



Memorandum

TO: NEIGHBORHOOD SERVICES
AND EDUCATION COMMITTEE

FROM: Jon Cicirelli

SUBJECT: PROJECT HOPE 2018-2019
ANNUAL REPORT AND
EXPANSION STATUS UPDATE

DATE: February 24, 2020

Approved

Date

3/5/2020

COUNCIL DISTRICTS: #1, 2, 3, 5, 7,
and 8

RECOMMENDATION

Accept the Project Hope 2018-2019 Annual Report and Expansion Status Update on the implementation of the program.

OUTCOME

The Neighborhood Services and Education (NSE) Committee will receive historical background on the Project Hope program, as well as an update regarding the expansion and current status of implementation for Project Hope.

BACKGROUND

In 2016, the City Council approved funding for a pilot program named "Project Hope," a community empowerment effort that helps residents learn how to work in partnership with the City to coordinate and mobilize resources to address ongoing neighborhood/community issues such as crime and blight. The program's overall goal is to develop sustainable neighborhood associations that can best advocate for the community. The initial Project Hope areas were the Winchester/Cadillac, Roundtable/Edenvale, and Welch Park neighborhoods. Additional staff and other resources provided in the fiscal year 2019-2020 Adopted Budget permitted expanding the Project Hope program to six new neighborhoods, for a total of nine neighborhoods. The additional neighborhoods are Hoffman/Via Monte, Washington, Santee, Jeanne Avenue, Poco Way, and Foxdale. The location of the additional neighborhoods is shown in the attached Project Hope Site Expansion Map 2019-2020.

ANALYSIS

The Project Hope neighborhoods are aligned with the Mayor's Gang Prevention Task Force hot spots and are comprised of residents who typically live in high-density neighborhoods, experience issues of crime and blight, and have a significant portion of the community that is monolingual speaking (Spanish or Vietnamese).

The Project Hope strategy focuses on four key deliverables:

1. Develop a sustainable, organized group of community leaders (develop a neighborhood association);
2. Develop a safer and cleaner environment (address ongoing safety and blight issues);
3. Develop informed residents who can access City services (educate residents on how to utilize City services effectively); and
4. Develop community partnerships that can assist in sustaining efforts in the project area.

Project Hope Community Engagement Model

The Project Hope Community Engagement model has five phases to ensure the project can meet the established deliverables in each neighborhood. To best implement this model, the neighborhood work plans are implemented over a multi-year period. As a community's capacity increases and its dependency on staff coordination lessens, a project area will transition into a "maintenance" mode.

It is important to note that although Project Hope has an implementation model, progress can only occur at the pace the community will allow. It is also apparent that the work is never done. Project Hope communities are transient by nature, requiring periodic rebooting to address neighborhood attrition, and nurturing the community structures that have been developed so they stay strong over time.

The following table shows the five phases of the Project Hope Community Engagement model.

| Work Plan Phase | Action Items |
|---|--|
| <i>Staff Planning</i> | Hire staff; develop the Implementation Team; establish project boundaries; and develop the staff work plan. |
| <i>Community Mobilization</i> | Launch the project officially; hold large community events and resource fairs; establish outreach efforts with residents; secure office space; host town hall meetings, business meetings, and property-owner meetings; and implement a baseline survey on community conditions. |
| <i>Community Capacity Building</i> | Host the Neighborhood Academy to train resident leaders and begin neighborhood-leader trainings. |
| <i>Implementation</i> | Establish monthly community action team/neighborhood association meetings; facilitate the nomination and election of new board members; implement a neighborhood-improvement plan; and coordinate community events. |
| <i>Maintenance Planning</i> | Transition project area to a maintenance mode with staff support; continue to link the community with key community stakeholders, businesses, and City/County resources; and maintain a staff presence that provides support to residents and neighborhood association. |

Expansion Process and Timeline

With the positive progress of the initial three Project Hope pilot sites in fiscal year 2018-2019, the Project Hope program received additional funding to expand to six more sites as previously described, for a total of nine sites. As directed in the approved Mayor's 2019-2020 June Budget Message, the Hoffman/Via Monte neighborhood was identified in the budget as part of the expansion. The other five sites were identified through an "equity screen" analysis from among the 18 Mayor's Gang Prevention Task Force (Task Force) neighborhood "hot spots." The analysis of those hot spots layered data that included community vulnerability and risk-factor information, such as poverty rates, youth arrests, graffiti incidence, presence of illegal firearms, frequency of high-priority calls to police, and educational achievement. The data were provided by Task Force partners such as the San José Police Department, County of Santa Clara Probation Department, and County of Santa Clara Public Health Department; and the 18 hot spots were ranked on these factors.

Work is now under way to implement Project Hope in all nine sites. The following table shows the status of the project for each site based on the onboarding of staff.

| Neighborhood | Council District | Current Status |
|-----------------------------------|------------------|------------------------------|
| Winchester/Cadillac (Existing) | 1 | Maintenance Phase |
| Roundtable/Edenvale (Existing) | 2 | Implementation Phase |
| Welch Park (Existing) | 8 | Implementation Phase |
| Hoffman/Via Monte (New) | 10 | Community Mobilization Phase |
| Poco Way (New) | 5 | Community Mobilization Phase |
| Santee (New) | 7 | Community Mobilization Phase |
| Foxdale (New) | 5 | Staff Planning Phase |
| Jeanne (New) | 3 | Staff Planning Phase |
| Washington (New) | 3 | Staff Planning Phase |

It should be noted that implementation is based on recruiting and hiring timelines.

Program Structure and Staffing Model

The fiscal year 2019-2020 budget provides additional ongoing and one-time funding to provide staff support to the expansion of Project Hope neighborhoods. The Project Hope structure is to provide three teams, with each team overseeing three Project Hope neighborhoods. Each team consists of a Community Coordinator overseeing two Community Activity Workers. Each team is responsible for planning community events and other outreach efforts in their assigned neighborhoods, identifying potential community leaders, and assisting in the establishment or improvement of the neighborhood association that is a core goal of the program. A Recreation Superintendent and a dedicated Community Services Supervisor oversee the operations and expansion of the teams intended to support three neighborhoods.

Coordination and collaboration of various City departments for Project Hope is provided through an Executive Steering Committee and an Implementation Team that guide the project and implement its goals. The Project Hope Executive Steering Committee includes executives from various City departments (Council Office, Police, Code Enforcement, Housing, PRNS, and others as needed), provides guidance to the Implementation Team, moves bureaucracy, and addresses ongoing policy-related issues, including providing linkages to other resources to support the project. The Implementation Team includes mid-level and front-line managers from various City departments and partner agencies and focuses on implementing the approved project work plan to meet the project's goals and outcomes.

Lessons Learned

PRNS has learned the following key lessons, which help to drive Project Hope program implementation in the nine selected neighborhoods:

1. The work with our communities is relationship-based, and must be anchored in equity, trust, and respect.
2. The work is cyclical and really never done, due to volunteer fatigue, and because of the transient nature of the neighborhoods where Project Hope operates. New generations of neighborhood leaders must be identified and trained, so that the community organizing structures built via the project are maintained and strengthened over time.
3. Our stakeholder partners are under-resourced. As the project is implemented in the first nine neighborhoods, and potentially beyond, City departments and programs that participate may need additional dedicated Project Hope staffing or other resources to be effective.

CONCLUSION

This report has described the history and structure of the Project Hope program, as well as the current status of the Project in the nine neighborhoods selected for implementation. Project Hope is now operating in all nine neighborhoods, with the first three neighborhoods fully implemented, and work beginning in the six newest locations.

EVALUATION AND FOLLOW-UP

The Department is in contract with Resource Development Associates to develop Project Hope community surveys which will inform work plan priorities and assess resident perceptions. An updated report to the Neighborhood Services and Education Committee will be presented during a fiscal year 2020-2021 NSE meeting.

CLIMATE SMART SAN JOSE

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

NEIGHBORHOOD SERVICES AND EDUCATION COMMITTEE

02/24/20

Subject: Project Hope Annual Report and Status

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PUBLIC OUTREACH

This memorandum will be posted on the City's website for the March 12, 2020 Neighborhood Services and Education Committee meeting.

COORDINATION

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

COMMISSION RECOMMENDATION/INPUT

A Project Hope update was presented to the Parks and Recreation Commission on February 5, 2020 and was accepted.

/s/

JON CICIRELLI
Director of Parks, Recreation
and Neighborhood Services

For questions, please contact Andrea Flores Shelton, Acting Deputy Director, at (408) 535-3576.

Attachment: Project Hope Site Expansion Map 2019-2020