



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Norberto Duenas

**SUBJECT:** SEE BELOW

**DATE:** July 20, 2009

Approved

Date

7/31/09

**COUNCIL DISTRICT: 9**

**SUBJECT: DONNA LANE AND BRADFORD WAY NEIGHBORHOOD  
IMPROVEMENT PLAN (CAMDEN/HILLSDALE PILOT AREA  
PROJECT)**

## RECOMMENDATION

1. Accept the Donna Lane and Bradford Way Improvement Plan as the community vision for the future of the Donna Lane and Bradford Way area, and
2. Encourage the Donna Lane and Bradford Way neighborhood residents, apartment owners and business leaders in the area to continue to dedicate their time, energy and resources towards the Improvement Plan, continuing with their community-building activities.

## OUTCOME

City Council acceptance of the Donna Lane and Bradford Way Improvement Plan will demonstrate the City's commitment to partner with community leaders to assist the Donna Lane and the Bradford Way neighborhood in achieving its community goals through the implementation of the Neighborhood Plan.

## BACKGROUND

### *Building Strong Neighborhoods Pilot Project*

The Building Strong Neighborhoods Pilot Project is based on the following key concepts:

- developing neighborhood leadership
- organizing neighborhoods by working collaboratively with residents
- building on neighborhood strengths and assets
- developing clear priorities and connecting them to established resources
- leading residents to self-sufficiency so they can achieve the effective delivery of City services

In 2006, Vice-Mayor Judy Chirco recommended the Camden Hillsdale neighborhood as one of three areas in the City for the Building Strong Neighborhoods Pilot Project. The City Council approved this pilot in an effort to align City and community resources to address neighborhood issues within the chosen area. In an effort to effectively leverage residents and other potential partners in the area, the Donna Lane and Bradford Coalition was created in support of the pilot project in April 2009. The coalition represents a subset of the Camden Hillsdale Pilot Project area and is located between Hillsdale Avenue to the North, Butcher Park to the South, Camden Avenue to the West and Manda Drive to the East. A map of the project area is included in the attached report. The mission of the Donna Lane Bradford Coalition is to partner with the City of San José, area businesses, and other strategic partners to create a safe, clean and attractive neighborhood with an emphasis on improved communication, traffic calming, beautification, crime reduction and safety.

## ANALYSIS

### *Day of Listening Planning and Process*

City staff organized a number of community meetings and trainings to introduce the concept of a Neighborhood Listening Project (NLP). A NLP is a neighborhood organizing tool to assist in providing structure for building neighborhood coalitions to set goals, develop partnerships and strategies to accomplish the goals, and to mobilize a community's greatest resource—the residents living in the area. The process has been used successfully in other parts of the country to bring leaders and organizations together to provide neighborhood residents with a unified voice to advocate for and lead neighborhood development and improvement efforts.

In order to obtain input from area residents, a questionnaire is developed and used in extensive door-to-door interviews. The results of the questionnaire are gathered, published and distributed, and used to guide neighborhood development activities. Key to the NLP process is the follow up and the neighborhood actions carried out by the resident coalition, long after the interviews are completed. On Saturday, February 9, 2008, the Donna Bradford Coalition held its "Day of Listening." Residents were trained on how to use the survey tool and effectively capture the input from residents. Fifteen teams comprised of community members and City staff knocked on over 200 doors and collected 70 surveys achieving a 30% plus response rate.

On March 20, 2008, residents hosted a meeting of neighborhood leaders in order to review the results of the "Day of Listening." Attended by over 40 residents and community partners, residents engaged in a discussion on the survey results and agreed to develop a Neighborhood Listening Project Report. The report which outlined the neighborhood's top ten priorities was made public at a town hall meeting on April 12, 2008, and presented to Vice-Mayor Judy Chirco. Vice-Mayor Chirco accepted their goals and the Donna Lane Bradford Way Improvement Plan and made a commitment to present the plan to the Mayor and City Council.

## **IMPLEMENTATION MATRIX**

The following list of priority action items, derived from a series of Donna Lane and Bradford Way community meetings, are those that the members felt were the most important for the neighborhood.

1. Neighborhood clean-ups
2. Exterior improvements to the apartments
3. Attention to business facades
4. Enhanced street lighting
5. Clean-up abandoned and blighted homes
6. Increase volunteerism through graffiti removal and litter pick-up
7. Provide community education and training workshops
8. Establish neighborhood associations
9. Stop trespassing and loitering at apartments
10. Develop crime prevention action plan

## **EVALUATION AND FOLLOW-UP**

Donna Lane and Bradford Way Improvement Plan capital projects will be brought to the City Council prior to implementation as appropriate.

## **PUBLIC OUTREACH**

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: Email and Website Posting)**
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council, or a Community group that requires special outreach. **(Required: Email, Website Posting, Community Meetings, Notice in appropriate newspapers)**

There were a total of three Donna Lane and Bradford Way Coalition meetings and numerous community meetings held for this process with extensive community outreach. All residents within the Donna Lane and Bradford Way area were notified by mail and/or email regarding the Donna Lane and Bradford Way process and were formally invited to attend the meetings. In addition, staff sent letters to residents on the mailing list, sent emails to neighborhood associations for distribution to their members, walked door-to-door with reminders, and made reminder phone calls to community members that regularly attend community meetings.

HONORABLE MAYOR AND CITY COUNCIL

**Subject: Donna Lane and Bradford Way Neighborhood Improvement Plan**

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**COORDINATION**

The preparation of this memorandum and the Donna Lane Bradford Way Improvement Plan was coordinated with the following departments: Planning, Building and Code Enforcement (PBCE), Parks, Recreation and Neighborhood Services (PRNS), Library, Housing Department, Department of Transportation(DOT), Office of Economic Development (OED), San Jose Police Department (PD), and the Office of the City Attorney.

**CEQA**

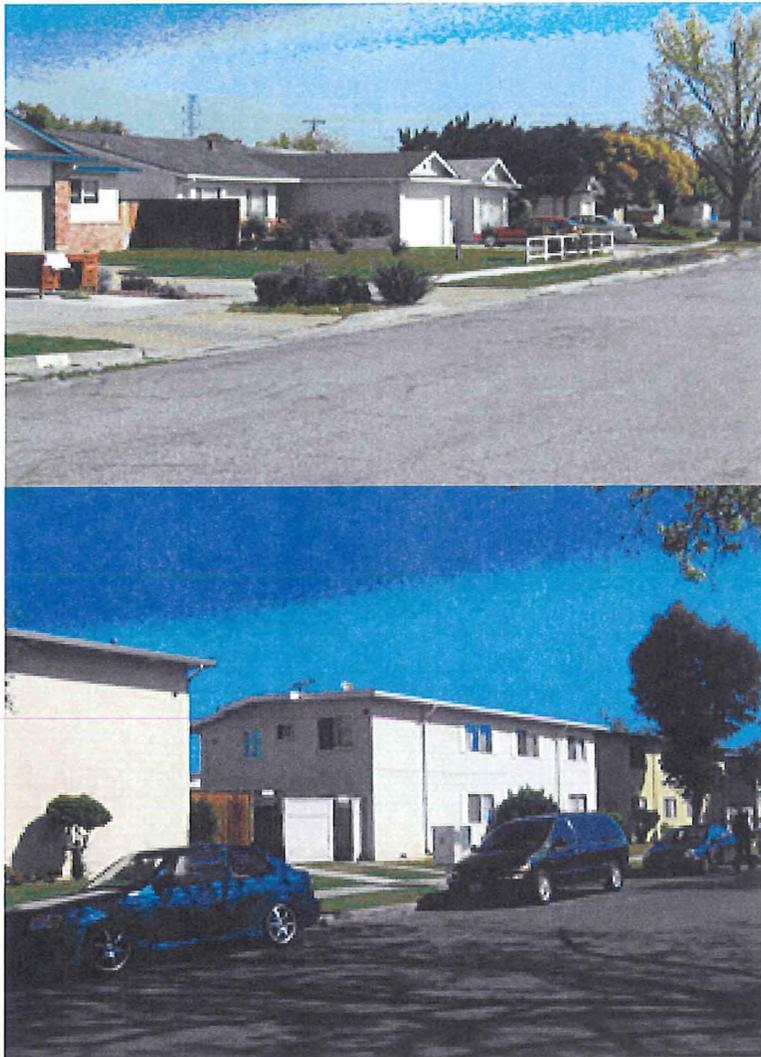
Not a project.

  
Norberto Duenas  
Deputy City Manager

Attachment



Camden/Hillsdale Pilot Area  
Donna Lane and Bradford Way  
Neighborhood Improvement Plan  
*Building Strong Neighborhoods*  
AUGUST 2009



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# Acknowledgements

Special thanks to all the neighborhood leaders and institutions involved in the development of this plan, especially:

Vice Mayor and Councilmember Judy Chirco, District 9

City of San José Staff

- Strong Neighborhoods Initiative
- City Managers Office
- PRNS Parks Planning
- PRNS Safe School Campus Initiative
- PRNS Camden Community Center
- San Jose Police Department
- Fire Station No.9
- Office of Economic Development
- Neighborhood Development Center
- Code Enforcement PBCE
- City of San Jose Housing Department
- Cambrian Library
- Department of Transportation

Donna Lane/Bradford Way Property Owners' Association

Bradford Tenants' Union

Butcher Park Neighborhood Association

Donna Bradford Neighborhood Coalition

City of San José Camden/Hillsdale Working Group

Friends of Butcher Park

Friends of the Cambrian Library

United Food and Commercial Workers UFCW Local 5

# Hillsdale/Camden Pilot Project Area



*The Hillsdale/Camden Pilot Area is located in Council District 9 with the following boundaries: Hillsdale Avenue to the north, Camden Avenue to the west, Branham Lane to the south and Meridian Avenue to the east.*

# Introduction

In 2006, under the leadership of District 9 City Councilmember Judy Chirco, the San José City Council expanded the Strong Neighborhood Initiative into a city-wide program to take action on neighborhood concerns. But before doing so, they needed reassurance that the SNI approach—aligning city resources and services to respond to requests from organized citizens—would work across the city. This is not an easy task especially in times of economic downturn and budget deficits. The City Council approved a pilot project in three neighborhoods (Camden/Hillsdale, Council District 9, Seven Trees, Council District 7 and Silver Leaf, Council District 2) and set aside \$5 million from the general fund for personnel and operations and \$4.3 for capital improvements.

Pilot project organizers were assigned to the Neighborhood Development Center (NDC). The NDC was created during Mayor Susan Hammer's administration to be a place for residents to access city resources and learn to organize and improve their neighborhoods. This model of linking organizers to an educational or learning environment began in the 1960s, as a response to the "model cities" social legislation. At that time, colleges and universities helped neighborhood residents to learn leadership skills.<sup>1</sup>

The NDC, which is located near the Camden/Hillsdale Pilot Area, has acted as a springboard for organizing in the neighborhood. Staff has worked to develop relationships with residents, one person at a time. Knocking on doors, meeting for coffee, or talking with residents in carports, has resulted in the creation of ad hoc groups of neighborhood residents who are primed to make important changes in their neighborhood area. This *Neighborhood Improvement Plan* is the culmination of two years of intensive work to organize the Camden/Hillsdale Pilot Area.

The work in the three Building Strong Neighborhoods Pilot Project Areas, including the Camden/Hillsdale Neighborhood, is based on several basic concepts:

- Develop neighborhood leadership;
- Organize neighborhoods by working collaboratively with residents;
- Build on neighborhood strengths and assets;
- Develop clear priorities and connect them to established resources;
- Help achieve the delivery of city services and neighborhood priorities.

These concepts have provided the overall vision and mission for the work in the pilot project areas.

Organizing in the Camden/Hillsdale Neighborhood initially focused on mapping the area. This included identifying the major community and social institutions such as faith-based organizations, schools, businesses, and City of San José facilities. Parks,

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<sup>1</sup> Cahill, E.E., & Perry, Y.S. (1975). "Developing Indigenous Community Leadership: A Challenge to Urban Universities." In H.E. Mitchell Ph.D. (Ed.), *Behavioral Publications*.

playgrounds, ball fields and other recreation areas where people gathered were also noted. Lastly, organizers identified the neighborhood community leaders who live and work in the area.

City staff attempted to gauge leaders' interest in creating a community coalition that would work to develop a neighborhood improvement plan for the overall pilot area. Few neighborhood leaders showed interest in moving forward with such a project. However, in one corner of the Camden/Hillsdale Pilot Area, neighborhood leaders stepped up and volunteered to participate in an organizing effort. These individuals live in the Donna Lane and Bradford Way area that is located near the City of San José Fire Station 9, Butcher Park, and the Cambrian Branch Library.

A decision was made to focus staff time and resources on building up the strengths and assets in the Donna Lane and Bradford Way Neighborhood as a method of developing best practices in the pilot area, which had been challenged by incidents of street crime and violence. At the heart of this area is a long stretch of individually-owned four-plex apartments. Tenants reported car break-ins, loitering, drug sales, and intimidating encounters. A team of City staff was pulled together to begin work on listening to the concern of neighborhood residents, developing neighborhood priorities, and linking them to established resources.

It is the long term strategy of the Donna Lane and Bradford Way residents and City staff that their efforts serve as a catalyst and model to encourage greater civic involvement of the general Camden/Hillsdale residents. In fact, three of the priorities that were identified included the need to increase neighborhood volunteerism, offer neighborhood education classes, and create neighborhood associations. These are long term goals that will take time, patience, and persistence to accomplish throughout the Camden/Hills Pilot Area.

In the coming months and years, it is hoped that the residents of the Camden/Hillsdale Pilot area will notice how the residents of Donna Lane and Bradford Way have made positive changes in their neighborhood environment. When small groups create big changes, people become inspired. Anthropologist Margaret Mead summed it up the best when she stated, "Never doubt that a small group of people could change the world. Indeed, it's the only thing that ever has."

## Neighborhood Profile

The Camden/Hillsdale Pilot Area is located in Council District 9 with the following boundaries: Hillsdale Avenue to the north, Camden Avenue to the west, Branham Lane to the south and Meridian Avenue to the east.

The Camden/Hillsdale Pilot Area encompasses 2,368 households and has a population of approximately 6,829. The neighborhood has approximately 1,707 owner occupied units and approximately 661 tenant occupied units. Of the tenant occupied units, there are approximately 200 apartments in the area. The predominant language spoken in the households is English, followed by Spanish. The median household income of the area is over \$80,000 per year.<sup>[1]</sup>

The neighborhood is surrounded by many shopping centers and it contains two parks, a library, a fire station, and a school within the boundaries.

The Cambrian Branch Library, completed in 2006, is a great asset to the neighborhood. The library has a large community room that is used during neighborhood meetings and a computer lab for general community use.

The neighborhood parks in the area include Roy M. Butcher Park and Branham Lane Park. Butcher Park has a dog park that opened in the summer of 2007 and a soccer field that was newly renovated in the summer of 2008. Butcher Dog Park is a major asset to the neighborhood. On any given day the park is busy with patrons and their canine companions. Friends of Butcher Dog Park take great pride and ownership of the park. On the first Saturday of each month, members of the organization clean up not only the dog park area, but graffiti and litter that may appear around the park. Butcher Park also has a fairly new playground and a tot-lot for children. During the summertime, the City of San José hosts different sport camps at Butcher Park. Branham Lane Park, is a smaller neighborhood park, but it also has a playground and tot-lot.

The Church of Jesus Christ of Latter-day Saints, South San José Stake is also located in the neighborhood. Church members have supported neighborhood activities including having a member played Santa during the Family Giving Tree gift distribution in December 2007. Members of the congregation who live in the neighborhood also participated in the Neighborhood Listening Project.

Sartorette Elementary School is located within the neighborhood boundaries, but not all the elementary age students who live in the Pilot Area attend that school. Many students travel outside the boundaries to attend Oster Elementary School.

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<sup>[1]</sup> United States Census Bureau. (2009) 2000 Census of Population and Housing. Retrieved on January 12, 2009 from [factfinder.census.gov/home/en/datanotes/expsf1u.htm](http://factfinder.census.gov/home/en/datanotes/expsf1u.htm).

Fire Station No.9 is also within the boundaries of the Hillsdale/Camden Pilot Area. The Firefighters in the station have been actively involved in community events and activities. They have participated in the 2007 and 2008 National Night Out, the Julio Avenue Block Party in 2007, and The Family Giving Tree toy distribution drive for 2007 and 2008.



**Jocelyn, Jennifer and Salma enjoy a tea party play date during a sunny spring day in the neighborhood.**

## **Accomplishments for 2007-2009**

During 2007-2009, working closely with city partners, neighborhood leaders has been successful in accomplishing a number of improvements, including:

- Increasing San José Police Department (SJPD) presence in the neighborhood.
- Reducing the presence of gangs in the neighborhood.
- Hosting the 2007 National Night Out in the alleyway of the apartments.
- Hosting the 2008 National Night Out at Butcher Park.
- Hosting a Safe Summer Night event in the alleyway of the apartments.
- Hosting 14 property owners' meetings.
- Hosting 10 neighborhood-wide meetings to address the issue of drugs in the neighborhood.
- Distributing 100 holiday gifts from the "Family Giving Tree" Program for underprivileged children in the neighborhood in 2007 and 2008.
- Registering over 85% of the property owners in the SJPD Stop Trespassing on Private Property (STOP) Program.
- Hosting a neighborhood block party/pot luck in for the residents of Julio Avenue in August 2007
- Formalizing the Donna Lane/Bradford Way Property Owners Association in March 2009
- Formalizing the Butcher Park Neighborhood Association in March 2009,
- Formalizing the Donna Bradford Tenants Union In April 2009,
- Holding the first formal meeting of the Donna Bradford Neighborhood Coalition in April 2009.

## Pilot Project Planning Process

In the fall of 2006, District 9 Councilmember Judy Chirco helped to select the Hillsdale/Camden Neighborhood as one of three Building Strong Neighborhoods Pilot Project Areas in the City of San José. The planning process for the Camden/Hillsdale Pilot Area began in January 2007. The first step consisted of conducting outreach throughout the neighborhood. The purpose of the outreach was to identify potential neighborhood leaders within the pilot area.

After conducting initial outreach and discussion throughout the area, with little initial interest shown in participation, a decision was made to focus on a smaller sub-area within the pilot area. The Donna Lane and Bradford Way Apartments and surrounding single-family homes were identified as an area that showed interest by the community and a readiness to participate in the neighborhood improvement planning process.

During the implementation of the planning process, City staff organized a number of committee meetings and trainings with tenants, homeowners, and apartment owners to introduce the concept of a Neighborhood Listening Project. Staff laid out an action plan, which included creating a survey and listening to the concerns of neighborhood residents. Together, they reviewed roles of leaders and staff, and agreed on goals and objectives for the Neighborhood Listening Project.

Community members came together with City staff and put together the neighborhood survey questions. The questions were based on their list of neighborhood issues and concerns. Ultimately, the community worked on putting together a survey that would reflect the residents' view of the neighborhood as a whole.

Leaders representing the homeowners, apartment owners, and tenants agreed to strive for the formation of a Donna Lane/Bradford Way Neighborhood Coalition in order to work on addressing the neighborhood's concerns and to improve the quality of life within the neighborhood.

On February 9, 2008, a Day of Listening was held. Working from the home of a community leader, staff trained residents on how to use the survey tool and how to listen to the concerns of residents. A total of 15 teams knocked on more than 200 doors and collected 70 surveys. Each team included one resident and one City staff person. At the end of the Day of Listening, the resident and staff teams ate lunch together and shared their survey stories.

On Thursday, March 20, 2008, neighborhood residents hosted a meeting of neighborhood leaders to review the results of the Day of Listening. Leaders discussed the results and agreed to create a formal Neighborhood Listening Project Report.

Neighborhood leaders presented the report to Councilmember Judy Chirco at an April 12, 2008 community meeting held at the Cambrian Library. At that time, the broader community also had the opportunity to review the report and findings. A vote of support

for the report was taken and passed by the group, as well as the request that Councilmember Chirco move the process forward to council.

After the community meeting, residents continued to work to address the neighborhood's concerns. Tenants have continued to host house meetings to address the issues affecting their neighborhood. Spanish language house meetings are held on a bi-monthly basis.

During 2007 and 2008, the monolingual Spanish speaking community worked to become more involved in the neighborhood. During August of 2007, the Spanish speaking tenants of the Donna Lane and Bradford Way Apartments came together to celebrate their first National Night Out event in the alleyway. They hosted a barbecue and resource fair with more than 80 residents participating. In December of 2008, they were also able to distribute 100 holiday gifts to the children with the help of The Family Giving Tree.

During the summer of 2007, the Donna Lane and Bradford Way Neighborhood, residents came together to host two Neighborhood Watch Meetings, one on Julio Avenue and the other on Hallmark Lane. Each meeting was attended by 75% of the residents on the street.

Residents of Julio Avenue hosted neighborhood block party/pot luck in August 2007. The street was closed off to through traffic and more than 50 people attended the festivities. The San José Police Department and the San José Fire Department also participated at the event.

In August 2008, neighborhood residents assisted City staff in promoting the National Night Out event at Butcher Park and the Summer Safe Night event that was hosted in the alleyway of the Donna Lane and Bradford Way Apartments. There were over 150 people at the National Night Out event and more than 100 at the Summer Safe Night. Spanish speaking volunteers also registered families to receive holiday gifts at the 2008 Family Giving Tree event.

In December 2008, the Spanish speaking tenants hosted their second Family Giving Tree event. They gave approximately 100 holiday gifts to low income families in the neighborhood.

The emphasis of the staff work in 2009 was the formation and formalization of the Donna Bradford Neighborhood Coalition. To that end, the tenants, homeowners and property owner groups were formalized in the spring. On Saturday April 4, a 'sidewalk' meeting was held in the area, with 45 residents attending and committing to reach out to others to attend the first Donna Bradford Coalition meeting, held on April 23, 2009.

## **Neighborhood Listening Project**

A “Neighborhood Listening Project” is a neighborhood organizing tool. The project provides a structure for neighborhood residents to form a coalition to set goals, develop partnerships to help accomplish those goals, and reach out to and mobilize a neighborhood’s greatest resource – the residents.

During the project, a questionnaire is developed and utilized in extensive door-to-door interviews. The information gathered is published, distributed, and used to guide future neighborhood development activities. Central to the Neighborhood Listening Project process is the follow up and the neighborhood action carried out by the resident coalition long after the interviews are completed.

The process has been utilized successfully across the country to bring leaders and organizations together so that neighborhood residents have a voice and a power base to advocate for and lead needed neighborhood improvement and development efforts.

# Residents Responses

The following information summarizes the Day of Action survey results:

## 1. What do you like about your neighborhood?

Several respondents stated that some of the things they like about the area are the location of the neighborhood and proximity to schools, parks, and stores. Respondents also stated that the area is peaceful, safe, quiet, diverse, and had a sense of community. Neighbors are nice.

## 2. What do you dislike about your neighborhood?

Several respondents listed that there are problems such as trash, litter, illegal dumping, traffic, and speeding. Other respondents had concerns about gang activity and drug dealing.

## 3. If you could change something about your neighborhood, what would that be?

Several respondents said that they feel the apartment buildings and shopping areas need attention. Residents would like to add greenery and trees to the street park strips. They said that the alleyway between Donna Lane and Bradford Way could be improved by adding lighting and repaving. This would make the place safer and cleaner.

## 4. Do you feel safe in your neighborhood? Why or Why not?

YES 86% NO 10% No Comment 4%

Most residents said that they have good relationships with their neighbors and that the area has improved. Police come around often, the area is peaceful for the most part, but there are concerns about gangs, speeding, robberies, and problems in the alleyway.

## 5. Do you call the San José Police Department when there is a problem in your neighborhood? If no, why not?

YES 64% NO 30% No Comment 6%

Very few responses were given to explain why people did not call the police. Of those that said that they did not call the police, reasons included that they did not know the number to call, did not want to get involved, or they were concerned for their own safety in other ways.

**6. Have you been affected by neighborhood crime? If so how?**

YES 27 % NO 64% No Comment 8%

Of those who responded that they had been affected by neighborhood crime, the offenses included broken car windows, vandalism to cars, tools stolen from cars or trucks, or gang activity.

**7. Have you been affected by neighborhood nuisances? If so how?**

YES 50% NO 44%, No Comment 6%

Of those who responded that they have been affected by neighborhood nuisances, the concerns included loud music, noise, large or loud parties, and excessive speeding.

**8. Would you like to be part of a neighborhood association?**

YES 59% NO 24% No Comment 17%

Of the residents who answered no, many said that they did not have time to participate or that their efforts would not change the neighborhood.

**9. Would you be interested in receiving training on how to call the San José Police Department (SJPD) and on other crime prevention services?**

YES 55% NO 41% No Comment 4%

**10. Do you think the neighborhood streets need more lighting? If yes, where?**

YES 79% NO 16% No Comment 5%

Specifically, the respondents who said yes mentioned the following locations needed more lighting: the alleyway and adjacent apartment carports and the following neighborhood streets - Donna Lane, Bradford Way, Ledgewood Drive, Kersten Drive, Justine Drive, and the corners of Butcher Park.

**11. Do you think there should be increased lighting in the alleyway of Donna Lane and Bradford Way? Why or why not?**

YES 79 % NO 9% No Comment 12%

Respondents who said yes said the alleyway is too dark and unsafe. They said more lighting would make it less attractive for people to loiter around the area and detract unwanted nuisances in the neighborhood.

**12. Do you think that the alleyway of Donna Lane and Bradford Way should be resurfaced? Why or why not?**

YES 81% NO 0% No Comment 19%

Respondents said that they feel the alleyway is dangerous, has too many potholes and it is an eyesore. During the winter rain, water accumulates in the potholes, which causes a nuisance for the residents.

**13. Do you feel that dumpster enclosures along the alleyway will help minimize the illegal dumping along the apartment properties? Why or why not?**

YES 57% NO 16% No Comment 27%

Respondents who responded yes said that they have witnessed residents who are not from the neighborhood come into the alleyway and dump their large items in the alleyway in the middle of the night. Respondents said that due to the illegal dumping, garbage bins are overflowing.

**14. Are there any neighborhood beautification projects you would like to see?**

People wanted more neighborhood clean-ups and dumpster days. They expressed an interest in having more trees and greenery planted with uniform landscaping around the apartments. They also would like to see the apartments repainted and the alleyway resurfaced.

**15. Do you think the shopping center at Hillsdale Boulevard between Camden Avenue and Ross Avenue needs improvements? Why or why not?**

YES 81% NO 10% No Comment 9%

Respondents said that the shopping area looks abandoned, run down, and out of place as compared to the shopping area across the street. They expressed concern about the smoke shop. Lastly, respondents stated that the shopping center needed different businesses, a facelift, better or more lighting, and parking lot repaving.

**16. If yes, what improvements would you like to see on the business property on Hillsdale Boulevard between Camden Avenue and Ross Avenue?**

61% Respondents wanted increased lighting.

51% Respondents wanted parking lot resurfacing.

57% Respondents wanted façade improvements.

51% Respondents wanted new paint.

**17. Do you think that holding more neighborhood clean-ups (e.g. dumpster days) on a regular basis would help maintain a cleaner neighborhood? Why or why not?**

YES 82% NO 12% No Comment 6%

Most neighbors said that they want more clean-ups and dumpster days because there is too much garbage and littering in the area.

**18. Would you be willing to help keep this area clean by volunteering a few days a year for litter and graffiti removal?**

YES 76% NO 17% No Comment 7%

**19. What types of neighborhood events would you like to see in your neighborhood?**

Residents said that they wanted the following neighborhood events: block parties, community gatherings, clean-up days, activities for children, crime prevention classes, and English classes. Several suggested that the City of San José bring a fire truck and a police car to the area and that safety personnel talk with children so they get familiar with safety and City of San José safety personnel.

**20. What City services would you like to know more about?**

Some of the City services that people would like to have are childcare, English as a Second Language classes, tenant rights trainings, classes about parking enforcement, housing programs, code enforcement, graffiti clean-up, crime prevention, and programs for senior citizens.

**21. Are you a property owner or manager? If yes, what training or information do you need to continue to run a successful property management business? What is your challenge as an owner/manager?**

YES 34% NO 50% No Comment 16%

Of the residents who identified themselves as a property owner or manager, most responded that the cost of living was a major challenge. Others said that keeping the area clean, and trash picked up were concerns. They said they needed assistance with keeping trespassers off of their properties, maintenance assistance, and help in dealing with nuisance issues.

- 22. Are you a tenant? If yes, what trainings or information would you like to receive in order to continue to rent in this area? What challenges do you have as a tenant?**

YES 50% NO 23% No Comment 27%

Of the residents who identified themselves as tenants, almost all of the respondents wanted more information about tenant rights. They also expressed concerns about keeping things clean and the neighborhood safe.

- 23. The information gathered from this interview will be put into a booklet without any names mentioned and given to everyone who participated today. We will be hosting a neighborhood-wide meeting in February 2009 to talk about the survey results. Would you be interested in participating in the meeting and discuss ways to act on these ideas?**

YES 58% NO 15% No Comment 27%

- 24. Thank you so much for your time! All information gathered today will remain anonymous. However, we would like to request your contact information so that we can continue to inform you of upcoming meetings and/or community events.**

88% of respondents provided contact information

12% of respondents did not provide contact information

## Next Steps

The neighborhood interviews and this summary report are steps on a journey. The residents and community allies involved in the Neighborhood Listening Project will continue to take strides to meet the needs of residents who were interviewed as part of the survey and will continue to maintain open communication.

On April 12, 2008, the Donna Lane/Bradford Neighborhood group presented this Neighborhood Listening Project draft report to City Councilmember Judy Chirco. A City Team for the Pilot Area, made up of representatives from SNI, Housing, SJP, Code Enforcement, Office of Economic Development, the Neighborhood Development Center, Department of Transportation, PRNS, the City Managers Office and the Office of Vice-Mayor Judy Chico's office discussed and evaluated results of this report. Below are some of the most important issues that are included in the Strategic Action Plan.

1. Provide neighborhood cleanups through out the neighborhood.
2. Assist and coordinate exterior building improvements for the Donna Lane and Bradford Way Apartments, including:
  - Construct dumpster enclosures
  - Increase lighting
  - Conduct asphalt resurfacing
  - Make general repairs
  - Conduct exterior building and site improvements
3. Facilitate a discussion regarding improvements for the area, including the shopping center located at the corner of Ross Avenue and Camden Avenue.
4. Increase street and neighborhood lighting throughout the neighborhood to address safety concerns.
5. Explore home improvement programs for single-family homes.
6. Increase neighborhood volunteerism and participation in graffiti and litter removal.
7. Provide neighborhood education classes, trainings and workshops on the City of San José such as planning 101, social services, tenant rights and responsibilities, and parent rights in order to educate and empower community members to take action.
8. Establish a neighborhood association.
9. Obtain and maintain 100% of the apartment owners in the STOP (Stop Trespassing on Private Property) Program. Coordinate semi-annual renewals in the STOP Program.

10. Develop specific crime prevention strategies, based on resources available, with a focus on outreach to schools, faith-based institutions, libraries and other neighborhood organizations.

## Strategic Action Plan

1. Provide neighborhood clean-ups through out the neighborhood
  - a) *Apply for Community Action and Pride Grants to fund dumpster rentals and other equipment for a neighborhood dumpster day.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Residents and Stakeholders
  - b) *Research the Neighborhood Dumpster Day schedule for District 9 and provide information back to the neighborhood residents and stakeholders.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center
2. Assist and coordinate exterior building improvements for the Donna Lane and Bradford Way apartments, including:
  - Construct dumpster enclosures
  - Increase lighting
  - Conduct asphalt resurfacing
  - Make general repairs
  - Conduct exterior building and site improvements

Timing: medium term (3-5 years)  
Responsibility: Housing Department and Property Owners

  - a) *Identify property improvement priorities for the Donna Lane and Bradford Way apartments.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center, Property Owners and Residents
  - b) *Invite Donna Lane and Bradford Way property owners to tour the Richmond Menker Neighborhood and talk directly to leaders in the Richmond Menker Property Owners Association.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center

- c) *Develop an improvement plan for the Donna Lane and Bradford Way alleyway in partnership with a newly established property owner organization.*

Timing: Short term (0-3 years)  
Responsibility: Housing Department

- 3. Facilitate a discussion regarding long term improvements for the area, including the shopping center located at the corner of Ross Avenue and Camden Avenue.

- a) *Develop a database of contact information of all businesses and property owners in the shopping center area.*

Timing: Short term (0-3 years)  
Responsibility: Office of Economic Development, Neighborhood Development Center

- b) *Facilitate discussion and develop short and long term vision for improvements of the shopping center.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center, Property Owners, Business owners, Residents

- 4. Increase street and neighborhood lighting throughout the neighborhood to address safety concerns.

- a) *Work collaboratively to identify which neighborhood areas need or require additional lighting. Residents will visually survey the neighborhood and provide information to City Department of Transportation staff who will study the lighting priorities for the neighborhood.*

Timing: Short term (0-3 years)  
Responsibility: Department of Transportation, Neighborhood Residents and Stakeholders

- b) *Identify new source of funding for lighting maintenance and operations, or a system to create a net-zero impact for new lighting.*

Timing: Long term (5-9 years)  
Responsibility: Department of Transportation

5. Explore potential improvements needed for single-family homes.

- a) *In partnership with the City of San José identify homes that are blighted and/or in need of property improvements*

Timing: Short term (0-3 years)

Responsibility: Neighborhood residents and stakeholders, Housing Department, Neighborhood Development Center

- b) *Partner with Neighborhood Housing Services Silicon Valley and schedule a volunteer community-led painting project for a blighted home.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Residents and Stakeholders

- c) *Create and implement an outreach plan to publicize PG&E programs for energy saver home improvements to qualifying low income residents and fixed income seniors.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center, Neighborhood Residents and Stakeholders.

6. Increase neighborhood volunteerism and participation in graffiti and litter removal.

- a) *Contact the Department of Parks, Recreation and Neighborhood Services and coordinate with staff to provide training and equipment for anti-litter and anti-graffiti clean-up events.*

Timing: Short term (0-3 years)

Responsibility: Parks Recreation and Neighborhood Services, Neighborhood Residents and Stakeholders

- b) *Coordinate with Council District 9, Santa Clara Valley Water District, Parks, Recreation and Neighborhood Services staff to schedule an annual graffiti and litter removal events with neighborhood residents and stakeholders.*

Timing: Short term (0-3 years)

Responsibility: Parks Recreation and Neighborhood Services, Neighborhood Residents and Stakeholders

7. Provide neighborhood education, classes, trainings and workshops on City of San José such as planning 101, tenant rights and responsibilities, and parent rights in order to educate and empower community members to take action.

a) *Work with community members to establish a list of different trainings based on neighborhood priorities and department work plans and capacity.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

8. Establish neighborhood associations.

a) *Offer leadership trainings for interested community residents in how to hold public meetings.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

b) *Offer leadership trainings for interested community residents in strategic planning and action.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

c) *Develop bylaws and coordinate the seating of members for the board of directors for a Donna Lane/Bradford Way Tenants' Organization.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

d) *Develop bylaws and coordinate the seating of members for the board of directors for the Butcher Park Neighborhood Association.*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

e) *Develop a Neighborhood Action Coalition of community organizations and stakeholders to work collaboratively with the City*

Timing: Short term (0-3 years)

Responsibility: Neighborhood Development Center

f) *Evaluate the possibility of the creating a Donna Lane/Bradford Way Property Owners' Association which could be modeled after the Richmond Menker Property Owners' Association.*

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center

9. Obtain and maintain 100% of apartment owners in the STOP (Stop Trespassing on Private Property) program. Coordinate semi-annual renewal of the STOP program.

Timing: Short term (0-3 years)  
Responsibility: Neighborhood Development Center and San José Police Department, Property Owners

10. Develop specific crime prevention strategies, based on resources available, with a focus on outreach to schools, faith-based institutions, libraries and other neighborhood organizations

Timing: Short term (0-3 years)  
Responsibility: Police Department, Parks and Recreation Neighborhood Services, Safe School Campus Initiative Program

## Donna Lane/Bradford Implementation Matrix

Action Item	Lead Agency
1) Provide neighborhood cleanups through out the neighborhood.	Neighborhood Development Center CAP Program
2) Assist and coordinate exterior building improvements for the Donna Lane and Bradford Way Apartments <ul style="list-style-type: none"> <li>• Construct dumpster enclosures</li> <li>• Increase lighting</li> <li>• Asphalt resurfacing</li> <li>• General repairs</li> <li>• Exterior building and site improvements</li> </ul>	Housing Department
3) Facilitate a discussion regarding improvements for the area surrounding the shopping center located at the corner of Ross Avenue and Camden Avenue	OED, NDC
4) Increase street and neighborhood lighting throughout the neighborhood to address safety concerns.	Department of Transportation
5) Explore potential improvements needed to single-family homes.	Housing Department
6) Increase neighborhood volunteerism and participation in graffiti and litter removal.	Neighborhood Stakeholders
7) Provide neighborhood education, classes, trainings and workshops on City of San Jose services such as planning 101, tenant rights and responsibilities, and parent rights in order to educate and empower community members to take action.	Neighborhood Development Center
8) Establish a neighborhood association.	Neighborhood Development Center
9) Obtain and maintain 100% of apartment owners in the STOP (Stop Trespassing on Private Property) Program. Coordinate semi-annual renewal of the STOP Program.	Neighborhood Development Center and San José Police Dept., Property Owners
10) Develop opportunities to make specific crime prevention services available based on resources available with a focus on outreach to schools, churches, libraries and other neighborhood organization.	San José Police Department and Safe School Campus Initiative

In 2006, the mayor and City Council created a Neighborhood Improvement Reserve to support the Building Strong Neighborhoods Pilot Project. Reserve funding can be allocated for each action item; however, it will be used to create leveraging opportunities within the City budget and with outside grant funding.

**Camden/Hillsdale Pilot Area  
Donna Lane and Bradford Way  
Neighborhood Improvement Plan  
Building Strong Neighborhoods  
August 2009 Report**



*Strong Neighborhoods Initiative*

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