items complete and will need to be one of the first to be renewed
- ❑ Community appearance and safety priority for both

Recommended Staff: Development Officer

1 Community Coordinator

1 Community Activity Workers

