

This appendix provides a summary of program and service analysis findings. It describes programs and services available to San Jose residents, and highlights collaborative efforts between the City and partner agencies.

Summary of Findings

During the program and service assessment, suggestions were made to increase the effectiveness of the Departments in the areas of internal organization, outreach and marketing, community involvement, collaboration and partnerships, and delivery of programs and services. These suggestions and opportunities are summarized below.

Opportunities for Organizational Improvement

- Enhance *community driven services*.
- Expand *bilingual* and *culturally relevant* services.
- Increase focus on *communication, coordination, and cooperation* within the Departments and among Divisions.
- Provide staff with up-to-date *computer technology*.
- Develop clear *career ladders*.

Outreach and Marketing

- Provide *information packets* and *presentations* for staff use.

Community Involvement

- Expand *community involvement* and *stewardship* opportunities for residents of all ages and abilities.

Collaborations and Partnerships

- Continue to expand *collaborations* and *partnerships*, including:
 - City departments and government agencies;
 - School districts;
 - Private sector;
 - Community-based organizations; and
 - Colleges and universities.

Visitor Services and Facilities Division

- Increase *program offerings*, including festivals, community gatherings, and educational and interpretive programs.
- Increase *visibility and accessibility* of park rangers and park employees.

Neighborhood Services Division

- Expand *neighborhood revitalization* efforts.
- Expand the *capacity of community groups* through services offered at neighborhood development centers.

Recreation and Community Services Division

- Expand services to *all ages and abilities*.
- Recognize *youth, seniors and persons with disabilities* as high priorities for services.
- Ensure that *core services* are available to residents throughout the City, including:

- Preschool and multi-disciplinary after school elementary and middle school programs;
 - Teen programs;
 - Senior programs;
 - Indoor sports and fitness;
 - Community education and recreation;
 - Arts and cultural activities;
 - Drop-in activities;
 - Neighborhood development center;
 - Community rentals;
 - Information and referral; and
 - Access to City departments.
- Continue to *involve teens* in planning youth center activities.
 - Redefine the *image of senior services* to be more attractive to baby boomers.

Youth Services Division

- Expand *homework centers*.
- Expand the *number* of licensed childcare centers and their *hours of operation* to including non-traditional hours and days.
- Address specialized needs *for children with illnesses and disabilities*.
- Expand youth services to *reduce gang violence* and *provide positive alternatives* to youth.

- Increase *youth employment* opportunities.

Parks Division

- Build *community* by expanding Adopt-a-Park, Adopt-a-Street, and Community Garden programs.

Conventions, Arts and Entertainment Visitor Services and Facilities Division

The purpose of the Visitor Services and Facilities Division of Conventions, Arts and Entertainment is to operate and maintain the City's regional park system and visitor destinations.

Core Service Areas

The core service areas of the Visitor Services Division are to:

- Manage, operate and market regional parks, gardens, and special attractions;
- Plan and implement capital improvement projects for these facilities;
- Provide Park Ranger services, such as rules enforcement, educational outreach programs, park conservation activities, fire suppression, and visitor services;
- Foster and develop partner organizations and community input processes; and
- Administer and produce special events in regional parks.

Regional Parks and facilities include:

- Kelley Park
 - Happy Hollow Park and Zoo
 - Japanese Friendship Garden
 - San Jose Historical Museum
- Emma Prusch Memorial Park
- Lake Cunningham Regional Park
- Alum Rock Park
- Edenvale Garden Park
- Almaden Lake Park
- Overfelt Botanical Gardens
- Guadalupe River Park and Gardens
- Plaza de Cesar Chavez
- Leininger Center
- Municipal Rose Garden
- Municipal Golf Course
- San Jose Family Camp

Two additional golf courses are in the planning stages.

Three of the regional parks, Kelley, Guadalupe, and Alum Rock, include Visitor Centers where recreation opportunities include in-house tours, interpretive videos, and the opportunity to observe animals that live in the park.

The division also administers contracts for operation and maintenance of facilities, such as:

- Raging Waters;
- Municipal Golf Course;
- Hayes Mansion Conference Center; and
- San Jose Municipal Baseball Stadium.

The Division produces special events for the City, such as the Holiday Parade and Christmas in the Park.

Park Ranger Services

Park Rangers are first responders to emergencies or incidents in the regional parks. They enforce rules from boats, ATV's, and bicycles, and contact other public safety personnel when necessary. Park Rangers open and close the parks each day.

Park Rangers are responsible for fire suppression in the regional parks. In addition, Park Rangers are a part of the City police and fire radio communication network, and are called upon to assist in adjacent areas outside park boundaries as needed.

Outreach

Park Rangers offer interpretive programs about conservation, water awareness, and flora and fauna of the parks, in the parks, in the schools, and at special events. Over 2400 youth participated in 800 programs presented by park rangers in the schools during 1998-1999. Over 1800 youth participated in water awareness programs.

Rangers participate in the city-wide outreach program, City in the Neighborhood. Residents have an opportunity to examine rescue equipment, pursue educational booths, enjoy costumed characters, and interact with animals that live in the parks.

Park Rangers also act as park hosts and ambassadors to the City. For example, groups of 12 or larger can arrange for a bicycle tour of the downtown parks guided by a Park Ranger.

Junior Ranger Program

Through the Junior Ranger Program, youth can spend time shadowing and working with Park Rangers, and receive a certificate for completing the program.

Eagle Scout Program

Youth working toward Eagle Scout ranking can assume a project within one of the parks, such as trail building or exhibit kiosk construction, with guidance from a Park Ranger.

Special Events, Projects, and Programs

Christmas in the Park

Over 20,000 hours were logged in 1998-1999 by volunteers building displays for this Visitor Services-produced event.

San Jose Holiday Parade

The Visitor Services Division produces the San Jose Holiday Parade. The parade is rated as one of the top 25 parades in

the United States, and is one of the mostly highly rated holiday parades.

Sister Cities Program

The Division manages the sister cities program with seven cities.

Cultural Heritage Gardens

Three cultural heritage gardens are located in regional parks, including a Japanese Friendship Garden, a Chinese Garden, and a Mexican Garden. A Vietnamese Heritage Garden is in the planning stages.

Park Permits

The Permits section, housed in the Leininger Center, issues permits and coordinates all City services for special events in the City's neighborhood and regional parks.

Picnic and Wedding Reservations

Weddings are scheduled a year in advance for such popular sites as the Municipal Rose Garden, Japanese Friendship Garden, and Overfelt Gardens.

Private reservable sites at Guadalupe River Park can accommodate up to 500 people for events such as fundraisers and private celebrations. A corporate picnic area is available at Lake Cunningham which can accommodate up to 400 people. Rates are low by design (about \$1 per person) to afford access to all residents.

Program and Service Assessment

The high demand for picnicking and wedding sites exceeds the capacity of existing facilities.

San Jose Family Camp

San Jose Family Camp is a City-run camp in Tuolumne County near Yosemite. The City leases land from the U.S. Forest Service and offers full-service camps from the middle of June through the end of August. The camp accommodates 200 people at a time per camp. In 1998-1999, close to 1000 people participated in camps.

The camp is open for drop-in use by residents and non-residents from April through June and September through October.

Occupancy for the Family Camp runs at 80% to 85%, and operates at 100% cost recovery.

Friends of Family Camp is a non-profit organization which volunteers about 40% of the labor needed to make the camp ready each year. It also raises money for camperships for disadvantaged or at-risk youth and their families. The camp staff are increasing outreach efforts to disadvantaged families.

Happy Hollow Zoo

The Zoo programs have grown significantly over the last few years through increased membership and educational outreach. The zoo program offerings include summer day camps, and periodic sleepovers so youth can observe the

night-time behavior of animals. The zoo is accredited through the American Zoo and Aquarium Association.

Neighborhood Services Division

The purpose of the Neighborhood Services Division is to strengthen the capacity of communities to create and sustain positive change.

Core Service Areas

The Neighborhood Services Division provides funding and programs that address conditions adversely affecting neighborhood quality of life and safety. Those adverse conditions include the effects of crime, graffiti, blatant drug and gang activity, blighted condition, and lack of unity. Services are aligned in three core service areas:

- *Neighborhood Improvement and Sustainability Services* - support and enhance community development and sustain neighborhood livability.
- *Capacity Building Services* - strengthen the ability of agencies to serve the community by providing resources to collaborating agencies.
- *Issue Resolution Services* - provide resources to reduce and resolve tenant/landlord conflicts and other community issues.

Program Performance Measures

In 1998-1999, the Neighborhood Services Division served 34 neighborhoods. They conducted 55 trainings and work-

shops, trained 820 participants, and funded 139 projects.

In 1999-2000, the division plans to serve 35 neighborhoods, conduct 60 trainings and workshops, train 900 participants, and fund 150 projects.

The measures and targets for program performance in 1999-2000 are:

- Percentage of neighborhood goals achieved within set time standards - 85%;
- Percentage of projects implemented within set time standards - 80%;
- Percentage of residents reporting improvement in their ability to address community issues - 80%;
- Percentage of contracts completed by August 1 - 90%;
- Percentage of all customers surveyed who rate services very good or better - 80%; and
- Percentages of neighborhoods /communities requesting services that are actually served - 80%.

Population Served

Neighborhoods in all ten council districts benefit from the programs offered through the Neighborhood Services Division, although the majority of projects are located in Districts 3, 5, and 7.

Community Action and Pride Grant Program

Goal

The goal of the Community Action and Pride is to improve neighborhoods by providing grant money and leadership training.

Description

Community Action and Pride is a grant program for projects, services, and activities undertaken by neighborhood groups which foster or enhance safety, reduce blight and crime, and improve the quality of life in a neighborhood.

Project Crackdown

Goal

The goal of Project Crackdown is to provide residents with the education and resources necessary to reclaim their neighborhoods and maintain their desired quality of life.

Description

Project Crackdown is a multi-agency, multi-service program that directs intensified City, County and private resources toward neighborhoods impacted by drugs, gangs and blighted conditions. Initially a mobile, temporary program, Project Crackdown has been modified to facilitate community empowerment and promote neighborhood stability. One of the primary objectives of Project Crackdown is to establish leadership in the community. The Project Crackdown Community Coordinator first identifies leaders in the community and assists them in forming a neighborhood association. Police, code enforcement, and other City agencies provide intensified services until the neighborhood has become stabilized.

Maintenance

After a neighborhood has stabilized, a Community Coordinator maintains a relationship with the neighborhood, attending Neighborhood Association meetings and acting as a resource to residents in accessing City services. In 1997-1998, 53,500 program participants were served - a number much higher than the 38,100 projected. Over 1,000 volunteers worked 3,979 hours; 2,870 service hours were logged by collaborating agencies. Forty special events each had over 100 people in attendance. At the end of 1998-1999, many neighborhoods were on a waiting list for assistance from Project Crackdown. Due to the funding and staffing requirements of Neighborhood Revitalization Strategy projects in progress, new project Crackdown neighborhoods will not be opened in 1999-2000.

Weed and Seed

Goal

The goal of Weed and Seed is to "weed" out violent crime, gang activity, drug use and drug trafficking from a targeted neighborhood, and "seed" it with community resources for social and economic revitalization and long-term stability.

Description

Weed and Seed is a federal program that is based on San Jose's successful Project Crackdown. Now the City receives funding through the federal Crime Bill to augment the Project Crackdown program.

Neighborhood Revitalization Strategy

Goal

The goal of the Neighborhood Revitalization Strategy is to make long-term, tangible improvements to the quality of life in targeted neighborhoods.

Description

The Neighborhood Revitalization Strategy is a community-driven, interdepartmental effort to recruit, train, and assist stakeholders to develop viable work plans to revitalize their neighborhoods. The first comprehensive revitalization efforts began in 1989 when it became clear that neighborhoods needed help in maintaining the changes that were brought about through Project Crackdown.

Neighborhood Revitalization Strategy is implemented in 5 to 6 adjacent neighborhoods. This area may include a Project Crackdown neighborhood. The community neighborhood coalition decides what needs to be done to revitalize the area. A City planning team is assigned to help develop a strategy and a budget for needed improvements. Neighborhood Services staff convenes monthly meetings with representatives of all agencies involved in the plan to review progress and coordinate efforts.

Two plans have been completed in the University and Washington neighborhoods and two are under way in Rockspring and Edenvale. Three additional areas are scheduled for services beginning in fiscal year 1999-2000. Other

neighborhoods are on a waiting list. In 2000-2001, the Neighborhood Revitalization Strategy will be integrated into the City's Strong Neighborhoods Initiative.

Project Blossom

Goal

The goal of Project Blossom is to empower residents, property owners, schools, and community leaders to set and carry out goals for improving their neighborhoods.

Description

This six-month program targets neighborhoods that evidence blight, but which are not impacted by drug or gang activity. The neighborhood must request the services and express a commitment to addressing the problem. Neighborhood Services staff offers support in working with Code Enforcement, absentee landlords, and others to improve the neighborhood.

Anti-Graffiti Program

Goal

The mission of the Anti-Graffiti Program is to beautify San Jose by preventing and removing graffiti through community empowerment, eradication, and enforcement.

Description

The Anti-Graffiti Program operates throughout the City and is partially funded through a Community Development Block Grant. Three police officers work in partnership with Neighborhood Services Division staff in the four primary

service areas of the program:

- *Eradication* - Eradication of graffiti denies the vandals the recognition they want. Paint crews work seven days a week to help clean up and paint out graffiti. Teams include weekday abatement crews, weekend juvenile offender crews, paint bank staff, and ongoing volunteers. Eradication efforts are coordinated through a Technical Advisory Committee and regional alliances.
- *Enforcement* - Volunteers are trained in surveillance and are provided with the surveillance equipment necessary to catch vandals, including radios, night vision binoculars, and cameras. Surveillance volunteers alert police officers of graffiti vandalism in progress.
- *Empowerment* - Through Community Empowerment, San Jose residents learn how to become self-sufficient and maintain graffiti-free neighborhoods. Volunteers receive paint and rollers, safety training and orientation, and technical assistance. A graffiti hot line, community conferences, and support and recognition of volunteers are all part of community empowerment.

When Neighborhood Services Division staff surveyed other large cities, they found that San Jose eradicated as much graffiti as cities with much larger staff. This is undoubtedly due to the fact that community members accomplish approximately 40% of eradication.

In 1997-1998, 528 volunteers worked 2,279 hours. About 975,000 square feet of surface at 9,312 sites was covered. In addition, 126 graffiti education presentations were made. Thirty special events, including paint out days, were held. A one-day conference was held to provide technical assistance to community members, to present updates on law enforcement, and to recognize volunteers.

The District Attorney's office cooperates with the Anti-Graffiti program through mandatory sentencing of graffiti vandals. For the first offense, graffiti vandals must complete 66 hours of clean up. For the second offense, the time doubles. On the third offense, the offender is incarcerated. This approach has proved to be more effective as a deterrent and less costly to administer than a restitution program that has been eliminated.

Neighborhood Development Center

Goal

The City of San Jose's Neighborhood Development Centers assists San Jose residents and families to access government and other needed services, as well as to develop neighborhood organizations that address issues of blight, crime, and the need for neighborhood unity.

Description

The Neighborhood Development Center offers services in English, Spanish, Vietnamese, and Cambodian to enable all San Jose residents to access the government and non-profit resources they need to improve their quality of life. Workshops are offered on dozens of topics, ranging from

introduction to computers to neighborhood organizing to parent education. A resource center contains computers, office equipment, a library, and staff to help neighborhood leaders with their neighborhood organizing efforts. Information and referral services connect the public with needed government and non-profit services.

Neighborhood Academy

Goal

The goal of the Neighborhood Academy is to train residents as neighborhood leaders.

Description

The Academy is designed to supply residents with up-to-date information that is essential for them to become neighborhood leaders and resources in the area of neighborhood development and safety.

Through trainings and workshops, community leaders learn how the City system works and how to access services. They are then able to act as resources to their neighbors.

Rental Dispute Program

Description

The Rental Dispute Program facilitates voluntary agreements between property owner/managers and tenants of mobile homes and multi-family dwellings. It implements ordinances that regulate rent increases for apartments and mobile home spaces, and monitors agreements with community programs providing recreation, legal and housing services to low- and moderate-income residents of San Jose. The pro-

gram also provides information and assistance for landlords and tenants on rent increases and service reductions.

The Rental Dispute Program cooperates with other neighborhood programs, such as Project Crackdown, Project Blossom, Weed and Seed, and Neighborhood Revitalization Strategy. Community outreach and education services are extended to non-English speaking residents.

In addition, staff provides support services to the Advisory Commission on Rents and the Mobile Home Advisory Committee.

Community Development Block Grant

Description

The Neighborhood Services Division administers Community Development Block Grants, including funds for housing rehabilitation, neighborhood business district improvements, and public services. It also provides staff support for the Community Development Block Grant (CDBG) Steering Committee.

CDBG funds City programs and provides grants to neighborhoods. Allocations are recommended by a steering committee and must be spent to benefit low- to moderate-income people.

Approximately 15% of CDBG funds are for services, and 85% are for economic development, fair housing, and capital programs. Funds are dispersed to City agencies and non-profit organizations for social services and for capital programs to rehabilitate buildings or build new ones.

Recreation and Community Services

Purpose

The purpose of the Recreation and Community Services Division is to "provide opportunities for life enjoyment." This purpose is consistent with the mission statement of the Parks, Recreation, and Neighborhood Services Division "to support livability of neighborhoods, offer opportunities for individuals to enjoy life, and strengthen communities of people."

Strategies

The strategies developed to provide these opportunities for life enjoyment are to:

- Provide direct services to residents;
- Develop community-wide collaborations to expand resources and reduce costs;
- Provide equitable access to a broad range of programs at sites throughout the City; and
- Offer a comprehensive selection of recreation and human service programs to residents of all ages and abilities throughout the city.

Core Service Areas

The services of the Recreation and Community Services Division are aligned in three core areas:

- *Recreation Services* - provide residents with a safe and nurturing environment in which they can socialize,

participate in sports and enrichment activities, and improve their physical wellness.

- *Community Involvement Services* - provide opportunities for individual self-fulfillment through volunteerism and community service.
- *Independent Living Services* - assist individuals to realize their full potential for independent living by teaching skill development and providing support services in nutrition, employment, and other life skills.

Program Performance Measures

For the 2000-2001 budget year, the program measurements and targets are:

- Percent of *program capacity utilized* - 85%;
- Percent of participants expressing overall *satisfaction with services* - 90%;
- Percent of *accident-free participant service hours* - 99%;
- Average cost *per participant hour*; and
- Proportion of *program costs offset by revenues*.

Community Centers

Goals

The goal of community centers is to provide leisure experiences and related human services for all ages including play, socialization, creative expression, competition, and cultural awareness through a coordinated program of recreation activities and classes, special and cultural events, and sports.

Description

Eighteen community centers serve as focal points for community involvement and action. Staff have developed and implemented over 500 fee classes and activities targeted at children and youth and adults, including, but not limited to dance, karate, gymnastics, cooking, arts and crafts, science, music, sports, and games. Special events and programs for youth include music camps, young people's theater, dinners and barbecues, sports camps, tutoring and homework programs, cultural seminars, ethnic dances, and gang prevention projects/programs.

Community centers can serve as the front porches of neighborhoods. However, some of the community centers in San Jose are located in buildings that were not constructed for the purpose and are inadequate.

Other services include:

- *Inner-City Games* - Opportunities are provided for inner-city youth to participate in sports, educational, cultural and community enrichment programs. Activities are designed to encourage youth to say "no" to gangs, drugs, and violence and "yes" to hope, learning and life. Activities are free and open to participation by any youth age 7 to 17.
- *Specialized Senior Citizen Programs* - Programs are provided at six community centers to augment the five senior center programs.

Youth Centers

Goals

The goal of the Youth Centers is to provide safe, supervised environments for youth to socialize, develop skills, and participate in programs that are positive alternatives to gang and other delinquent behavior.

Description

Teen Advisory Boards plan youth programs at nine Community Center and middle school locations. Recreation, leisure and social programs include:

- Drop-in activities including weightlifting, games, and computer use, including Internet access;
- Special events, including barbecues and theme celebrations;
- Sports leagues, including football, soccer, baseball and basketball;
- Cultural activities that include dance, music, food and dress;
- Teen councils;
- Tutoring programs and Homework Centers;
- Youth Recognition Program;
- Conservation Service Projects;
- The Berryessa Music Institute;
- Trips;
- Dances; and
- Mentoring.

School Age Growth and Enrichment

Goals

The goal of the School Age Growth and Enrichment Program (SAGE) is to provide a safe environment for after school and summer recreation, cultural awareness, and educational services to elementary and middle school students.

Description

The School Age Growth and Enrichment program provides supervised recreation and enrichment activities, and educational and cultural programs to elementary and middle school age youth. Programs are offered through 58 elementary and 27 middle school sites. The sites offer a variety of recreation programs including:

- *Supervised after-school recreation* is offered for elementary and middle school children.
- *Year-round sports leagues* are offered for girls and boys in each council district.
- *Summer drop-in programs* operate at thirty school playground sites and parks throughout the city. At least two sites are located in each council district. In addition to programs such as arts and crafts, games, sports, hiking and exploration, breakfast and lunch are offered daily at many sites.
- *Summer day camp programs* are offered at twelve sites, and include activities such as arts and crafts, games, sports, barbecues, recreational swimming, and field trips to local

amusement parks.

- *The Roving Theatre Summer Program* gives performances throughout the city. In 1999-2000, the program visited 19 sites and performed for 4,783 youth.
- *The Integrated Therapeutic Program*, designed to give children with disabilities an opportunity to participate in recreational activities with children without disabilities, was offered at five summer day camps and served 15 youth. The programs and activities are designed to promote independent lifestyles, educate and sensitize others about disabilities, and encourage understanding and cooperation among all participants.
- *Saturday sports leagues* are offered with a "funpetitive" philosophy where scores are not kept and sports fundamentals and sportsmanship are the emphasis.
- *REACH (Respect, Empowerment and Awareness of Cultural Heritage)* Program. The REACH Program is a tool for building healthy cultural relationships in the community. Experiential learning is used to teach tolerance and diversity.

SAGE utilizes a centralized recruiting process for staffing its programs.

Office on Aging Senior Programs

Goals

The goal of Office on Aging Senior Programs is to provide recreation and human services to the older residents of San Jose.

Description

The Office on Aging manages five Senior Centers and provides senior programs at six Community Centers in collaboration with the Department's Community Centers section. The Senior Centers programs are based on the "Focal Point" concept. Any senior can come and receive key services at the center or through referral to another appropriate agency. Senior Center Advisory Councils guide programming decisions. The comprehensive and coordinated program of services and activities to meet the needs and interests of the City's older population include:

- Recreation;
- Socialization opportunities;
- Nutrition programs;
- Educational programs;
- Information and referral services;
- Volunteer opportunities;
- Sports and physical fitness programs;
- Group travel opportunities;
- Social services; and
- Employment counseling.

In 1998, 20,000 seniors participated in Senior Programs. The City of San José Aging Services Master Plan recommended an additional seven full senior centers by 2005.

One of the fastest growing age groups in San Jose is 50 to 59. This age group grew 32% from 1990 to 1998 and is expected to grow another 27% in the next five years. According to the

United Way of Santa Clara County, the county's senior population is expected to increase by 170% over the next 25 years. Many San Jose seniors live in poverty and have difficulty remaining independent.

Retired and Senior Volunteer Program (RSVP)

RSVP provides a variety of opportunities for retired persons aged 55 or over to participate more fully in the life of their community through significant volunteer service. In 1998-1999, 1,350 volunteers donated 290,000 hours at 90 sites throughout the community. They contributed over \$3 million in services to the community.

Senior Companion Program

The Senior Companion Program provides part-time stipend volunteer community service opportunities for low income persons aged 60 and over, and supportive person-to-person services to assist frail older adults to remain living in their own homes for as long as appropriate. Companions assist homebound elders by providing light housekeeping, an escort to doctor appointments, conversation, and sharing activities. In 1999-2000, 40 low-income seniors served 65 frail, homebound seniors, helping them to continue to live independently.

Senior Employment Resource Center

The Employment Resource Center counsels seniors who are seeking full-or part-time employment through a library of job listings that are regularly updated by a staff of employment counselors.

Senior Games and Sports

Senior Games offers a variety of competitive sports to older adults age 50 and over. In 2000, the fifth annual "Silicon Valley Classic" attracted 650 senior athletes.

Special services are tailored to residents ages 50 and over throughout San Jose, and include coordination of inter-agency programs, such as health insurance counseling and case management; trips; a monthly newspaper; and the senior nutrition program.

- *Senior Trips and Tours Program* - A wide variety of one day and extended day tours are offered to seniors. Trips range from local to international destinations.
- *Senior INFO Newspaper* - A monthly newspaper provides older persons with up-to-date information on the City's senior center programs, events, and issues.
- *SeniorNet* - A computer-training program at Willows Senior Center is the second largest site in the nation. Over 835 seniors have been trained, 175 are currently enrolled, and over 1400 are on the waiting list.
- *Senior Nutrition Program* - Two new nutrition sites were created at Evergreen and Berryessa Community Centers. Ten sites now serve over 600 meals daily. City monies are leveraged with funds through the County of Santa Clara and the Council on Aging of Santa Clara County, Inc. Approximately 154,000 meals were served in 1999-2000.

Office of Therapeutic Services

Goals

The goal of the Office of Therapeutic Services (OTS) is to enhance and enrich the lives of persons with disabilities through physical fitness, recreation, social interaction and community connection opportunities.

Description

According to United Way of Santa Clara County, about 62,000 individuals in the County have a self-care or mobility limitation. About 6% of households include an adult with a disability, and 4% include a child with a disability. Through collaboration with other community organizations, OTS provides services to enrich the quality of life for individuals with disabilities.

The program is divided into four service areas;

- Adapted Sports and Special Events;
- Social Recreation/Health and Wellness;
- Grace Baptist Community Center; and
- Special Olympics of Santa Clara County.

Adapted Sports and Special Events

Adapted Sports and Special Events provides a continuum of adapted fitness and sports opportunities promoting physical health for persons with disabilities. Adaptations to the sport and equipment are made to meet disability specific needs. Special events are provided to foster disability awareness, enhance independence, and promote the accomplishments of persons with disabilities.

Social Recreation/Health and Wellness

Social Recreation/Health and Wellness provides leisure opportunities and facilitates the inclusion of individuals with disabilities into community recreation programs. A therapeutic aquatics program is provided in a leased warm-water pool to develop and maintain health and wellness.

Special Olympics of Santa Clara County

Special Olympics of Santa Clara County provides year-round sports training and athletic competition in a variety of Olympic type sports for children and adults with developmental disabilities. Special Olympics provides participants with continuing opportunities to develop physical fitness, demonstrate courage, experience joy, and participate in a sharing of gifts, skills, and friendships with their families, other special Olympics athletes, and the community.

Grace Baptist Community Center

The Grace Baptist Community Center provides socialization, recreation, education, and community services to residents of Santa Clara County who have mental illness or developmental disabilities. It is the only program of its kind in the county, and serves over 100 clients each day. The majority of clients who attend live in the more than seventy-five residential board and care homes in the area. The Community Center is co-funded by Santa Clara County. Program goals include:

- Promote social adjustment and interpersonal relationships;
- Strengthen emotional maturity and psychological stability;
- Improve community living skills and communication skills;

- Heighten personal and health care awareness; and
- Develop creative potential and skills in a variety of activities.

The Art and Play Therapy program is currently at capacity with a waiting list.

City-Wide Sports

Goals

The goals of the City-Wide Sports Program is to provide healthy competition for residents through programs, sports league scheduling, and field services.

Description

The City-Wide Sports Program provides year-round adult sport leagues, youth sports events, swimming lessons and recreational swimming for all ages.

Adult Sports Leagues

Year round adult sports leagues are offered in seven sports:

- Basketball
- Flag football
- Roller hockey
- Soccer
- Softball
- Tennis
- Volleyball

Youth Sports Unit

The City-Wide Sports Program also provides year-round athletic activities for youth in sports competition and sports classes. The Youth Sports Unit hosts eight annual events, and offers youth leagues in tennis and roller hockey.

Mayor's Youth Basketball Tournament

For boys and girls in junior high school, thirty-two teams (16 girls and 16 boys teams) participated in 1998-1999.

Roller Hockey Program

The Roller Hockey Program provided lessons, leagues for more than 200 youth and adults in 1999-2000.

Youth Tennis Program

Over 540 youth participated in tennis lessons and leagues at tennis courts throughout the City in the Youth Tennis Program.

The City-Wide Track Meet/Hershey State Track Meet

The two track meets attracted a total of 1,250 youth.

Skills Competitions

About 115 youth participated in football, soccer, and baseball skill competitions.

Mobile Recreation

The Mobile Recreation Program serves areas of San Jose with no access to recreation programs. The program operates 2 ½ hours a day during the school year, and 6 hours a day during the summer months and includes:

- Street hockey;
- Arts and crafts;
- Basketball; and
- Board games.

Sports Facility Reservations

City-Wide Sports provides scheduling services for its eight lighted softball fields. There are 78 unlighted ball fields that also can be reserved.

Swim Lessons and Recreation

Swim lessons and drop-in recreation swim are offered between May and September at Camden Community Center. Currently, the summer aquatics program is offered at 20 sites throughout the City. In addition to the five City-owned pools, a total of eight pools are rented from San Jose Unified School District and Campbell Union High School District. East Side Union High School District provides aquatics programs through a cooperative agreement with the City. Total youth attendance for recreational swimming during summer 1999 totaled 83,550.

Friday Night Swim and Gym

Currently, twelve San Jose high schools are open Friday nights, June through August from 6 to 10 or midnight, for free activities including basketball, volleyball, table tennis, weight training, recreational swimming, and roller hockey.

Camden Community Center

Goals

The goal of the Camden Community Center is to promote the pursuit of life-long physical fitness.

Description

The Camden Community Center is the only city-owned facility geared primarily toward fitness and physical activity. It is the home of the only fitness center and the only year-round pool in San Jose. The facility has a full-size gymnasium, classrooms, a dance and aerobic studio, an outdoor swimming pool, a fitness center, and a youth center. This specialized facility provides year-round health, wellness, and fitness activities that encourage life-long physical fitness for all ages. The center is also host to a variety of sports events held throughout the year. The year-round aquatics program includes:

- Lap swimming;
- Scuba diving;
- Water exercise; and
- Water polo.

Youth Programs

Sports camps and programs are provided by a private business under contract with the City for youth 4 to 14 years old. The Center also offers drop-in gym and fitness hours specifically for youth. Ballet, tap, jazz dance, Kindergym, Creative Movement/Song & Dance, Babies in Motion, and Baton Twirling were added to Camden's Summer 1999 schedule for children ranging in age from six months to eight years of age.

The Center plans to increase the variety of children's fitness-related classes in conjunction with private dance programs.

San Jose Beautiful

Goals

The goal of San Jose Beautiful is to make San Jose more beautiful through community advocacy, education, and empowerment.

Description

The program encourages and inspires individuals and community groups to implement volunteer-driven projects to make San Jose more beautiful. It encourages and reinforces positive attitudes and behavior about resource conservation, the values of beautification, and environmental stewardship.

Beautification Grants

The grant program empowers citizens, through their neighborhood, school, and civic organizations to tackle a landscaping project of high interest in their area. Funds are provided as a match to volunteer labor supplied by the group or organization.

Clean Campus Week

Clean Campus Week is a competition to determine the cleanest school campus in the City. The competition is divided into three categories: high school, middle school, and elementary school. Students are educated in anti-litter behavior and gather litter on their school campuses and throughout their neighborhoods.

Daffodil Planting

Hundreds of volunteers in all ten City council districts prepare for spring by planting 20,000 daffodil bulbs each fall.

Monopoly in the Park

The largest outdoor granite monopoly board in the world provides a venue for Friends of San Jose Beautiful to raise money to augment beautification grants, educational programs, and other worthwhile community activities. This family recreation destination and visitor attraction will be located in Guadalupe River Park.

Earth Day

Earth Day provides a chance for the community to explore a wide range of environmental issues. Environmental education includes "hands-on" interactive presentations and an interactive exposition area. The event unites environmentalists, educators, corporate representatives, and the Bay Area community.

Youth Services

Purpose

The purpose of the Youth Services Division is to provide safe opportunities for youth to be successful and productive.

Strategies

- Implement the City's Youth Services Master Plan, *An Agenda for Change*.
- Assess the overall needs of San Jose youth.

- Create a unifying vision.
- Establish strategic objectives.
- Determine the appropriate actions needed to implement the plan.
- Establish and maintain strong communication, collaboration, and coordination among all youth serving entities in the City.

Core Service Areas and Objectives

The Youth Services Division provides services in five core areas to achieve specific objectives:

- *Education and Development Services* - Services that support and enhance healthy behaviors and lifestyles.
Tactical Objective: Service delivery will be provided through an integrated/seamless system focused on customer needs.
- *Economic Development Services* - Services that provide business development and workforce preparation.
Tactical Objective: Customers will be viable economic resources.
- *Capacity Building Services* - Services that strengthen the ability of agencies to serve all youth.
Tactical Objective: Customers will have the ability to respond to the diverse needs of all San Jose youth.
- *Youth Intervention Services* - Services that dissuade young

people from delinquent/gang behaviors and lifestyles.
Tactical Objective: The needs of youth will be served through collaborative partnerships.

The Youth Services Division is responsible for implementation of the City's Youth Services Master Plan, which involves collaborating with all City departments and outside agencies that provide programs for San Jose youth. The Division provides a comprehensive selection of programs including:

- Homework centers;
- Youth diversion;
- Gang prevention and intervention;
- Youth employment; and
- Childcare services.

Youth Services provides customers with education, awareness, personal development skills, and assistance in identifying and accessing resources that lead to healthier lifestyles. The division assists customers in career planning and provides opportunities for youth to succeed in the workforce and/or in self-operated businesses. It provides collaborating agencies with support to increase their ability to respond to diverse needs of all San Jose youth.

The division also provides staff support to the:

- Youth Commission;
- Child Care Commission;

- Mayor's Gang Prevention Task Force; and
- Schools City Collaborative.

Program Performance Measures

Performance measures have been established for each core service area.

A. Education and Development Services

- *Responsiveness:* 75% of customers completing cycle demonstrate improved knowledge and/or awareness.
- *Accessibility:* 80% of program capacity for service will be utilized.
- *Customer Satisfaction:* 80% of all customers rating value of service very good or better; 80% of customers reporting good access to services.
- *Cost:* Average cost per unit of services (per hour).

B. Economic Development Services

- *Responsiveness:* 70% of customers completing cycle are placed; 60% of enrolled customers will open a new business.
- *Accessibility:* 70% of program capacity for services will be utilized.
- *Customer Satisfaction:* 80% of all customers rating value of service very good or better; 80% of customers reporting good access to services.
- *Cost:* Average cost per unit of service (per hour); average cost per placement.

C. Capacity Building Services

- *Responsiveness:* 75% of all contracts executed within 90 days; 80% of all customers are utilizing new and/or expanded capacity; 80% of all customers are achieving a very good evaluation rating; 40% of opportunities pursued result in obtaining successful resource development opportunities.
- *Customer Satisfaction:* 80% of all customers rating value of service very good or better.
- *Cost:* Average cost per customer - per hour.

D. Youth Intervention Services

- *Responsiveness:* 75% of all customers meeting criteria for success six months after completion of cycle.
- *Accessibility:* 75% of program capacity for services will be utilized.
- *Customer Satisfaction:* 80% of all customers rating value of service very good or better; 80% of customers reporting good access to services.
- *Cost:* Average cost per unit of service (per hour); average cost per customer completing cycle.

E. Community/School Safety

- *Responsiveness:* 90% of all crisis incidents responded to in 30 minutes; 80% of all crisis responses yielding desired solution.
- *Accessibility:* percent of total crisis responses per school

- district; percent of total crisis responses per school site.
- *Customer Satisfaction:* 10% of surveyed customers reporting an improvement in their perceived level of safety; 80% of all customers rating value of service very good or better; 80% of customers reporting good access to services.
 - *Safety:* percent increase/decrease in police department calls for service to targeted school compared to previous years; percent increase/decrease in police department calls for service to targeted schools compared to other schools; percent increase/decrease in school neighborhood crime statistics compared to previous years.
 - *Cost:* percent of overall cost by school district; percent of overall cost by school site.

Homework Centers

Goals

The purpose of the Homework Center Program is to provide San Jose youth with before and after school programs that offer homework assistance, tutoring, and/or targeted skills training in a safe environment.

Description

Through a collaborative effort between the City, school districts, and community organizations, school age children are provided with safe and accessible places to get assistance with their homework at 138 sites in San Jose.

The Homework Center program was initiated in 1993-94 by the citizen organization, People Acting in Community

Together (PACT). Funding has been distributed equally to the ten City council districts for allocation to Homework Centers within the districts. Youth Services Division staff develops contracts with Homework Centers as directed by the City Council, and administers the programs.

Since its inception in 1993-94, the program has grown from an initial funding level of \$250,000 distributed among 27 program sites to a funding level of \$1,150,000 to 138 program sites in 1998-99.

Program Evaluation

In response to concerns about the effectiveness, efficiency and impact of services provided, the City of San José and PACT co-hosted sessions with stakeholders to gather input on concerns and potential solutions. As a result, a two-tier evaluation procedure has been developed.

- *Tier 1* - The first tier was designed to evaluate the organizational structure, program processes, scope, availability, and utilization of services.
- *Tier 2* - The second tier is scheduled for implementation in 1999-2000. It will evaluate program outcomes and the impact on individual youth and on their communities.

Office of Child Care and Youth Services

Goals

The goal of the Office of Child Care and Youth Services is to promote high quality childcare in San Jose.

Strategies

- Increase the number of licensed, quality childcare spaces; and
- Provide professional development training opportunities for child care professionals.

Description

The Office on Child Care and Youth Services implements programs that increase awareness of issues surrounding children in childcare. It supports the needs of working families through resource and referral services, workshops, seminars, conferences, and special events. It also facilitates expansion and improvement of childcare through the provision, coordination and implementation of a wide range of programs, services, and activities. The services fall into two major categories:

Child Care Coordination

Through the offices of Child Care Coordination, training and professional assistance is arranged for childcare providers, businesses, and City departments. The Office works to heighten community awareness of the importance of early childhood education.

Youth Services

Youth Services manages the oversight of specialty programs for youth citywide, including youth-to-youth leadership and decisionmaking programs at high schools. It develops long-term strategies for the delivery of youth services.

In 1998-99, two new programs were funded through Community Development Block Grants and private foundations:

Family Care Small Business Assistance

Family Care Small Business Assistance is a 12-agency collaborative that fosters entrepreneurship to support the creation of new home childcare businesses and retention of existing businesses. Over 300 customers increased business skills and improved program quality through participation in Technical Assistance Services workshops.

Local Investments in Child Care

Local Investments in Child Care is based on the premise that the childcare industry is "fundamental to the economic stability and essential to the viability of businesses in Santa Clara County." Its mission is to increase the supply of affordable, accessible, quality, licensed childcare. It works to involve business leaders, lenders, government, and the child-care industry in commitments to support childcare as an economic development strategy.

The City of San José has joined in collaboration to document the economic impacts of the childcare industry. Findings reveal that childcare is not only a needed social and educational service, it is an income-generating and job-creating industry on par with commercial banking and legal services. Childcare is an essential piece of local infrastructure, like transportation and affordable housing, enabling Silicon Valley industries to thrive. As such, it is fundamental to the economic sustainability of the county.

Youth Intervention

Goals

The goals of the Youth Intervention Services Unit are to:

- Reduce gang violence;
- Assist youth wanting to disassociate themselves from gang culture;
- Reduce the recruitment of youth into gangs; and
- Provide positive alternatives to gangs and other juvenile delinquent behavior.

Description

Youth Intervention Services provide safe alternatives, guidance, and assistance to youth for successful transition away from delinquent behaviors and gang lifestyle.

Safe Schools Initiative

This program provides resources and assistance to San Jose high schools to address issues of violence in and around school campuses. Monthly meetings are held with school administrators to discuss gang climate and trends. Information sharing meetings are held bi-weekly with assigned staff from the Police and Probation Departments. The Initiative is a comprehensive system of protocols and resources. One of the tools is a Memorandum of Agreement between schools, law enforcement agencies, and other gang specialists of the Mayor's Gang Prevention Task Force. The Agreement enables involved agencies to collaborate as a multi-disciplinary team within the legal parameters of the State Welfare Institution Code to prevent, intervene, and

suppress youth violence in and around school campuses. Through the Memorandum of Agreement, the multi-disciplinary team may share confidential information regarding juveniles for the prevention, identification, and control of juvenile crime including street gang activity.

The Initiative was implemented out of recommendations from the Mayor's Gang Prevention Task Force (MGPTF). However, the School/City Collaborative Partnership has expressed an interest in expanding services to feeder school districts and to middle schools. Discussions are also underway with schools to determine the feasibility of expanding, and including of a prevention component that would align City, City-funded, MGPTF, and school services in a Village approach a comprehensive strategy to address school climate and safety.

Sixty responses were activated on high school campuses in San Jose during 1998-1999. Hours of service totaled 248. In 1999-2000, the target for hours of service is 352.

Three school districts (East Side Union High School District, Campbell Union High School District, and San Jose Unified School District) have each developed a crisis response protocol for violent or potential violent incidents on their campuses and have approved the Memoranda of Agreement. Training of school district administrators is underway.

Right Connection

The Right Connection is a component of the Safe School Campus Initiative. It is a mobile street unit that provides citywide gang mediation and intervention services. It also provides services to dissuade young people from delinquent/gang behavior and lifestyles. Staff conduct gang-awareness presentations; attend school safety meetings; receive individual referrals from law enforcement, schools, and community-based organizations; and provide diversion activities. Monthly meetings with law enforcement personnel are held to discuss gang climate and trends.

Pride Program

Project Pride is a structured recreational and social alternative for youth identified as gang involved. It is located at each of the eight Teen Centers in San Jose. The project is designed to dissuade youth from the gang culture and reduce gang activity. Project Pride staff work with gang-involved youth, freeing recreation leaders to work with youth who are not gang-involved. Monthly life-skills workshops and trips or events are planned to help broaden the participants' perspectives beyond their immediate surroundings.

Turn It Around

Turn it Around is a group of programs that evaluate, prepare and reintroduce youth into educational, vocational, and job opportunities. It also assists youth between the ages of 13 and 25 in addressing personal health and social problems specific to their gender and culture, and provides them with the support necessary for successful disassociation from the gang culture. Turn it Around works in conjunction with

other City-run programs and collaborates with other community service agencies to provide services. Participants enter the program through self-referral, and referral from other City, County and agency programs, including court and probation systems.

In 1998-1999, 74 youth were assessed and enrolled, and 54 successfully completed the program.

Components include the following:

STAND

STAND (Striving toward Achieving with New Direction) provides separate female and male curriculum components to assist young people in developing life skills, self-esteem, and confidence to disassociate themselves from the gang lifestyle. The curriculum includes weekly support group meetings and one-on-one outings with Outreach Specialists.

Clean Slate

Clean Slate is a tattoo removal program for San Jose youth between the ages of 14 and 25 who have found tattoos to be a barrier in furthering themselves through education and/or employment. Youth may have tattoos removed in exchange for performing 50 hours of community service and becoming involved in supervised education, employment, ongoing support group meetings and mentoring. To be eligible for the program, youth must have completely disassociated themselves from the gang lifestyle. Clean Slate has a large waiting list; most are female.

Job preparation and mentoring components will be offered through Turn It Around in 1999-2000 to provide opportunities to youth who might not succeed in traditional programs.

Office of San Jose Best and Youth Employment

San Jose BEST

BEST (Bringing Everyone's Strength Together) is a managed funding program for the Mayor's Gang Prevention Task Force (MGPTF), a body of over fifty agencies formed to address the growing problems of youth violence and gang activities in San Jose. The BEST Program provides \$2.5 million in funding to thirty private agencies that provide a continuum of prevention, intervention and suppression programs for youth exhibiting at-risk, high-risk and gang involved behaviors. Programs include counseling, substance abuse programs, and alternative hour programs.

The BEST Program also provides referrals to service providers, assists in resource development and strategic planning to community-based organizations, and assists in building collaborations.

Ongoing clients in BEST programs range in age from youth under 9 to adults over 21. The largest percentage of participants is between 14 and 17 years of age. By gender, the clients are approximately 45% female and 55% male. They are Latino (40%), Asian (30%), White (18%), and African-American (12%).

Truancy Abatement and Burglary Suppression (TABS)

The TABS program was developed to identify chronic truants and provide intervention services. Six agencies are under contract to provide case management.

San Jose Mentoring Academy

The Mentoring Academy was established in 1997-1998 by the Mayor and City Council to increase the number of mentoring programs and services for youth in San Jose. Research substantiates that mentoring has a positive impact on youth. Youth who are matched with a caring adult are more likely to stay in school, perform better in school, aspire to and actually attend college, and are less likely to use drugs. In its first year of programming, the Mentoring Academy provided funding for training, marketing, technical assistance, and the establishment of mentoring programs through seven agencies.

Contract programs will target results in educational motivation and achievement, personal goal setting, and attainment of new life goals. Results will be measured based on academic performance, school attendance, interest in a higher education, and college enrollment.

PEARLS Program

The Parent Education and Resource Link Services (PEARLS) is a clearinghouse for parents to gain access to over 350 City, County, and private service providers. Parents may access resources directly or seek the assistance of bilingual staff to provide links to various resources. Through PEARLS,

arrangements are made for services to individuals and families in the areas of counseling, parent education, peer mentoring, leadership, law, health, and parent support. In 1998-1999, over 1300 individuals were served.

Youth Employment Services

Youth Employment Services (YES) assists youth ages 14 to 24 with job preparation skills, work experience, and job placement services. A continuum of services is offered in three core service areas:

- Work experience;
- Internships; and
- Job referral services.

Work Experience Programs

- ***Employment, Growth and Opportunities (EGO)*** - This program is offered year-round to youth ages 14 to 16 who have little or no previous job experience. Youth are hired to perform basic duties such as computer work, filing, and answering telephones in various City departments. They attend weekly job readiness workshops where they receive training in preparing applications and resumes, and education in employment expectations and job readiness responsibilities.
- ***Summer Jobs for Youth Program*** - This program provides job training and subsidized work experience in various City departments to youth, ages 14 to 16, during the summer. Young people may receive 20 hours of

employment training and eight weeks of paid work experience to help prepare them for future employment.

The proposed consolidation of these two programs will offer the opportunity for youth to have consistent, year-long work experience. Job preparation and career-planning curricula will be increased from 20 to 36 hours per client, and new services will be added, including career interest inventories and additional career exploration.

Internship Programs

- ***Trades Program*** - The Trades Program provides at-risk youth with the opportunity to embark on a vocational career in the construction trades. Youth accepted into the program receive skills training co-sponsored by the City and local labor unions. Following training, youth are placed on a job readiness referral list for contractors seeking skilled labor. A recently adopted City Charter measure will allow the City to design programs that link City construction contracts with youth employment training programs. Full implementation could significantly increase the number of employment training opportunities available to San Jose youth.
- ***Internship Academy*** - The Internship Academy provides college students with internships and career-related work experience in community service. Placements are in elementary and middle schools, non-profit agencies, and City departments.

Program and Service Assessment

- ***Youth Employment and Referral Services Job Fairs*** - Job fairs are held twice each year to assist youth, ages 16 to 24, in finding employment. Participants have the opportunity to meet with employers, submit their resumes, and participate in job interviews.
- ***Youth Employment Contract Programs*** - Community-based organizations provide job preparation and job placement services to high-risk youth and youth formerly involved with gangs. As part of the San Jose BEST continuum of services, youth must demonstrate that they are ready to move from intervention programs into job training and employment.
- ***Youth Employment Centers*** - Youth Employment Centers provide year-round job readiness training, work experience, employment and career planning opportunities for San Jose youth ages 14 to 24 years. Participants are required to complete a series of comprehensive job preparation work shops in order to be placed in jobs.
- ***Youth Employment Referral Service*** - Youth ages 16 to 24 are provided assistance in securing employment including job preparation, career exploration workshops, and referrals to prospective employers.

Program Evaluation

In 1996-1997, PRNS commissioned a comprehensive independent program evaluation of Youth Employment Services.

As a result of that evaluation, the Youth Employment Services reorganized to align all services within the three core service areas shown above. Through the Results Management Process, service results will be measured in several areas including:

- Job placement rates;
- Job retention rates;
- Job placement costs; and
- Customer satisfaction ratings (of youth placed and placement employers).

Parks

Purpose

The purpose of the Parks Division is to maintain a quality neighborhood park system, serve the people who use it, and foster a greater sense of community spirit, pride, and participation through volunteer efforts.

Core Service Areas

The core service areas of the Parks Division are:

- ***Maintain Undeveloped Areas and Open Space*** - Services to land bank future park sites and provide open space for communities. These services create opportunities for future park development and provide open space and creek trails for neighborhoods to utilize and enjoy.
- ***Maintain Neighborhood Parks*** - Services that provide oversight to routine maintenance, infrastructure maintenance,

and inspections. These services provide the citizens with clean and usable neighborhood-serving parks

- *Provide Neighborhood Parks* - Services that construct new parks, and improve existing parks. These services provide safe and aesthetically pleasing parks within each neighborhood of the city and do so by seeking neighborhood input regarding the finished product.
- *Manage Community Garden Program* - Services that provide areas for members of the community to garden together. These services provide an activity in which members of the community have an opportunity to work together in a common effort.
- *Develop Park Stewardship* - Services that encourage the use of volunteers through Adopt-A-Park program;
- *Neighborhood Outreach* - These services provide for neighborhood stewardship of parks, and provide opportunities for members of the community to work together in maintaining their neighborhood parks.

Description

Parks management staff have been a part of the Department of Parks, Recreation and Neighborhood Services since it was formed in 1995. Parks staff manage park development, including the parks capital program and numerous special community projects. The Division facilitates neighborhood involvement in neighborhood parks, trails, and undeveloped parklands and street landscaped areas. All park customer concerns are managed through the Parks Division. Park

maintenance is currently provided through a Memorandum of Understanding between the PRNS and the General Services Department.

Program Performance Measures

The measures and targets for Parks Division program performance in 1999-2000 are:

- Percent of customers surveyed satisfied with a completed park development project - 80%;
- Percent of customers surveyed satisfied with park maintenance - 80%;
- Percent of park sites receiving a rating of 3.5 or higher on an annual condition assessment - 70%;
- Percent of park development projects started on time - 80%; and
- Percent of park sites with active volunteer groups - 70%.

Community Garden Program

Goal

The Community Garden Program was begun in 1977 to strengthen a feeling of community within neighborhoods.

Description

Sixteen community gardens on City parkland are managed by volunteer staff. Approximately 3,000 citizens garden in the community plots each year. The gardens range in size from ¼ to 5 ½ acres and offer an opportunity for San Jose residents to have their own garden plots. In addition to the

gardens on City-owned property, a half dozen more community gardens are run by churches or other organizations and receive technical assistance from the Community Garden program. The goal is to have one garden in each council district; however two districts have none, while one district has three.

For people with meager resources, such as recent refugees from Bosnia and Southeast Asia, the gardens fulfill basic needs. For others who are isolated by language or culture, the gardens fulfill important socialization needs.

Community gardens can help build a sense of community. They also provide a mechanism for sustaining community. Strides made through programs such as Project Crackdown can be strengthened and maintained by neighbors gardening together.

Community gardens were established as an "interim use of undeveloped park land." The lack of permanence is a problem - one of oldest community gardens in San Jose is destined to become a parking lot in the near future.

Despite rapid growth in San Jose, land for community gardens is still available; partnerships have been developed with school districts and water districts for using public open space as community gardens. Resources, however, are lacking. Today, the program has only one staff person and a limited budget. Even though the direction of the program has shifted to providing more facilitation and less direct service, the program is quite limited when compared to possible expansion opportunities.

Adopt-a-Park

Adopt-a-Park is a citywide volunteer program that recruits and trains residents to assist in the general care and maintenance of neighborhood parks and other open spaces in San Jose. Volunteers assist by picking up litter, removing graffiti, raking leaves, pulling weeds, sweeping courts and walkways, and reporting park hazards.

The program began six years ago with ten volunteers. In 1997, 98,800 volunteers donated 47,205 hours, saving the City approximately \$660,000. Park sites have been adopted in all council districts.

There are many other benefits to the Adopt-a-Park program in addition to the savings in maintenance costs. The program promotes community building and promotes the development of neighborhood associations. Neighborhood pride increases as park appearance and safety improves.

The program also provides educational benefits. Volunteers are trained in gardening and maintenance skills, park ordinances, and park rules. Through the training, connections are made between maintenance staff and volunteers. As a result, community members show increased appreciation for maintenance staff, and maintenance staff feel more valued.

The program in San Jose is seen as a model. Over two dozen cities across the country have requested information on starting an Adopt-a-Park program in their community.

Adopt-a-Street

Businesses, organizations, neighborhood associations, and individuals are offered the opportunity to select an area on public land to beautify and maintain. The program is coordinated jointly by the Parks Division and the Department of Streets and Traffic.

Adopt-a-Street program is 3 years old and has 172 volunteers. Streets have been adopted on both the east and west sides.

Operational and Strategic Support

A fifth division, Operational and Strategic Support, provides administrative and management services to the Department.

Administrative Services Operational Support

Description

Administrative Services Operational Support provides centralized administrative support to the other divisions of PRNS to ensure that programs/services are developed and implemented in a manner consistent with City government policies and procedures. It provides the operational support services needed by the department for delivery of direct services to the public, and it provides coordination with other City departments and offices for all administrative functions.

Core Service Areas

Core services include:

- Budget/fiscal management services;
- Personal services management;

- Contract management services;
- Network/computer system management services; and
- Marketing and public information management services.

Parks and Community Facilities Development Office

Description

This section plans and advocates for park, recreation, and open space resources to enrich San Jose's communities. It focuses on the activities of planning, acquiring, renovating and developing physical facilities including land and buildings for citywide and neighborhood parks, trails, and recreational programs.

Core Service Areas

Core services include:

- Park planning and open space protection and expansion;
- Parks and facilities capital funds management; and
- Resource development expansion.

Collaborations

Visitor Services Division

Visitor Services has partnerships with many non-profit organizations, such as garden clubs and neighborhood associations, whose members contribute volunteer hours to the operation and maintenance of the regional parks and special facilities.

It also has agreements with non-profit and with private corporations for the operation of several special facilities. While each regional park has its own on-site maintenance and ranger staff, the Division contracts with General Services Department for mowing and maintenance of the irrigation systems. People who have been sentenced to perform community service are utilized to assist with routine maintenance and special projects.

Parks, Recreation and Neighborhood Services

The Department increases recreation opportunities available to residents through collaborations with school districts, churches, and community-based organizations. Community center class schedules also include information on after-school and drop-in recreation programs at elementary and middle schools.

The most recently developed programs are highlighted below.

The San Jose Schools/City Collaborative

This organization is charged with building strong partnerships among the City's school districts, City departments, community-based organizations, and youth and their families for the purpose of developing policies and support for more effective and efficient youth service delivery systems. Priority areas for 1999 include:

- Create city-wide standards for before and after-school programming;

- Create a protocol for safe pedestrian and bicycle access in communities surrounding elementary and middle schools;
- Work with the Parks Division to develop joint agreements for use of sports fields; and
- Organize a Career Exploration Fair utilizing resources of community-based organizations, private sector businesses, schools, and the City.

LEARNS Centers

On behalf of 23 sites in six school districts, PRNS has been awarded state funds to create LEARNS (Literacy Education Arts Recreation Nurtures Students) Centers. The 19 elementary schools and four middle schools will provide activities until 6:00 p.m. every weekday in the areas of family literacy, parent involvement and education options, youth leadership classes, arts and culture, and recreation.

The main goals are to:

- Increase youth and community safety;
- Help youth meet or exceed academic standards;
- Foster productive and supportive relationships between parents and schools; and
- Increase collaboration among various organizations.

Truancy Intervention Collaborative

Over 50 organizations came together to address the significant truancy problem within the County. The City's Police Department Crime Prevention Unit and the Youth Services Division have taken action to address recommendations con-

tained in the Master Plan for Establishing a Truancy Prevention, Intervention and Law Enforcement Continuum of Services.

Community-Based Collaborations

City staff participate in collaboratives that have been initiated by community-based and/or grass roots entities around the needs of special youth populations. Through their participation, staff gain information about the needs of special populations that can be used in planning youth services that address diversity. Three examples are:

- Asian Pacific Youth Partnership;
- African American Youth Summit; and
- Latino Youth Forum.

Youth and Government Day

The San Jose Youth Commission organized this conference for high school students. It featured San Jose's Mayor, a Deputy City Manager, and the Director of the Department of Parks, Recreation, and Neighborhood Services. The two-track conference allowed youth to attend sessions on careers, and empowerment and youth services. The overwhelming concerns expressed by participants related to violence, gangs, and racism.

Office on Aging

The Office on Aging collaborated with over 100 community-based organizations to develop and maintain in-kind services to seniors and to raise program funds.