



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Leslye Corsiglia  
Jennifer A. Maguire

**SUBJECT:** DONNA BRADFORD PILOT  
IMPROVEMENT PROJECT

**DATE:** January 31, 2011

Approved

Date

2/2/11

**COUNCIL DISTRICT:** 9  
**SNI PILOT AREA:** Camden/Hillsdale

## RECOMMENDATION

It is recommended that the City Council:

- 1) Adopt a Resolution Authorizing the Director of Housing to execute the agreements and any amendments or other documents necessary to implement the Phase One of a pilot project for improvements at the Donna Bradford Apartment complex.
- 2) Adopt the following Appropriation Ordinance amendments in the General Fund:
  - a. Establish a city-wide appropriation to the Housing Department for the Donna Bradford Improvement Project in the amount of \$300,000; and
  - b. Decrease the Neighborhood Capital Improvements Fund Reserve by \$300,000.

## OUTCOME

Approval of these actions will provide the Department of Housing with the required funding to proceed with the proposed Phase One pilot improvement project at the Donna Bradford apartment complex located in the Camden Hillsdale Strong Neighborhoods Initiative (SNI) pilot area.

## BACKGROUND

In 2002, the Department of Housing began administering Multi-family Housing Improvement Demonstration projects within the City's Strong Neighborhoods Initiative (SNI) Areas. The majority of these projects were funded through the San Jose Redevelopment Agency's SNI program budget. The emphasis of this program was to provide funding and technical assistance to multifamily property owners within the nineteen SNI neighborhoods to make exterior improvements to their buildings. The goal of the program was to enhance the appearance of these neighborhoods. As these efforts evolved, the Housing Department contracted with two design consultants to work with Housing staff and property owners to create standard design

guidelines and neighborhood source books for multi-family owners to utilize as a building and neighborhood improvement resource.

In 2005, with the steady decline in City and Redevelopment Agency revenues, the Department of Housing and SNI staff modified the program to refocus these improvement efforts to the SNI areas with the greatest need. A Project Alliance task force was formed to evaluate the needs of the neighborhoods and to develop strategies to address those needs. The core alliance members consisted of the Housing Department as the lead agency, SNI, Planning and Code Enforcement staff. Through Project Alliance, funding was targeted to neighborhoods where multi-family property improvements were identified as a top ten priority in SNI Neighborhood Action Plans. In addition to physical improvements to the multi-family buildings, the Project Alliance team incorporated design strategies using successful project models from previous demonstration projects. In addition to creating uniform design standards, the Project Alliance team considered issues such as ongoing sustainability, tenant safety, use of space, parking and property owner collaboration. In 2006, The Housing Department contracted the services of RBF Design Studios (RBF), an urban design consultant, to assist with design and implementation of Project Alliance projects. Since 2006, RBF has assisted the Housing Department in reaching out to key stakeholders in the targeted neighborhoods to solicit ideas and feedback on individualized multi-family neighborhood improvement plans.

#### Donna Bradford Apartments

The Donna Bradford apartment complex consists of 25 individually owned, four unit apartment buildings located south of Hillsdale Avenue between Ross and Camden avenues. The apartments were identified by the two neighborhood coalitions, the Donna Bradford Way Tenants Association and the Donna Lane and Bradford Way Property Owners Association, as one of the top priorities of the Hillsdale Camden Pilot area. In early 2009, a Donna Bradford working group was convened to evaluate the general needs of the Donna Bradford apartments and to explore opportunities for improvements using the Project Alliance model. The working group consisted of Housing Staff, SNI Team Leaders, staff from the City Managers Office and the District 9 City Council Office. One of the key challenges facing the planning group included a lack of project funding. Prior to evaluating funding opportunities, an improvement plan was required to establish project and funding priorities. The goals of the Donna Bradford Improvement Project are to:

- Provide for a safe and healthy environment for the residents
- Create an attractive and clean neighborhood
- Encourage tenant and owner collaboration
- Facilitate the ease of ongoing maintenance of the Donna Bradford apartments

In November 2009, the Donna Bradford Improvement Plan was added to the RBF scope of services. RBF was directed to develop a phased improvement plan establishing project parameters and improvement priorities enabling staff to determine funding needs. Subsequently, Housing Department staff conducted meetings with the Donna Bradford property owners, RBF and City staff to explain the improvement planning and implementation process as well as to solicit participation from the property owners. Housing Department staff also attended the Donna Bradford Tenants Union meeting to introduce the Project Alliance concept.

On June 26, 2010 RBF along with the Donna Bradford working group conducted a neighborhood design and planning study session which was open to all property owners, tenants and Camden Hillsdale neighborhood residents. The session was an opportunity for key stakeholders to provide design feedback and input on neighborhood and project priorities. RBF guided participants through several exercises to identify and prioritize the needs of the Donna Bradford apartments. Participants identified several physical improvements as well as other features designed to enhance the quality of life of the tenants.

## ANALYSIS

Through the June 26, 2010 meeting, the group reached consensus that improvements to the alleyway were a priority. Although the buildings technically face Donna and Bradford Avenues, the alleyway is the gateway to the buildings parking and primary entry for residents. After the alleyway improvements, physical improvements to the apartment buildings themselves ranked as the next highest priority. The following improvements were identified as priorities and have been included in the Donna Bradford Improvement Plan:

### Phase One Improvements

1. *Alleyway Repaving* – Remove and replace the existing severely deteriorated asphalt paving throughout the entire alleyway.
2. *Alleyway Drainage* – Repair existing drainage system to eliminate alleyway and carport flooding.
3. *Alleyway and Carport Lighting* – Increase tenant safety by adding new energy efficient lighting to carports and alleyway.
4. *Dumpster Area Improvements* – Dumpster areas will be identified and consistency designated. The dumpster areas will be designed to minimize difficulty in garbage pick-up and clean up.
5. *Gateway Monuments* – Gateway monuments will be constructed to identify the alleyway as private property and discourage unwanted traffic through the alleyway

Upon appropriation of funds as recommended as part of this memorandum, Housing Department staff will proceed with coordinating the Phase One improvements. Staff will work with the property owners to obtain competitive proposals and ensure that the work is being performed to all applicable standards. Housing staff has worked with RBF to establish an overall Phase One project budget. The proposed \$360,000 project includes owner contributions of approximately \$60,000 in addition to the City's \$300,000 contribution. The City funding will be administered in the form of a grant. On average each property will receive approximately \$12,000. All funds will be paid directly to the contractors upon completion of work. With this contribution, the budget will be sufficient to complete the Phase One improvements. In conjunction with funding these improvements, Housing staff will be requiring property owners to execute grant agreements.

Under this Grant Agreement property owners must agree to:

- Participate in the existing property owner's association and are being encouraged to create a formal homeowners association.
- Contribute minimum of 15% of the construction costs.

- Maintain all improvements to the fullest extent possible.

In addition to funding the physical improvements under Phase One, staff will evaluate and document the needs, priorities and feasibility of future improvements under Phase Two and beyond. It is anticipated that if the City Council approves the recommendation, the Phase One improvements will be completed by no later than June 2011. Housing staff will continue to work with SNI staff and community leaders to evaluate opportunities for future improvements.

### **EVALUATION AND FOLLOW-UP**

Staff will include this project in the Housing Rehabilitation Program quarterly and year end reports.

### **POLICY ALTERNATIVES**

To arrive at this proposal, staff also considered the following option:

***Alternative #1: Do not approve the allocation of funds for this project.***

***Pros:*** Proposed funds may be utilized to address other City priorities.

***Cons:*** This project will not proceed. Efforts to garner support and input from the community to work with the City will be for naught and may jeopardize future collaborative projects in this area.

***Reason for not recommending:*** This alternative will result in the Donna Bradford Improvement Project not moving forward; indefinitely deferring much needed improvements and jeopardizing future collaborative projects in this area.

### **PUBLIC OUTREACH/INTEREST**

- 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: E-mail 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: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

The actions recommended in this memorandum do not meet any of the above criteria; however, this memorandum will be posted on the City's website for the February 15, 2011 Council agenda.

**COORDINATION**

Preparation of this memorandum has been coordinated with the City Attorney's Office.

**FISCAL/POLICY ALIGNMENT**

This expenditure is consistent with the Housing Department's *Five-Year Investment Plan for Fiscal Years 2007/08-2011/12* in preserving the supply of affordable housing, and with the City's *Consolidated Plan, 2009-10* in implementing Project Alliance with a primary goal of improving the livability of neighborhoods and create both Physical and social change and a secondary goal of creating sustainable communities.

**COST SUMMARY/IMPLICATIONS**

The recommended action will appropriate \$300,000 from the Neighborhood Capital Improvements Fund reserve in the General Fund to provide funding for improvements to the alleyway of the Donna Bradford apartment complex. The improvements include repaving the alleyway, repairing the drainage system in the alleyway, installing energy efficient lighting in carports and the alleyway, designing improvements to the dumpster areas, and constructing gateway monuments.

**BUDGET REFERENCE**

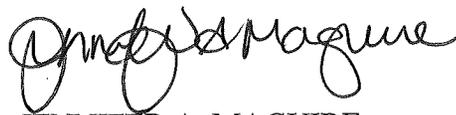
The table below identifies the fund and appropriation proposed to fund the actions recommended as part of this memorandum.

Fund #	Appn #	Appn. Name	Total Appn	Amt. for Project	2010-2011 Adopted Operating Budget (Page)	Last Budget Action (Date, Ord. No.)
001	8160	Neighborhood Capital Improvements Fund	\$1,609,871	\$300,000	N/A	06/29/2010, Ord. No. 28765

**CEQA**

Exempt, PP10-188

  
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