STUDIO 201

SANTEE NEIGHBORHOOD

COMMUNITY ASSESSMENT ANALYSIS

DECEMBER 2010

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1. INTRODUCTION

1.1. NEIGHBORHOOD SETTING

The Santee/Yerba Buena neighborhood is centrally located within the City of San José and is approximately two miles east of the downtown area. Situated near the intersection of Highway 280 and U.S. Highway 101, the Santee/Yerba Buena area is one of a number of residential neighborhoods that make up the western portion of San José. For the purposes of this community assessment, the "Santee neighborhood" includes the area bounded by Story Road to the north, Holly Hill Drive to the south, Highway 101 to the east, and McLaughlin Avenue to the west. The study area shown in Figure 1-1 corresponds to the Franklin McKinley Children's Initiative planning area, which is described in more detail below. As shown in Figure 1-2, the Santee neighborhood is located within the broader Tully/Senter Neighborhood identified by the City of San José Strong Neighborhoods Initiative (SNI). Figure 1-3 shows the Santee/Yerba Buena as a subarea of the Tully/Senter Neighborhood in the context of 13 total focus neighborhood areas targeted by SNI in its neighborhood revitalization program.

The "Tully/Senter Neighborhood Improvement Plan Amendment" characterizes the "Santee Neighborhood Area" as a community "primarily made up of fourplex apartments,

Figure 1-1: Franklin McKinley Children's Initiative Planning Area

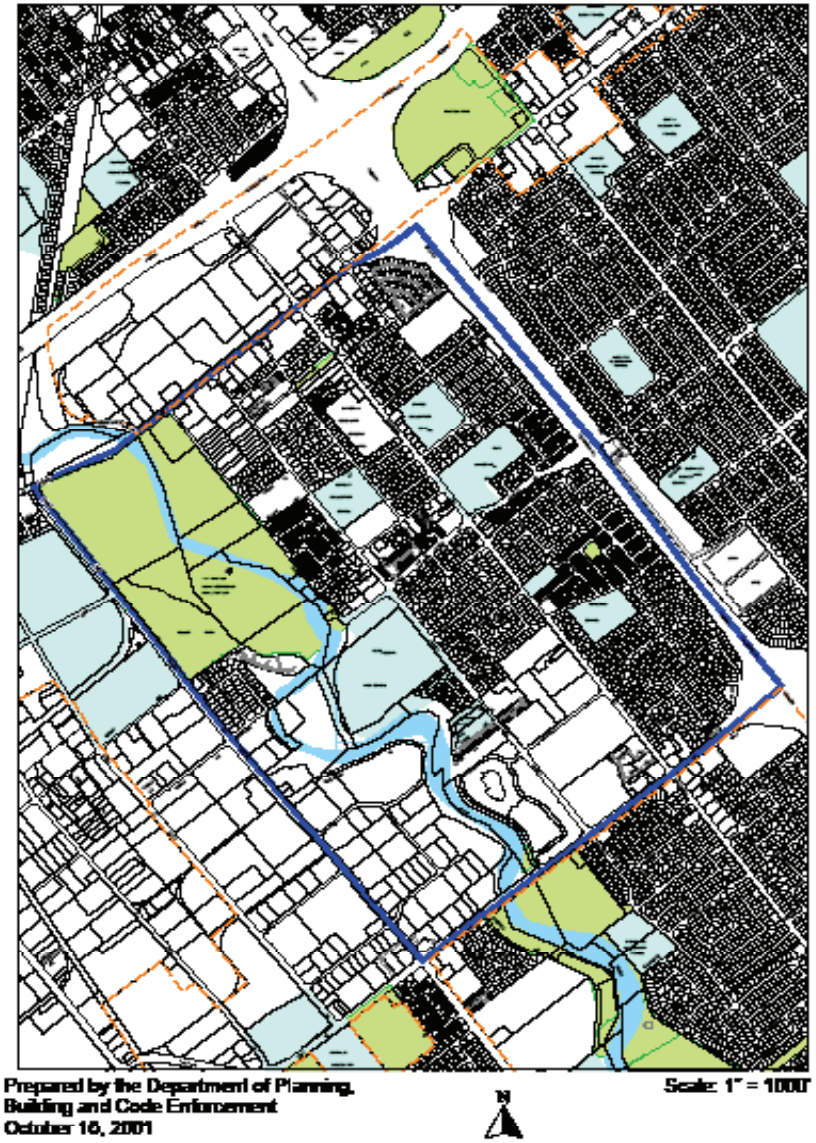

Figure 1-2: Tully/Senter SNI Planning Area

condominiums, duplexes, row houses in a court injunction neighborhood." The Plan identifies Fair Middle School and the Fair Swim Center as the neighborhood's primary assets.

The Plan identifies the following as the "Top Ten Priorities" for the Tully/Senter neighborhood as a whole:

1. Establish a multi-service community facility that also provides space for multi-service providers within the Santee neighborhood, which benefits the entire SNI area.
2. Conduct and implement neighborhood traffic calming studies to address pedestrian safety/access, heavy traffic volume, speeding and the aesthetics of any traffic calming devices.
3. Improve and enhance neighborhood open space.
4. Increase and enhance Parks, Recreation and Neighborhood Services Programming and other events in the community for children, youth and families.
5. Provide the multilingual community educational opportunities to establish their own home businesses.
6. Continue to work with the current code enforcement coordinator or "ombudsman" to address the whole range of code, blight and nuisance problems present in the Tully-Senter

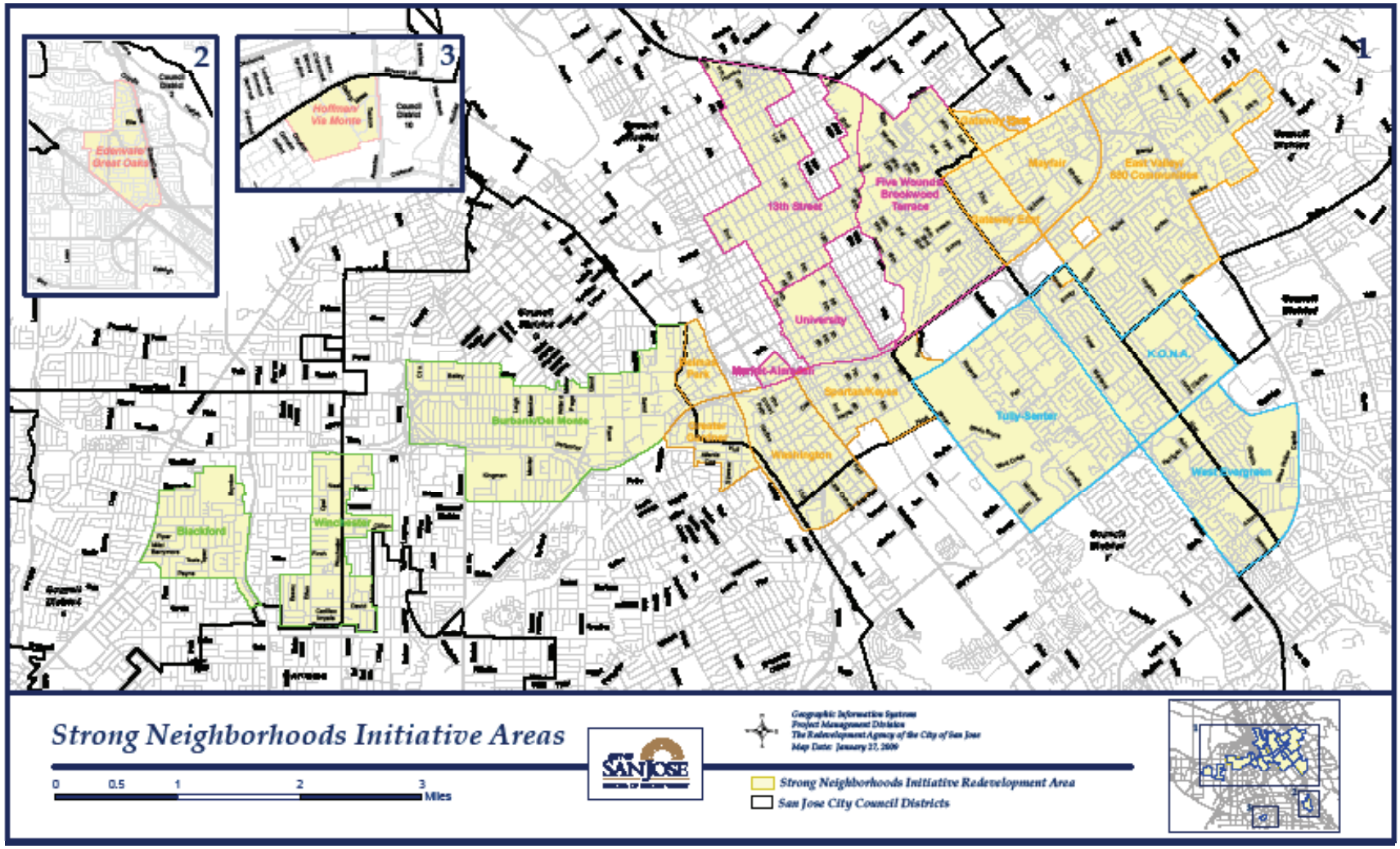

Figure 1-3: Santee/Yerba Buena Subarea

community.
7. Improve and enhance safety lighting.
8. Provide English as a Second Language (ESL) classes.
9. Engage San José Police Department (SJPD) in community policing efforts and develop partnerships to improve safety in schools, parks and neighborhoods.
10. Implement more neighborhood clean-ups.

While the priorities listed above encompass the larger planning area of the Tully/Senter neighborhood, this report focuses on a portion of the larger neighborhood as a study area. The report refers to the "Santee neighborhood" as the study area (as defined above) and provides an in-depth community assessment with recommendations for improving quality of life in this area. The site analysis work contained in Chapter 2 illustrates the unique characteristics of Santee residents and the key assets and challenges of the built environment in this area. Chapter 3 highlights opportunities for improving specific aspects of the neighborhood.

1.2. THE STRONG NEIGHBORHOODS INITIATIVE

On June 25, 2002, the City of San José and the Redevelopment Agency adopted the Strong Neighborhood Initiative Redevelopment Project. The Project consists of 22 neighborhoods in six non-contiguous geographic areas, encompassing approximately 10,456 acres, or 16 square miles, of the City of San José. The Project Area includes mainly residential areas with approximately 230,000 residents.

By promoting and developing community leadership and collaborating with city residents, the Strong Neighborhood Initiative (SNI) of the City of San José works to build "strong neighborhoods." Its programs are designed to assess neighborhood priorities and provide improvements and city services accordingly. SNI initiatives include the preservation of affordable housing, neighborhood clean-ups, improvement of residential streets, revitalization of business districts, and the construction of parks and community centers.

Six key "lessons learned" have guided the organization's effort in delivering neighborhood improvements. These lessons include organizing with neighborhoods, cultivating neighborhood assets and strengths, setting clear priorities, establishing accountability, connecting resources to priorities, and developing neighborhood and city leadership.[1]

SNI's goals are to work with community residents to make certain areas of San José cleaner, safer, and more engaged.[2] Specific goals of SNI include:

- Mobilizing leaders to spur action in their communities;[3]
- Providing residents with tools and training to take action on their own;[4]
- Leveraging investment from various funding sources in order to implement community priorities;[5] and
- Working with neighborhood leaders to identify sensible changes to City policy.[6]

Since 2002, the Redevelopment Agency has spent over $104 million, and the City itself has spent over $32 million on SNI projects.

Much of the study area lies within the SNI project area (referred to as the Tully-Senter Neighborhood), which is bounded by U.S. Highway 101, Story Road, Senter Road, and Tully Road.[7] In 2002, a group called the Tully-Senter Neighborhood Action Coalition worked with residents, community groups, and City and Redevelopment Agency staff to develop the Tully-Senter Neighborhood Improvement Plan, which was later updated in 2008 through a plan amendment. Both the plan and its subsequent amendments were aimed at guiding neighborhood revitalization efforts.[8]

The major priorities emerging from the 2008 plan amendment have in some cases led to significant action by the City or its partners. The priorities include:

- Establishing a community facility in the neighborhood that provides space for multi-service providers;
- Conducting and implementing traffic calming studies;
- Improving Parks, Recreation and Neighborhood Services programming;
- Working with a code enforcement official to address blight issues;
- Improving street lighting; and
- Engaging the San José Police Department in community policing efforts.

For reasons related primarily to lack of funding, the SNI has recently recognized that several of these priorities, such as traffic calming studies and street lighting, have stagnated.[9]

While the SNI has recently focused its staff time in the study area, SNI spending in the study area, and in the broader Tully-Senter Neighborhood, has dropped precipitously. The SNI's spending plan released in 2006, which covered the 2007-2008 fiscal year, projected capital improvement expenditures from Redevelopment Agency funds of over $900,000 in order to support a variety of projects in the SNI area.[10] By contrast, a three-year spending plan released in September 2010 shows that the Redevelopment Agency does not intend to fund any capital projects in the Tully-Senter Neighborhood through the 2012-2013 fiscal year.[11] Meanwhile, SNI staff announced in September 2010 that they would reallocate staff time in order to spend more time in "neighborhoods in crisis."[12] This effort led to thirteen focus areas where SNI staff is now more concentrated,[13] one of which—bounded roughly by US Highway 101, Story Road, Roberts Street, and Bacchus Drive—overlaps significantly with the study area.[14]

1.3. FRANKLIN MCKINLEY CHILDREN'S INITIATIVE

The Franklin-McKinley Children's Initiative (FMCI) is an initiative of Catholic Charities of Santa Clara County, a non-profit organization that has partnered with the City of San José's Strong Neighborhood Initiative, to provide resources, support, and outreach to the Santee neighborhood. FMCI consists of a governance committee and three working committees (Adult Services and Family Empowerment, Safe and Strong Neighborhoods, and Education Cradle) to create an improved neighborhood for the residents of Santee, with particular emphasis on how to ensure children attain the higher education. The FMCI has identified many of Santee's strengths and shortcomings and hopes to make a difference by creating a safer, cleaner, more engaged Santee neighborhood.

1.4. SAN JOSÉ STATE UNIVERSITY (STUDIO 201)

This report is the product of collaboration between the Franklin-McKinley Children's Initiative (FMCI), the City of San José Strong Neighborhood's Initiative (SNI), and students of the San José State University Urban and Regional Planning master's degree program. As part of the master's degree program, urban and regional planning students take a course on community assessment called "URBP 201" (Urban and Regional Planning 201) in which the students work directly with the local community to solve real-world planning problems. This report is the culmination of the collective work of 15 students during the Fall 2010 semester. As part of this collaborative process, the students decided to call the planning committee "Studio 201." The members of Studio 201 are grateful for the opportunity to have worked directly with FMCI, SNI, and the community members and leaders of the Santee neighborhood.

1.5. GUIDING PRINCIPLES

The following are guiding principles for the community assessment conducted by Studio 201 and this document:

- Strive for independence, integrity, and objectivity;
- Improve public health, safety and welfare;
- Advocate for the community as a neutral facilitator;
- Advocate for the neighborhood's children;
- Support partners, including the

Franklin-McKinley Children's Initiative and the Strong Neighborhood Initiative;
- Do no harm;
- Improve the quality of life in the neighborhood;
- Build the human qualities of experience or place;
- Make the neighborhood more sustainable through access to jobs, food, and nature;
- Promote identity and communication in the neighborhood;
- Serve residents, and offer them a voice;
- Address social and economic inequities; and
- Protect residents against negative environmental impacts.

1.6. EXISTING POLICY DOCUMENTS

The Santee neighborhood has been the focus of several studies in the recent past. The following is a sample of the previous studies and reports that have been completed for the benefit of the Santee neighborhood. Also included is a discussion of how these policies interconnect with the findings and recommendations of this report.

Santee Neighborhood Revitalization Plan

The Santee Neighborhood Revitalization Plan was adopted by the City of San José City in 1996. It was prepared collectively by the City of San José Department of Planning, Building, and Code Enforcement, the City of San José Housing Department, Santee Technical Advisory Committee, and the Santee Neighborhood Advisory Committee (NAC). The Santee NAC was comprised of school officials and community members, who worked with the City to outline current issues within the neighborhood and develop potential strategies for improvement.

The report discusses, among other things, major problems within the Santee neighborhood. The most prominent problems appear to occur in the Walnut Woods and Walnut Grove fourplex complexes. The report identifies the lack of common property management, presence of overcrowding, lack of property management, and crime as the largest problems for the area. In response to these problems, the report outlines nine objectives:

1. Improve long term living conditions;
2. Establish reasonable rent prices;
3. Reduce over-crowding;
4. Improve physical appearance;
5. Ensure long term maintenance of physical improvements;
6. Create usable open space and play areas;
7. Improve safety;
8. Maintain and enhance community programs; and
9. Ensure a sense of pride and community.

The report also contains recommendations, including establishing common property management, improving code enforcement, establishing a teen center, improving the public streets and lighting, and rehabilitating housing. Another recommendation, which involves establishing a neighborhood park, has been implemented as is evidenced by the construction of Fair Swim Center.

Strong Neighborhoods Initiative: Neighborhood Improvement Plan Amendment for Tully-Senter

The Strong Neighborhoods Initiative plan for Tully-Senter was adopted by the City Council of San José in June 2002 and was updated in September of 2008. The plan was drafted by six neighborhood associations, one of which was Santee (and included 38 participants), and the City of San José. The SNI Plan established a "top ten" action items list (listed in Section 1.1 above), which included improvements in the McLaughlin Avenue right-of-way, establishing a school as a hub, providing traffic calming, providing a code enforcement coordinator, and maintaining street trees. In order to establish these top ten criteria, the neighborhood groups established three foundational criteria: 1) to do something that is important to neighborhoods; 2) to do something that local government can and should do well; and 3) to do something transformative. The plan contains a Strategic Action Plan and an Action Plan Matrix for its recommendations.

City of San José General Plan Update: Envision San José 2040

The General Plan of a jurisdiction functions as the guiding policy document for a jurisdiction. The City of San José is currently in the process of updating its General Plan. In doing so, the Planning Department has drafted several visionary statements and policies that apply to the Santee neighborhood. Among others, they apply to housing, quality neighborhoods, community empowerment, and transportation and circulation goals. These policies can assist the Santee neighborhood by requiring future improvements and development to adhere to a high standard. Further, they will assist in ensuring that any future development in Santee is not of compromised quality, that a potential community gathering space in the neighborhood receives support, that the community feels empowered to make a difference in the quality of their life, and that the residents of Santee have access to healthy foods.

Tully-Senter-Schools-Community Hubs: Facilities and Services Assessment

This report focuses on the concept of schools as hubs in the Tully-Senter neighborhoods, and was completed in 2004 as a follow-up to the 2002 Strong Neighborhoods Initiative Plan for the Tully-Senter neighborhood. While the study area for the report spans a larger area than the Santee neighborhood, it identifies Fair Middle School as a preferred site to utilize as a community hub. The report outlines some of the primary services that a school hub could offer, including: childcare, employment services, counseling, computer training and access, youth development programs, education, recreation, and health care access. Potential secondary services identified in the report include: cultural enrichment programs, gang abatement programs, a point of access to government services, and access to support spaces such as offices and meeting rooms. The report identifies several key components that this report provides further analysis on.

[1] San Jose Redevelopment Agency, "What is Strong Neighborhoods," http://www.strongneighborhoods.org/ (accessed November 20, 2010).
[2] San Jose Redevelopment Agency, "Strong Neighborhoods Business Plan Implementation," http://www.sjredevelopment.org/inforMemos/20100927StrongNeighborhoodsBusinessPlan.pdf (accessed November 23, 2010).
[3] San Jose Redevelopment Agency, "Goal 3," http://www.strongneighborhoods.org/GoalsMap1010/Goal3.pdf (accessed November 20, 2010).
[4] *Ibid*.
[5] San Jose Redevelopment Agency, "Goal 4," http://www.strongneighborhoods.org/GoalsMap1010/Goal4.pdf (accessed November 20, 2010).
[6] San Jose Redevelopment Agency, "Goal 1," http://www.strongneighborhoods.org/GoalsMap1010/Goal1.pdf (accessed November 20, 2010).
[7] Strong Neighborhoods Initiative, "Tully-Senter Neighborhood Improvement Plan Amendment," http://www.strongneighborhoods.org/TullySenter/TullySenterNeighborhoodImprovementPlanAmendment.pdf (accessed November 20, 2010).
[8] *Ibid*.
[9] Email correspondence, Paul Pereira, Strong Neighborhoods Initiative, November 1, 2010.
[10] San Jose Redevelopment Agency, "Adopted Agency Budget," http://www.sjredevelopment.org/Finance/AdoptedCIP0608Budget.pdf (accessed November 20, 2010).
[11] San Jose Redevelopment Agency, 2010-2011 Revised Capital Budget and Three-Year Spending Plan," http://*www.sjredevelopment.org/Finance/Proposed2010-RevisedCapitalBudget_3YearSpendingPlan.pdf (accessed November 20, 2010).*
[12] Such areas were defined using data related to gang-related incidents, foreclosure activity, code enforcement violations, unemployment, and graffiti activity. See San Jose Redevelopment Agency, "Strong Neighborhoods Business Plan Implementation."
[13] San Jose Redevelopment Agency, "Strong Neighborhoods Focus Maps," http://www.strongneighborhoods.org/GoalsMap1010/SNIFocusMap.pdf (accessed November 20, 2010).
[14] *Ibid*.

CHAPTER 2: NEIGHBORHOOD PROFILE

NEIGHBORHOOD PROFILE

United States (U.S.) Census data for the year 2000, the Santee neighborhood has unique demographic characteristics compared to the city of San José and Santa Clara County. The stark differences in the racial makeup, social characteristics, and English proficiency differentiate the neighborhood from the City and County, creating an "island effect" in which the neighborhood is set apart from the larger region.

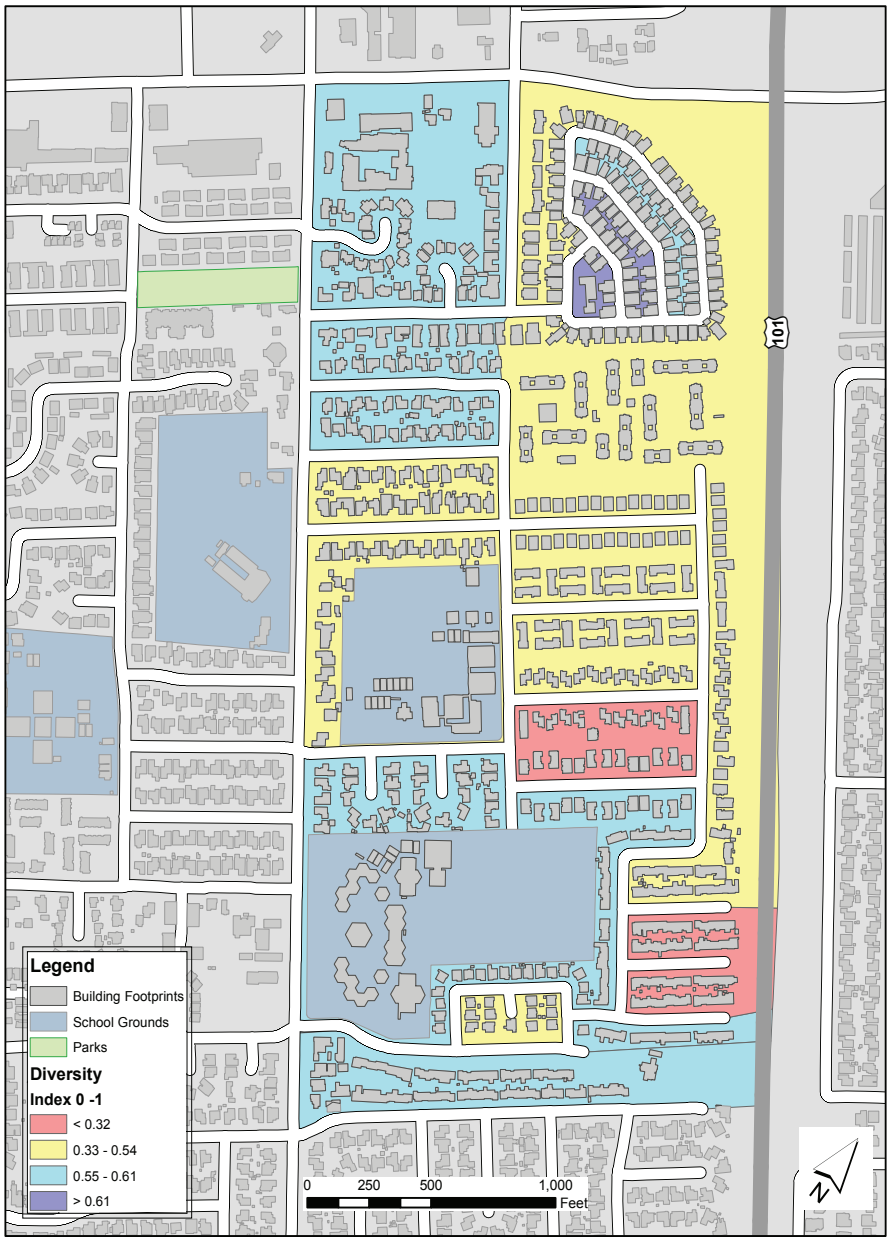

Figure 2-1 Franklin Mckinley Children's Initiative Planning Area

This chapter focuses on providing a profile of the Santee neighborhood by outlining the demographic, environmental, land use, and transportation characteristics.

2.1 MEET THE NEIGHBORHOOD: ETHNIC, LINGUISTIC, AND HOUSEHOLD CHARACTERISTICS

Santee's population is comprised mainly of Hispanic and Asian ethnicities; the two groups accounting for 91 percent of the total residents. The Santee neighborhood has a significantly larger proportion of Hispanic residents than the San José average, though this is offset largely by the difference in the percentage of Caucasian residents. The map in Figure 2-1 shows how the lack of diversity in Santee extends deeper to the Census block level.

Santee also has a larger school age percentage of the population than San José. As such, positively impacting the youth of this neighborhood will have a great impact on the community. Santee has fewer residents over the age of 14 who speak English proficiently than city of San José and Santa Clara County averages. Linguistic isolation is actually more than three times greater in the neighborhood than the city and county for both Asian and Hispanic residents. Combating linguistic isolation can be aided by a strong program to increase English fluency in the youth.

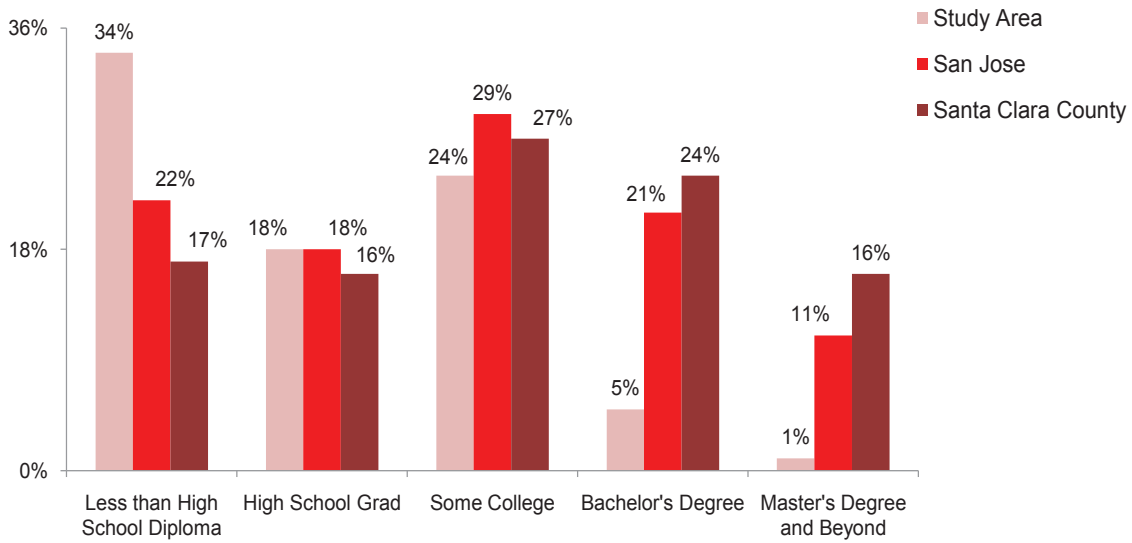

Figure 2-2 Educational Attainment Among Neighborhood Residents

At the household level, the Santee neighborhood further distinguishes itself from the City and County. There are more renters than owners by percentage of occupied units in Santee, a higher percentage of people have been living in the neighborhood for less than 10 years, the average household size is larger, and there are a greater number of single mothers when compared to city and county figures.

2.2 SANTEE NEIGHBORHOOD SCHOOLS

Three schools in the Franklin McKinley School District (FMSD) are located inside our study area: Santee Elementary School, Success Academy, and Bridges Academy. In general, these schools have lower academic performance levels than the rest of the school district.

NEIGHBORHOOD EDUCATIONAL ATTAINMENT[1]

In the Santee neighborhood, a high percentage of the adult population (age 25 and older) has less than a high school degree. Compared to the City of San José and Santa Clara County, an extremely low percentage of adults have a bachelor's degree or higher (see Figure 2-2).

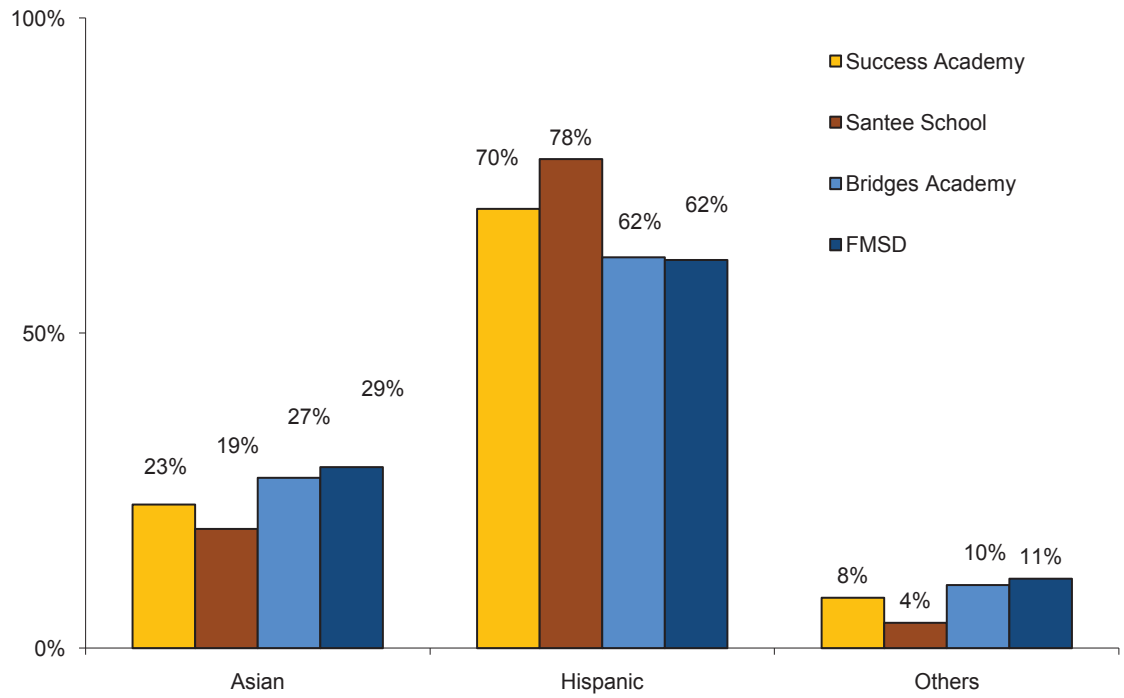

Figure 2-3 Ethnicity of Students

ETHNICITY OF STUDENTS[2]

Over sixty percent of students at all three schools in the Santee neighborhood are Hispanic, which reflects the ethnic breakdown of the neighborhood as a whole. The Hispanic student population at these three schools outnumbers the average percentage of Hispanic students in the entire Franklin-McKinley School District (see Figure 2-3).

AVERAGE CLASSROOM SIZE[3]

Santee Elementary and Success Academy have similar class sizes to those of other schools in the Franklin-McKinley School District that have students in kindergarten through third grade. Santee Elementary and Success Academy have smaller class sizes than the district-wide average for fourth through sixth grade. Small class sizes are conducive to student learning and interaction. In general, Bridges Academy has smaller class sizes compared to other schools in the district.

SPECIAL PROGRAMS

The Franklin-McKinley School District offers an English Learners Program. A much higher percentage of students at Santee School and Success Academy are eligible for participation in this program compared to the school district average. At the middle school level at Bridges Academy, there is a lower percentage of students eligible for the English Learners Program than the district average. These statistics reflect the general demographic makeup of this community in which younger children face language barriers. However, the English Learners Program provides an opportunity for this next generation to reduce the language inequality gap.

Qualified students in the Franklin-McKinley School District are also eligible for free or reduced price meals. A much higher percentage of students at Santee Elementary and Success Academy are eligible for free or reduced price meals than the school district average, whereas a much lower percentage of Bridges Academy students are eligible for participation in this program than the school district average.

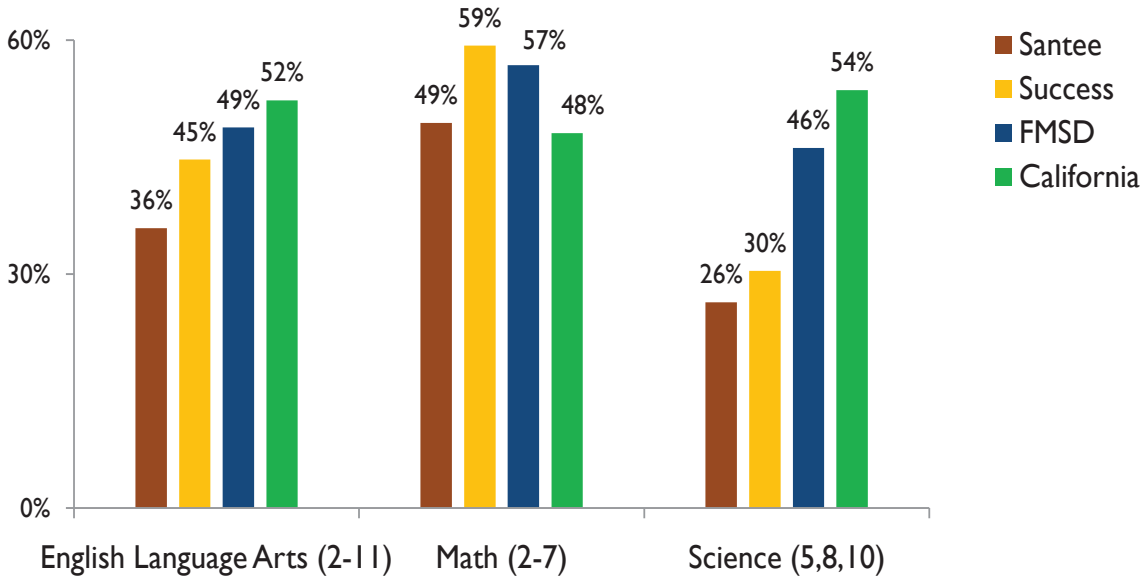

Figure 2-4 Star Testing Results - Santee and Success Elementaries

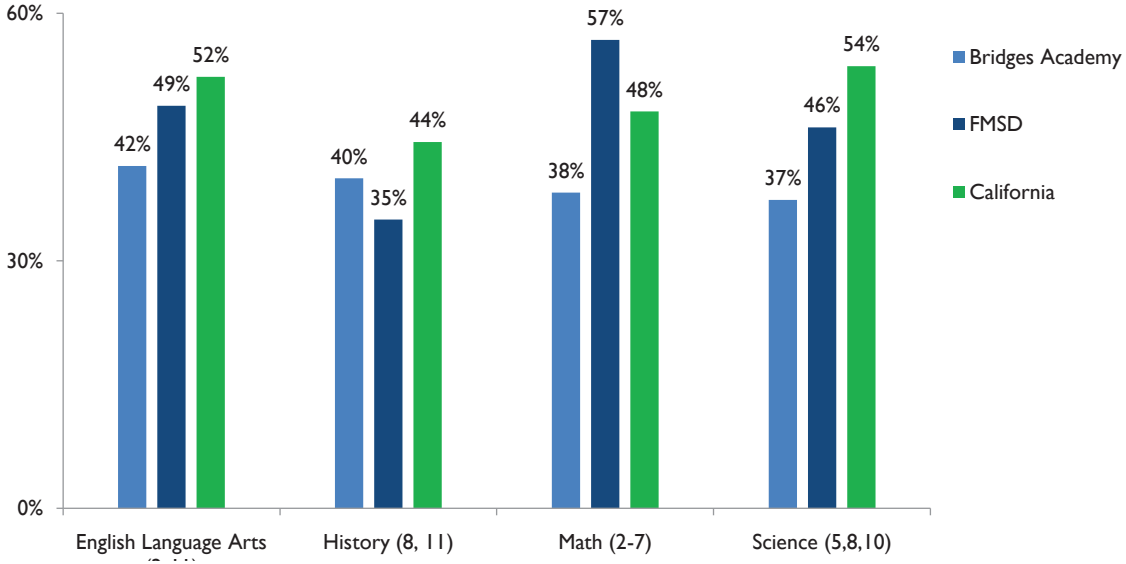

Figure 2-5 Star Testing Results - Bridges Academy (Middle School)

STANDARD TESTING AND REPORTING (STAR) TESTING RESULTS5

In the State of California, all students, including English Learners and special education students, must participate in the STAR testing program. Students at all three schools are testing at lower level than the FMSD and the State on average. In the subjects of Science, English Language Arts, and Math, students at Santee School and Success Academy are scoring much lower in than FMSD and State averages. Students at Bridges Academy are scoring much lower in Math, Science, English Language Arts, and History compared to FMSD and State averages. However, there is a positive outlook for the Santee neighborhood schools in that all three have had vast improvements in testing results over the last three years (see Figures 2-4 and 2-5).

2.3 ECONOMIC SNAPSHOT

This section provides information about key economic indicators from the U.S. Census and other sources. The Santee neighborhood is compared to the City of San José and Santa Clara County. An analysis of labor market dynamics, real estate markets, and foreclosure patterns give a more in-depth understanding of the economic health of the neighborhood.

Census data shows that the study area is

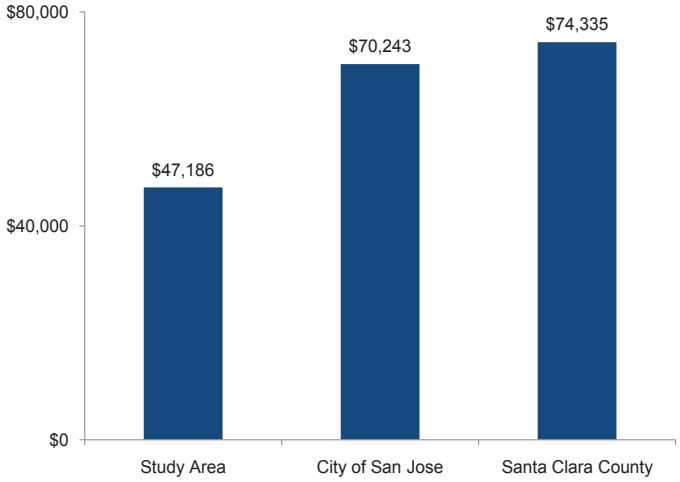

Figure 2-6 Median Household Income

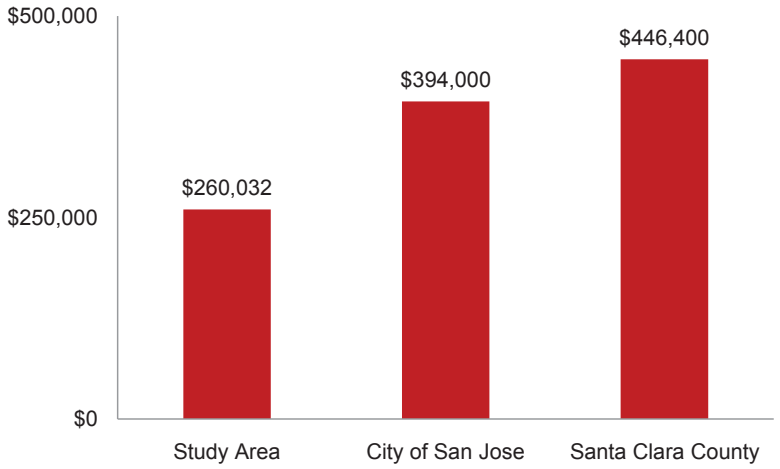

Figure 2-7 Median Home Values

relatively disadvantaged from an economic perspective, as compared to surrounding areas. Data from the 2000 U.S. Census for the three census block groups, which contain the study area,[6] reveal the following facts about the Santee neighborhood relative to the surrounding City and County:

- Median household incomes are low, as shown in Figure 2-6.[7]
- Median home values are low, as shown in Figure 2-7.
- The percent of people living in poverty is high.
- The percent of households with public assistance is high.
- The unemployment rate is high.
- Median rents as a percentage of monthly incomes are high.

Meanwhile, the major federal programs intended to provide aid for low-income people, which include food stamps and earned income tax credits (EITC), are especially active in the zip code (which contains the study area but is much larger than the study area), reinforcing the idea that the neighborhood is economically disadvantaged. The following findings emerge when comparing data from this zip code to the surrounding city and county:

- The percentage of tax returns which are EITC, for tax year 2007, returns is high[8]. The average EITC refund for that year, in dollars, is high.
- The percentage of households with food stamps, as of July 2010, is high[9].

The analysis of labor market dynamics compares jobs located in a five-block group area to jobs held by workers in a three-block group area around the study area. The three-block group area simply extends north to Interstate 280 and south to Taper Lane; the larger area also includes the area bounded by McLaughlin Avenue, Fair Avenue, Kelley Park, and Interstate 280. These sets of jobs are compared in terms of earnings, industries, and commute patterns:

- The proportion of low-paying jobs is higher for jobs in the neighborhood than among jobs held by neighborhood workers[10].
- More neighborhood jobs are in service sectors like retail, and fewer are in white collar sectors like professional services.
- Santee neighborhood residents are traveling much further for work than residents of

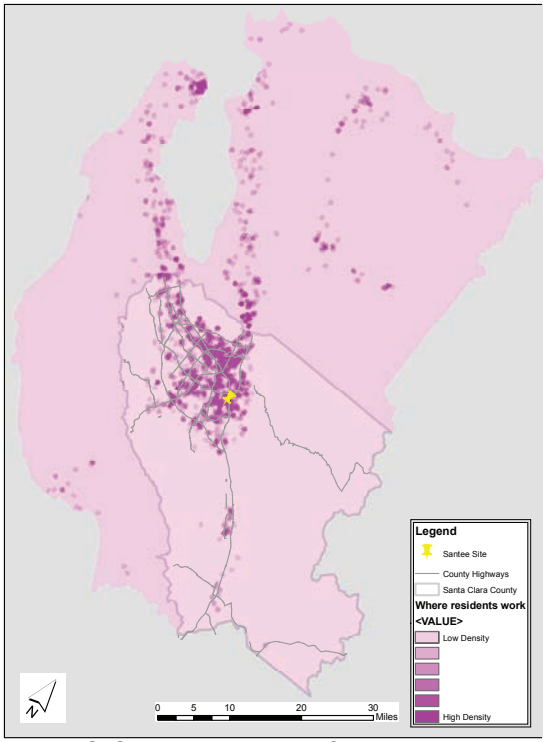

Figure 2-8 Job Location of Workers in the Study Area

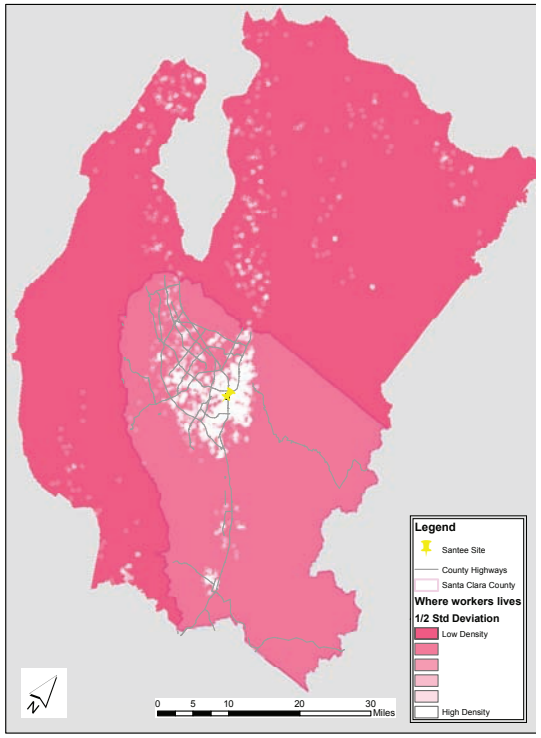

Figure 2-9 Home Locations for People who Work in the Study Area

other neighborhoods travel to reach jobs that are within Santee. This is clear from comparing Figure 2-8, which shows the density of work locations for people who live in the neighborhood, to Figure 2-9, which instead uses home locations for people who work in the neighborhood.

Over the entire area of five block groups, an analysis of real estate development shows the inventory of vacant land, recent affordable housing projects, and major residential or commercial projects. The following observations can be made:

- In the neighborhood, there are five parcels that were described as vacant land by the City's 2007 Vacant Land Inventory[11].
- Since 1995, affordable housing projects that received low-income housing tax credits have added to the neighborhood over 500 units that are described as *low-income*[12].
- Between January 2006 and February 2010, two major real estate projects—defined as 50 or more residential units, or 25,000 or more square feet of commercial space—were submitted to the City for approval[12]3. One of these, the Vietnam Town Shopping Center, is currently under construction and on schedule to be completed in 2011[14].

Figure 2-10 shows the distribution of foreclosed properties in the neighborhood, which is bounded by Story Road, Highway 101, Holly Hill Road, and McLaughlin Avenue,

and demonstrates that there is substantial foreclosure activity in the area. The red polygons indicate that a real-estate owned (REO) property was listed as being for sale between 2000 and 2009 on that parcel[15]. The map shows that there have been many foreclosures in the neighborhood in recent years.

Taken together, this information suggests that the neighborhood is grappling with several issues on the economic front. Among the most alarming issues are the high number of foreclosures, a sprawling distribution of job opportunities in distant areas, and a predominance of low-paying jobs in the neighborhood.

2.4 SOCIAL FACTORS

EMERGENCY AND HEALTH SERVICES

The Santee neighborhood's current access to emergency, health, and social services was evaluated to gain a better understanding of where improvements are needed. Overall, existing service levels are fair, but crime and safety issues increase the neighborhood's demand for police services. The following facts indicate that the area is adequately served by emergency services, but additional neighborhood services could be improved to reduce emergency calls from residents.

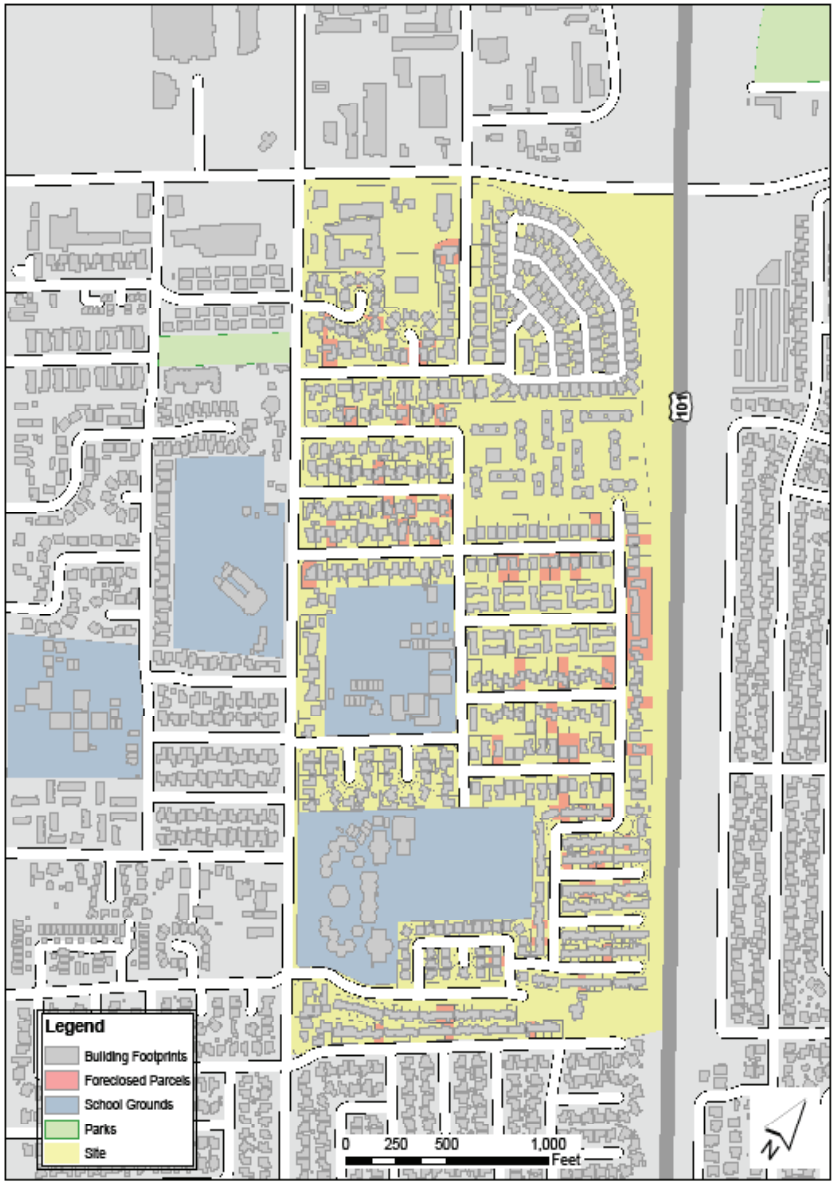

Figure 2-10 Foreclosure History 2000-2009

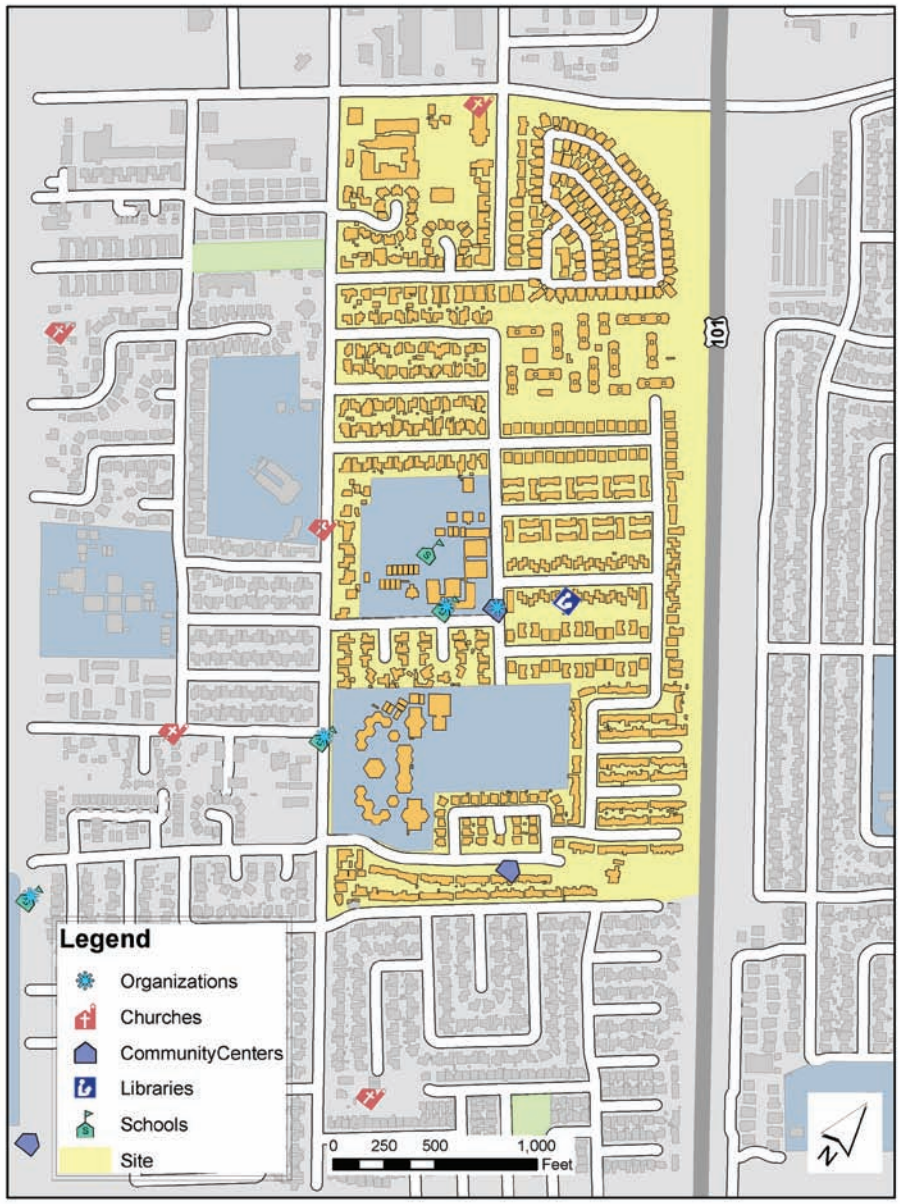

Figure 2-11 Community Services within the Neighborhood

- Fire Station 26 is the main servicing station to the neighborhood and is the fourth busiest in the city.[16]
- Eighty-four percent of 911 calls are medical related, which leads to questions about the quality of and access to medical care for residents.[17]
- Fire and ambulance services (AMR) both serve at a normal or better level of service (response time).[18]
- Fire public education outreach programs have been eliminated due to recent city budget cuts.[19]

COMMUNITY SERVICES[20]

Santee neighborhood residents have access to a variety of local services offering social and educational support. Figure 2-11 maps the local services that are being provided directly to the neighborhood through local and outside organizations/agencies. The following services are available:

- Success Academy was brought to the community through a People Acting in Community Together (PACT) initiative.
- Santee Elementary provides mini libraries in all of the Kindergarten classrooms through the "Bring Me a Book" program. In the summer of 2010, the school launched a kinder academy called "Abriendo Puertas" through FIRST 5 Santa Clara.

- Santee Community is a huge asset to the neighborhood, but it appears that communication between the center and the schools/organizations is lacking. The program provides translations and tenant relations support for residents. Second Harvest also provides weekly food distributions through the center.
- Martha's Garden is a small private library run by two nuns that allows neighborhood residents to check out books.

CRIME AND SAFETY

The map in Figure 2-12 highlights reported crimes (i.e., assaults, robberies, and shootings) that occurred in the neighborhood over the past two years. There appears to be a high concentration of crime activity near the intersection of Story Road and McLaughlin Avenue, the mobile home park, and near the front and back entrances of Bridges Academy.[21] Gang rivalry is an issue in the neighborhood. A community survey found that PACT parents/guardians fear that their children may be pressured into joining a gang and fear for their general safety.[22]

COMMUNITY AND POLICE RELATIONSHIPS

Based on a discussion with community leaders, it is clear that one of the major issues for the neighborhood involves the relationship

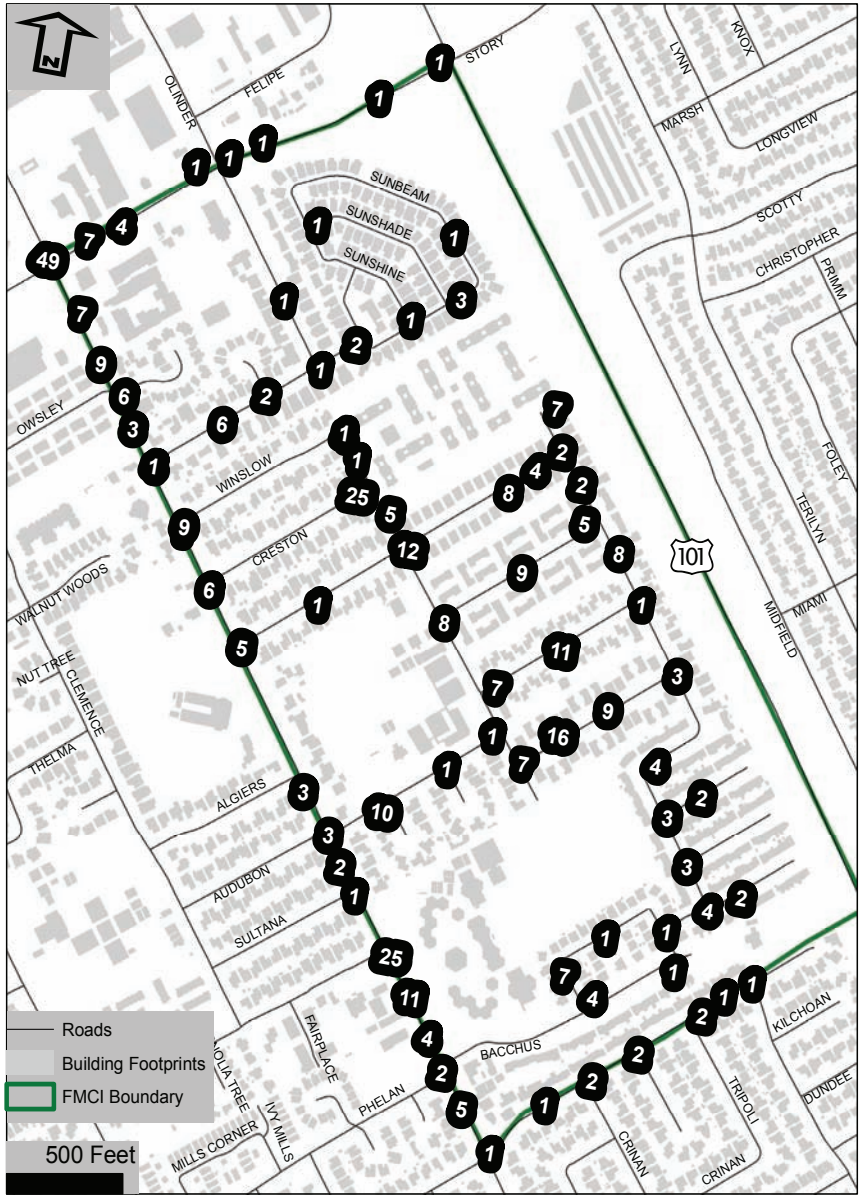

Figure 2-12 Crime Count Locations for All Crime Types, 2009

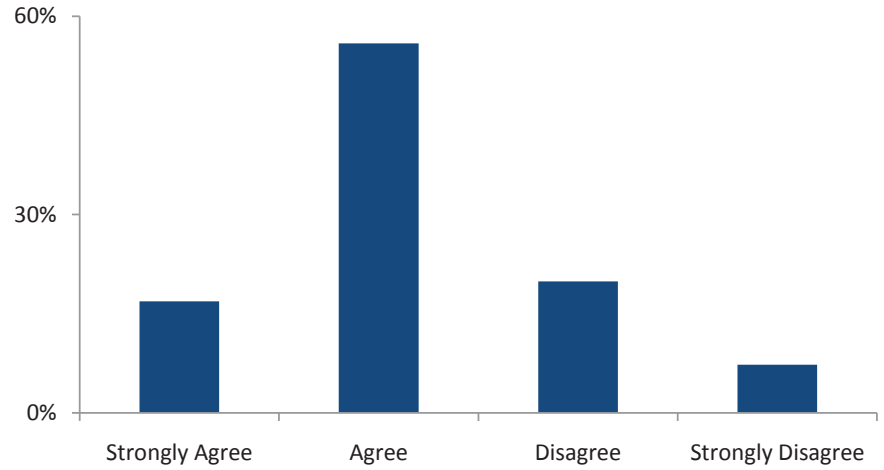

Figure 2-13 Community View of Police

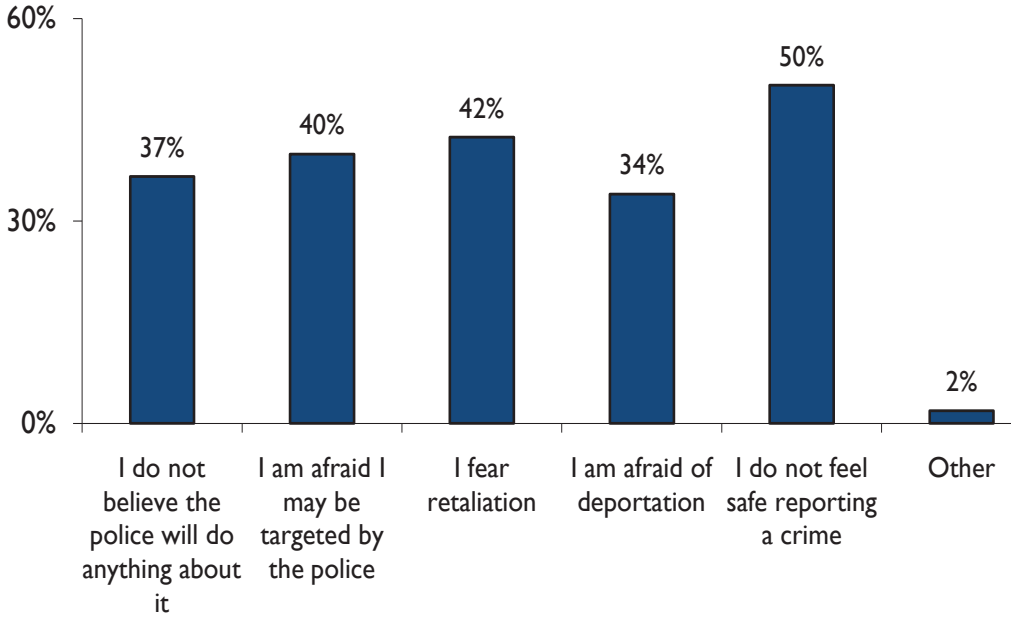

Figure 2-14 Reasons Why Individuals Won't Report a Crime

between residents and police. A community survey conducted by PACT found that 89 percent of East San José residents want a better relationship with police.

ISSUES AND BARRIERS[23]

Neighborhood residents feel there is a general lack of trust and cooperation between citizens and the police. As shown in Figure 2-13, about 30 percent of residents do not believe that the police are doing an adequate job of protecting and serving the community. Figure 2-14 lists reasons why residents would not report a witnessed crime. The overall perception is that residents will not report criminal activity as a result of various fears, including targeting by police, retaliation, deportations, and personal safety.

Impounding is a major concern and issue for local residents. Current City policy allows police to pull over vehicles to check for current vehicle insurance. However, the policy is vague and residents believe the police have been targeting communities of color. About one-third of the population has either been stopped at a checkpoint or pulled over for no apparent reason. Forty percent reported having had their car impounded.

In an effort to improve the community and police relationship, community leaders are currently working on an initiative that would create incentives to increase the time that new/

training police spend in the neighborhood. The length of their assignments in the neighborhood would increase from six months to two years. The hope is to build better relationships between the community and police.[24]

2.5 OPEN SPACES ANALYSIS AND OPPORTUNITIES

Physical activity is critical for the development of children's motor and social skills and is key to establishing the importance of exercise and physical fitness at a young age. Group sports programs can be important in establishing team building skills and the instilling confidence in Santee's youth. Unfortunately, the percentage of children in the Franklin-McKinley School District meeting the California Physical Fitness standards is lower when compared to children in the Santa Clara County. Only 20 percent of fifth graders in the school district meet the fitness standard compared to 28 percent in Santa Clara County. Only 19 percent of seventh graders meet the standards compared to the 37 percent in the County[25]. This data indicates that there is a lack of physical activities and group sport programs for children in the Santee neighborhood.

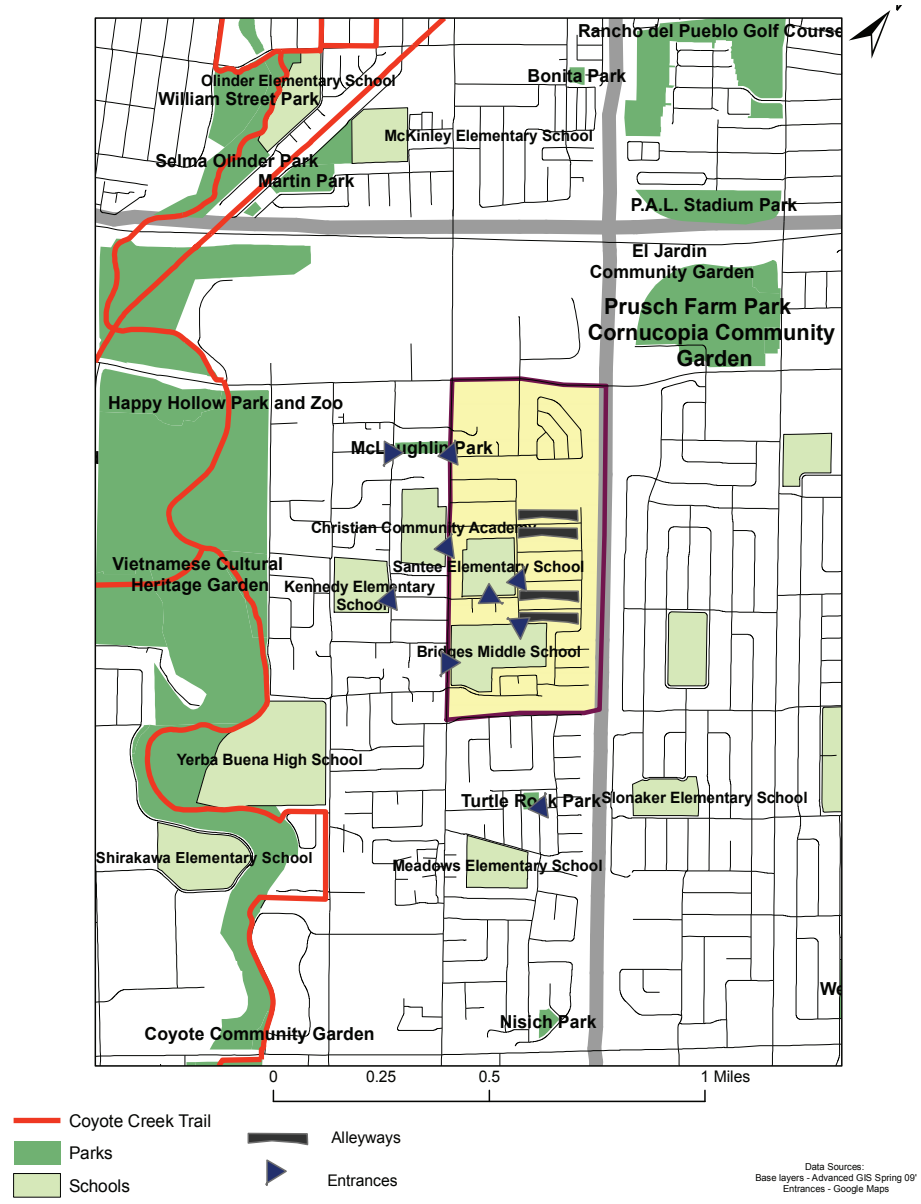

Figure 2-15 Neighborhood Access to Parks and Schools

PARKS AND PUBLIC OPEN SPACES

The Santee neighborhood has access to many public parks. As shown on the map in Figure 2-15, neighborhood parks include McLaughlin Park and Turtle Rock Park, and community parks include Kelly Park and Emma Prusch Farm. The map also shows different entry points used by residents to access the facilities. Beyond parks, there are two school campuses with open spaces that the community could potentially use. Both Santee Elementary School and Bridges Academy are fenced due to safety reasons and public access is not permitted during after school hours. Apart from public open spaces, there are several alleyways and parking lots in the neighborhood, which serve informally as playground for the kids. However, safety is a major concern in these areas.

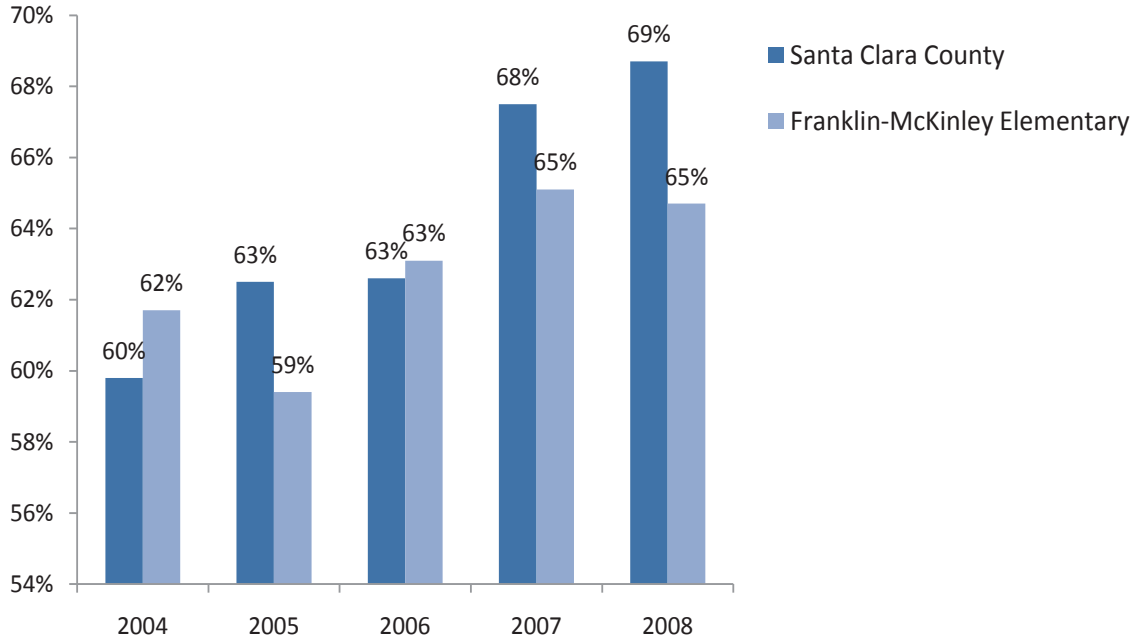

Figure 2-16 5th Grade Aerobic Fitness Standards

PARKS TO POPULATION RATIO

The Municipal Research and Service Center in the State of Washington developed a standard for the Park Population Proportion, which provides recommendations for the availability of recreational amenities based on population size and proximity[27]. The center recommends the following parameters:

- Approximately 20 acres of parkland for 1,000 people
- A neighborhood park for 3,500 to 5,000 residents within ½-mile radius
- A community park for 18,000 to 25,000 within 1 ½-mile radius
- One swimming pool for 50,000 residents within 1 ½- to two-mile radius

The Santee neighborhood meets all of these recommendations. The neighborhood parks of McLaughlin and Turtle Rock are within a ½-mile radius. The community parks, Kelly and Prusch, are within a 1 ½-mile radius. The Fair Swim Center is within walking distance.

PHYSICAL FITNESS

Physical fitness standards are measured through the California Physical Fitness Test, which is administered annually to public school children in fifth, seventh, and ninth grades. Six areas of fitness are measured for cardiovascular endurance. The charts in Figures 2-16 and 2-17 compare the fitness standards of fifth and seventh graders in the Franklin-McKinley School District to the county levels for the years 2004 to 2008[28]. Although the fifth grade

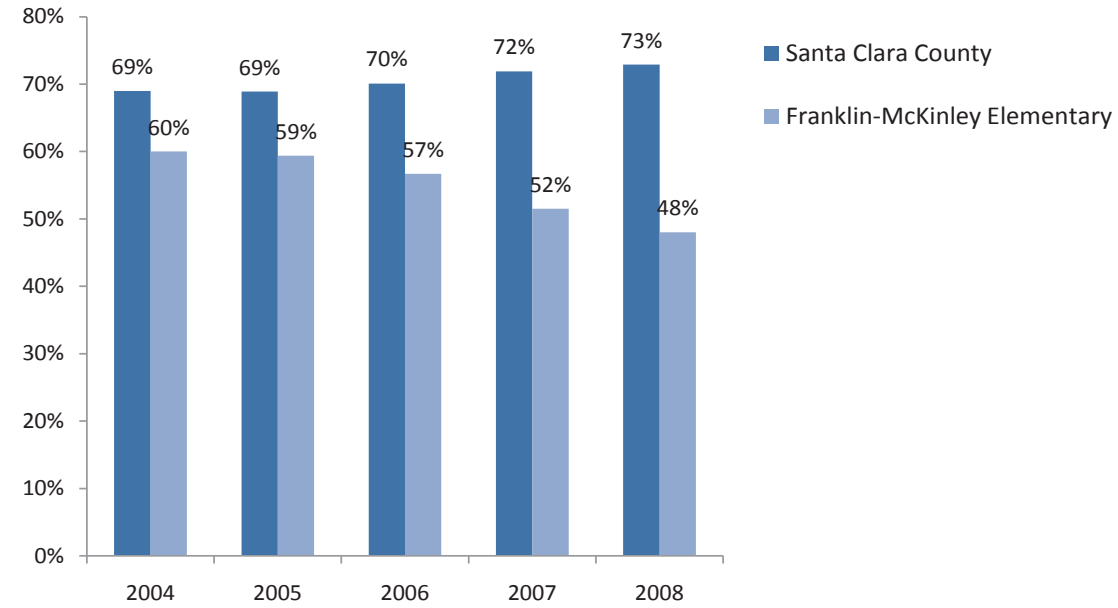

Figure 2-17 7th Grade Aerobic Fitness Standards

percentage is much lower than the County level, the percentage is increasing. However, the percentage of children in the seventh grade that meet the healthy fitness zone is lower than that of County levels and is decreasing. The percentage of ninth graders was not available because fewer than 20 students met fitness standards.

ANALYSIS

The Santee neighborhood has an abundance of recreational amenities in the form of public parks, schools, and other open spaces, yet still kids are unable to meet California Fitness Standards. This may be attributable in part to the lack of organized sports programs.The influences are school, family, peer, community, and the built environment. The outcomes are mental health, physical health, and academic performance. Participation in organized sport and physical activity programs, active play, and active transportation are all factors that contribute to a healthy lifestyle.

The current recommendation from the Centers for Disease Control and Prevention is that children and adolescents do one hour of exercise every day[30]. It is important to understand that physical activity is critical for child development. Physically fit children generally have better memory, concentration, and energy levels. They tend to be healthier emotionally, and are more inclined to carry their healthy lifestyle into adulthood.

OPPORTUNITIES

The following are opportunities to increase recreational opportunities and improve physical fitness of children in the Santee neighborhood:

- Provide an additional park on Bacchus Drive;
- Establish a permanent teen center at Bridges Academy;
- Create community gardens in under-utilized spaces;
- Develop core play area for kids and tot lots; and
- Organize programs and activities in public parks and schools.

2.6 NATURAL FACTORS

The Santee neighborhood is located near two major freeways – Interstate 280 and U.S. 101 – and is bordered by two major arterials – Story Road and McLaughlin Ave – that essentially create a neighborhood “desert.” The proximity to these major streets and highways contribute significantly to the ongoing environmental

Figure 2-18 Potential Plantable Tree Sites in the Study Area

social justice issues in the Santee neighborhood. Deficiencies in the areas of urban tree cover, stormwater management, and air quality are all issues that Santee residents face on a daily basis.

Urban tree cover improves the natural aesthetics of a neighborhood, increases the amount of permeable surfaces, and scrubs the air of harmful environmental toxins. Figure 2-18 shows the current and potential plantable sites for trees in the neighborhood. As shown in Table 2-1, there are roughly 570 trees in the Santee neighborhood and approximately 180 potential tree sites. In 1996, the *Landscape and Urban Planning Journal* published a study conducted by the USDA Forest Service in conjunction with the University of California at Davis.[31] The study calculated the percent of tree cover in 68 cities, and San José was #44 on the list with only 15 percent tree cover. The Santee neighborhood only has five percent tree cover.

TABLE 2-1 Urban Tree Population in Study Area

TOTAL PLANTING SITES	**246 SITES**	
Planting Sites	181	74%
Non Plantable Sites	65	26%
TOTAL EXISTING TREES	**570 TREES**	
Healthy Trees	554	97%
Topped Trees	8	1%
Deat or Dying Trees	8	1%
SPECIES RICHNESS	**74 SPECIES**	**7.4%**
Average Tree Height	7.4 ft.	
Average Tree Spread	16.6%	

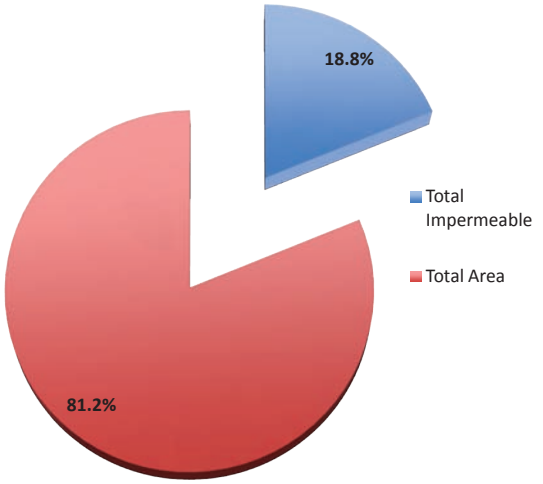

Figure 2-19 Total Percentage of Impermeable Surface in the Study Area

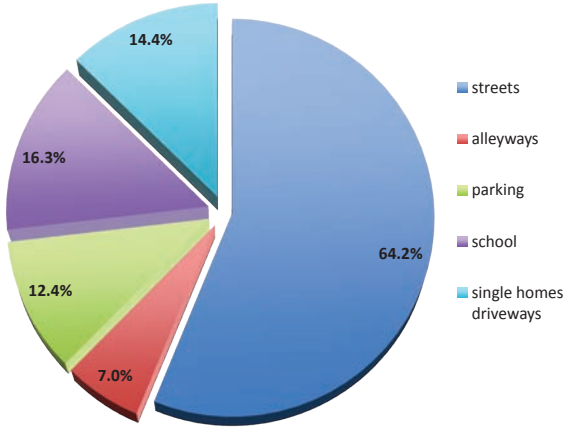

Figure 2-20 Percentage of Impermeable Sources in the Study Area

The Santee neighborhood is located within the Coyote Creek watershed, the largest in the Santa Clara basin. The Coyote Creek watershed comprises 350 square miles of land that drains into Coyote Creek and its tributaries. Stormwater, combined with many different pollutants, runs off impermeable roofs and streets into underground culverts or engineered concrete lined channels leading directly to Coyote Creek. According to the Santa Clara Valley Urban Runoff Pollution Prevention Program, the area surrounding Santee, roughly a three-mile radius, is between 15 and 20 percent impervious area. Figure 2-19 shows that 18.8 percent of the land area in the Santee neighborhood is impermeable while Figure 2-20 shows the impermeable sources that make up those impermeable areas.

In the Santee neighborhood, there are many unhealthy contributing factors to the air quality. Two major freeways surround the neighborhood with thousands of cars passing through every hour. Figure 2-21 shows the location of the freeways and the EPA's Toxic Release Inventory (TRI) sites in the neighborhood that greatly increase the likelihood of bad air quality. A report called "Still toxic after all these years," conducted by the Center for Justice, Tolerance and Community and the University of California Santa Cruz, found that a high percentage of low-income residents live within one mile of a TRI facility and that a majority of that population is Latino.[32] According to the Santa Clara County Public Health Department in their *Health Profile Report 2010:* "During the past decade, the number of air quality days rated as good decreased in the County from 305 days in 1998 to 192 in 2008."[33]

In 2003, the California Health Department of Health Services conducted a study called "Traffic Density in CA: Socioeconomic and Ethnic Differences Among Potentially Exposed Children," which found that "motor vehicle emissions are a major sources of air pollution in California, accounting for most of the estimated emissions of several air toxins."[34] The concentration of traffic related pollutants is generally higher near highways and major roads based on available monitoring data. Exposure to motor vehicle exhaust has been associated with adverse health outcomes in several epidemiological studies of children.

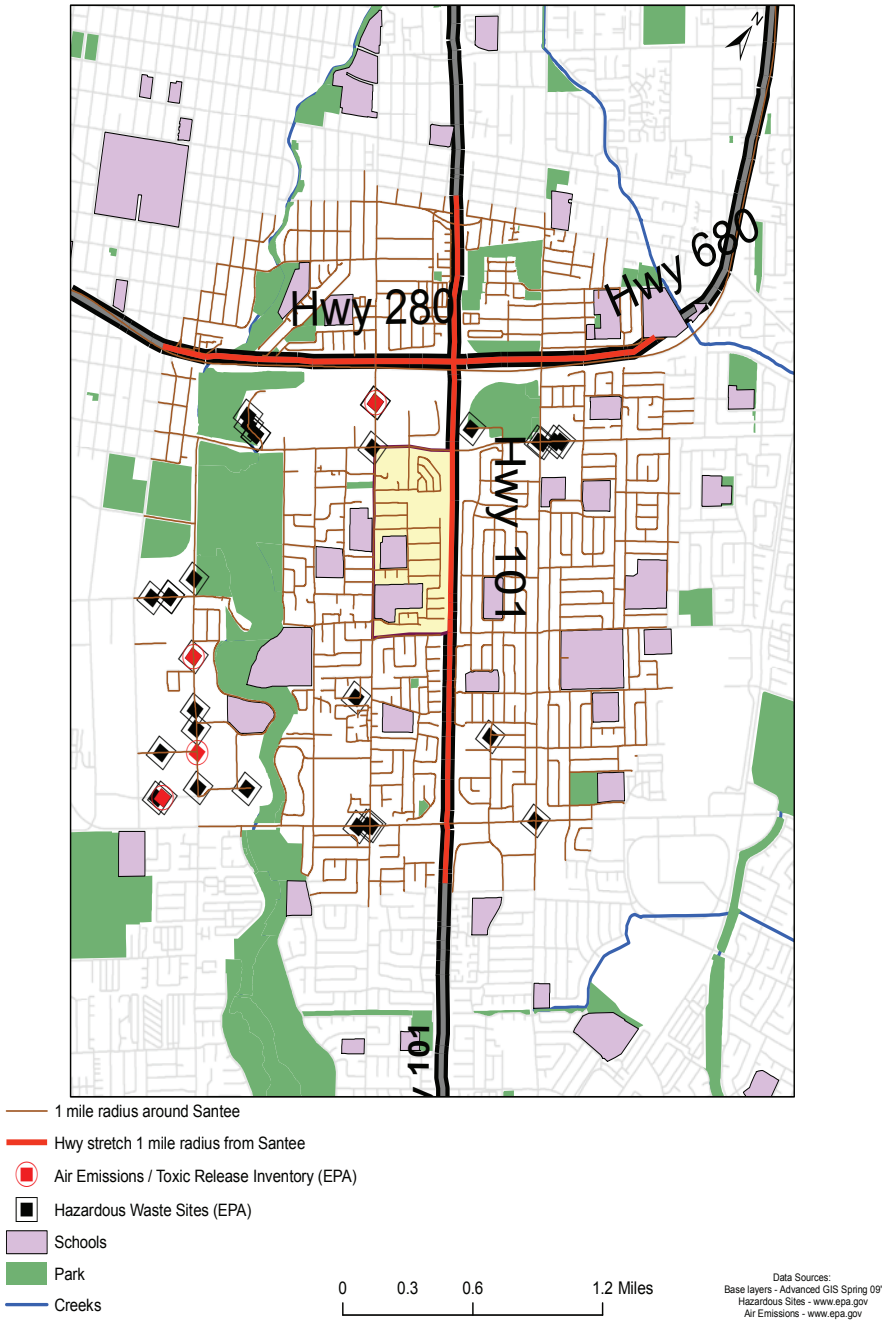

Figure 2-21 EPA's Toxic Release Inventory (TRI)

Elevated risks of childhood cancer were associated with several factors of vehicle exhaust exposure, including traffic volume, car density, and proximity to sources of vehicle exhaust. There was a strong and significant relationship between median family income and the percentage living in high traffic and car density block groups for Hispanic, African-American, and Asian ethnicities.

2.7 FOOD SYSTEMS

In Santa Clara County, 55 percent of adults are overweight or obese.[35] The County did not successfully reduce the percent of obese adults to the Healthy Person 2010 target of 15 percent or lower. Obese adults in Santa Clara County were nine times more likely to be told they have diabetes than adults who have normal weights. They were twice as likely to be told that they have high blood pressure, high cholesterol, stroke, heart attack, or coronary heart disease as adults who have normal weights. The health effects of obesity are also a serious issue for overweight children who tend to have cardiovascular risk factors such as high blood pressure, high cholesterol, and type-two diabetes. Centers for Disease Control and Prevention (CDCC) found that a higher percentage of obese children and adolescents become obese as adults. Approximately 80 percent of children who were overweight at ages 10 to 15 were obese adults at age 25. Therefore, instilling healthy habits into children and youth

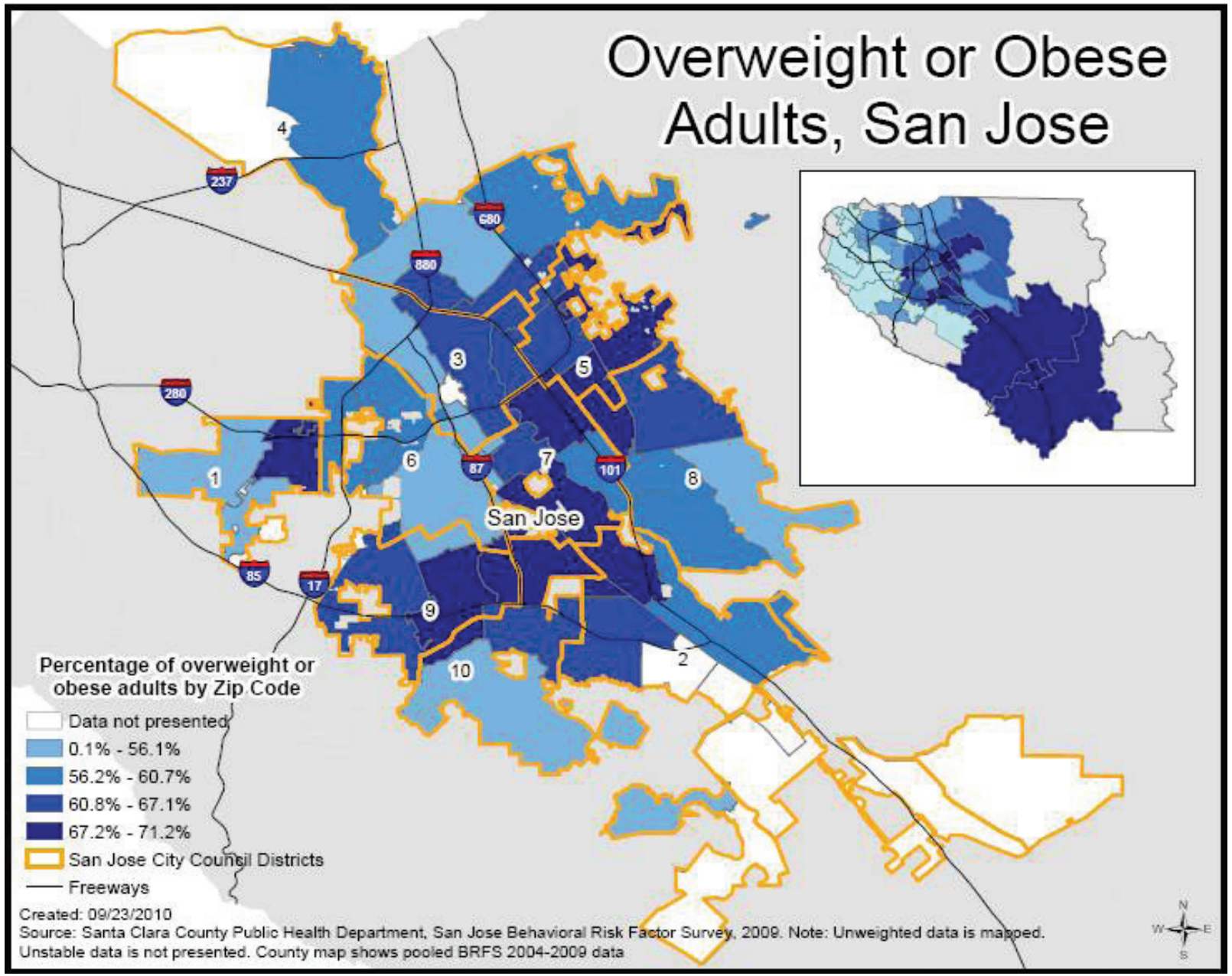

Figure 2-22 Santa Clara County Health Report Profile for 2010

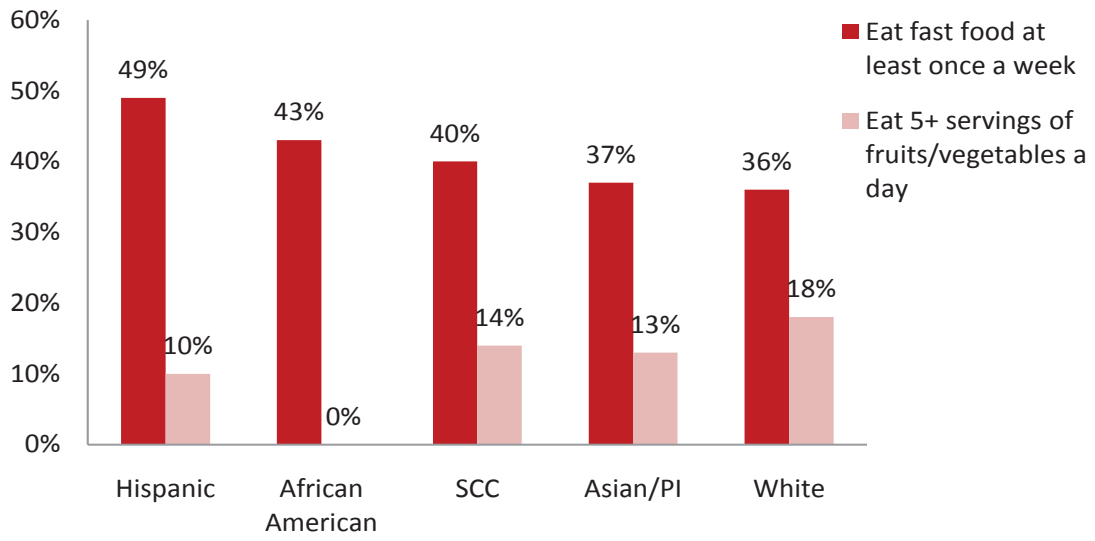

Figure 2-23 Eating Habits in Santa Clara County
Source: Santa Clara County 2010 Health Profile Report

and providing healthy food options is extremely important.[36]

WE ARE WHAT WE EAT, AND WE EAT WHAT'S AVAILABLE

As shown in Figure 2-22, findings from the 2010 Santa Clara County Health Report Profile indicate that over two thirds of Santee's zip code is overweight or obese (67 to 71 percent). Data were not large enough at the zip code level to be statistically significant by demographic group, so instead data are provided at the county level by characteristics most aligned with Santee's population. Roughly 60 percent of Santee is Hispanic and roughly half are low educated with a high school diploma or less. The County Health Report indicates that low educated people have a poorer diet compared to higher educated people, with 47 percent eating fast food at least once a week and only 11 percent eating the recommended servings of five fruits and vegetables per day (see graphic "fruits-veggies & fast food by level of education among adults in Santa Clara County"). The same is true for Hispanics in the County. Roughly half (49 percent) eat fast food weekly and only 10 percent eat five fruits and vegetables per day (see Figure 2-23).

Fast food consumption is associated with the vast number of fast food chains in the area. Within a two-mile radius from Santee there are 10 fast food restaurants, within three miles there are 37, and within 10 miles there are 124.[37] This only includes chains such as McDonalds, Burger King, and KFC; however, it should be noted that there are also many non-chain ethnic fast food restaurants in the area.

Fast food consumption is associated with the vast number of fast food chains in the area. Within a two-mile radius from Santee there are 10 fast food restaurants, within three miles there are 37, and within 10 miles there are 124.[37]

Access to healthy affordable food is another key factor that impacts obesity rates. Access is influenced by local conditions including distance to sources of fresh fruits and vegetables, affordability, and transportation options. The map in Figure 2-24 shows walking distance to the local grocery store near Story Road—SaveMart. A geographic information system (GIS) analysis shows that while most of the neighborhood would have to walk over

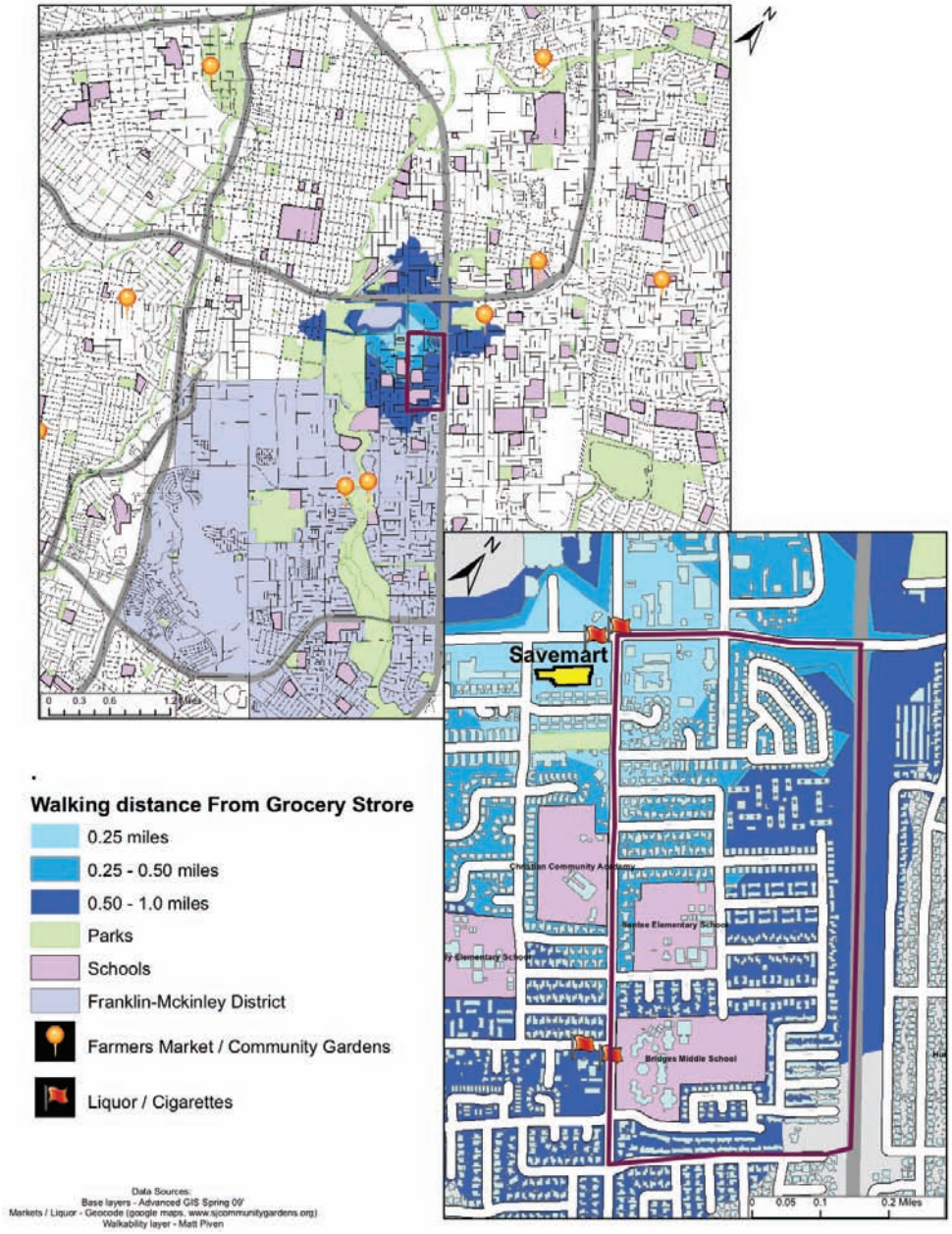

Figure 2-24 Proximity of Grocery Stores to the Study Area

a mile to access the store, roughly a quarter of the neighborhood is within a quarter mile of SaveMart and roughly a third of Santee is within a half mile. There are also several farmers markets and community gardens in the area but few are within walking distance.

The Santa Clara County Health Department defines walkability as "the degree of ease with which people can walk in the area, including safety, comfort, and convenience."[38] Perceived neighborhood safety (i.e., low rates of crime, violence, and drug activity) is associated with higher rates of regular walking. In Santa Clara County, two thirds of adults feel that crime, violence, and drug activity are a problem in their neighborhood. Furthermore, more adults living in areas with lower annual household incomes feel that safety is a problem in their neighborhoods, and fewer agree that it is easy to walk in their community

Since the fastest route to the grocery store along McLaughlin is zoned as hazardous for biking, and the area is a low-income neighborhood with known gang activity, these local conditions could impact the neighborhood's access to healthy food, although it has not been studied specifically.

Another factor influencing food access is food aid programs. An average of 87 percent of children at Santee Elementary, Success Academy, and Bridges Academy (J.W. Fair Middle School) qualify for a free or reduced

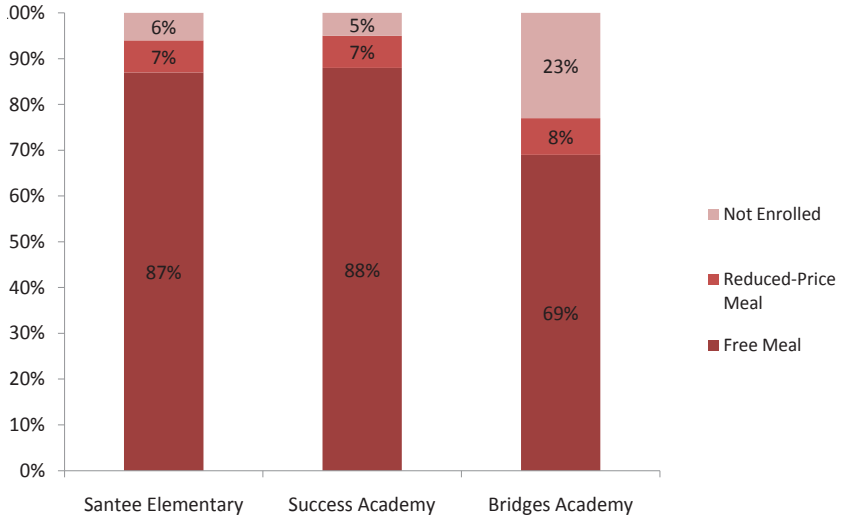

Figure 2-25 School Food Aid Programs in the Study Area

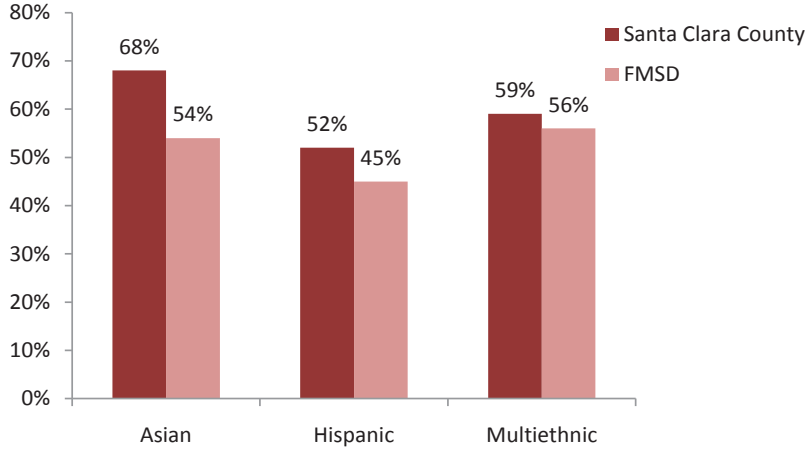

Figure 2-26 Percentage of Students who Eat Breakfast Before School at Franklin-McKinley Elementary
Source: California Department of Education

lunch (see Figure 2-25) yet over half of students at Franklin-McKinley Elementary are not eating breakfast before school (see Figure 2-26).[39]

In 2005, the Second Harvest Food Bank conducted a Hunger Analysis of Santa Clara and San Mateo Counties.[40] In this study, they identified four high-need areas where the unmet food needs are most pronounced and Santee is one of them. The Mobile Pantry Program serves low-income residents of Santa Clara and San Mateo Counties who are living at or below 185 percent of the federal poverty level and are at high risk of chronic hunger. Roughly 400 households are served per month in Santee and nearly half of the individuals served are children.[41]

OPPORTUNITIES

Based on Studio 201's evaluation of food systems in the Santee neighborhood, the following opportunities are available to improve access to fresh, healthy food:

- Encourage the establishment of grocery stores and healthy food options.
- Increase nutrition education (e.g., with workshops, cooking classes, community garden plantings).
- Increase pedestrian safety and add more bike lanes.
- More health data is needed at the zip code level to track and monitor health conditions such as obesity.

2.8 EXISTING OBSERVED LAND-USES

The existing observed land uses in the Santee Neighborhood are moderately diverse. Figure 2-27 maps the existing land uses according to what was observed in the study area. In addition to the Franklin McKinley Children's Initiative (FMCI) area, the map includes areas directly north of Story Road and west of McLaughlin Avenue since these commercial and industrial spaces provide services and amenities to the residents of the Santee neighborhood. As shown in the map, the Santee neighborhood consists of mostly residential land uses, with a few pockets of commercial and industrial land uses along the periphery of the Santee neighborhood.

There appears to be an even balance between multi-family and single-family residential development. The multi-family housing is characterized by the following housing types: fourplexes, duplexes, and apartments (or developments which consist of more than four units). A mobilehome park exists in the northern corner of the neighborhood, adding to the diversity of housing types. The other major type of land use includes schools and educational facilities, which occupy three central areas of the neighborhood. The green space denoted on the map represents "open space" in the neighborhood and corresponds mostly to school fields and the one public park located on McLaughlin Avenue. The "open

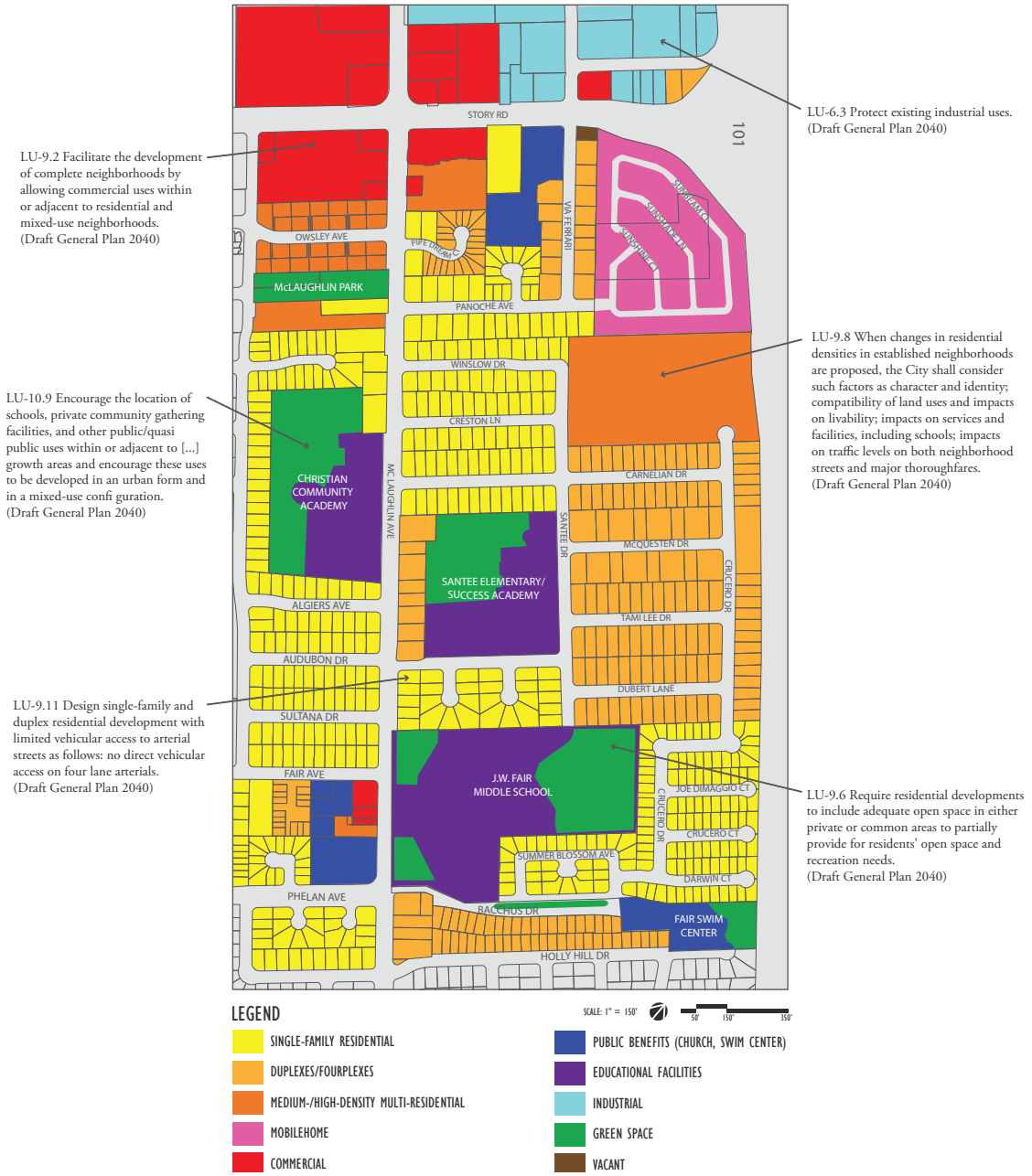

Figure 2-27 Existing Land Uses in the Study Area

space" is not designated as such, however, by the City of San José in their General Plan or Zoning Ordinance. It is important to note that designated public open space is heavily lacking in the Santee neighborhood.

The Story Road corridor provides a commercial element for the neighborhood, with lower density, neighborhood serving commercial uses such as restaurants, merchants, cleaners, grocery, and other personal service businesses. Not only do the commercial uses supply the neighborhood with goods and services, but they also offer employment opportunities for the community. Likewise, the industrial uses which intermix with the commercial serve as an important economic production presence and add to the viability of the Santee Neighborhood.

In order to assess where the Santee neighborhood fits into the vision of San José's future in terms of land use, excerpts have been drawn from the City of San José's *Draft General Plan 2040* to illustrate how the neighborhood fits in with the objectives. The neighborhood is mostly consistent with the draft objectives (e.g., increase mixed uses, locate schools near multi-use centers, preserve industrial land, etc); however, the location of single-family dwellings on main arterials (i.e., McLaughlin Avenue) is inconsistent with the objectives of the draft plan. Other inconsistencies include ample parks and adequate open space for neighborhoods.[42]

Figure 2-28 Development Patterns in the Study Area

Figure 2-29 Walls in multi-residential developments

Figure 2-30 Santee Resource Center

Figure 2-31 Pollard Plaza, a high-density residential building

2.9 BUILDING TYPES, WALLS, AND OWNERSHIP

The Santee neighborhood is composed of predominantly low density single- and multi-family residential buildings. However, the study area also has some institutional uses (including school buildings at Santee Elementary, Success Academy, and Bridges Academy), the Iglesia Ni Cristo Church, and a handful of commercial structures on McLaughlin Avenue and Story Road. The diagram in Figure 2-28 shows the overall development pattern of the study area, represented by the building footprints shown as solid black shapes and individual property boundaries shown in thin black lines. The diagram reveals that the neighborhood is comprised of primarily residential buildings with limited commercial uses. As depicted by the thick purple lines, the neighborhood has a number of walls that are used to physically separate adjacent developments

While these walls serve a useful purpose in separating different land uses and residential complexes, they also disrupt pedestrian and vehicle connectivity and create an "island effect" that segregates different portions of the neighborhood from one another.

and provide a visual and sound barrier between the neighborhood and Highway 101. While these walls serve a useful purpose in separating different land uses and residential complexes, they also disrupt pedestrian and vehicle connectivity and create an "island effect" that segregates different portions of the neighborhood from one another. Figure 2-29 shows a typical wall between two adjacent multi-residential developments.

The study area has three schools—Santee Elementary School, Success Academy, and Bridges Academy, which was formerly J.W. Fair Middle School. The Santee Elementary and Success Academy campus is made up of a series of one-story buildings that face onto Santee Drive and Audubon Drive, where the main entrance is located. Figure 2-30 shows a portable building on the school grounds, which is used as the Santee Resource Center in conjunction with the Franklin McKinley Children's Initiative. The buildings on the Bridges Academy campus are unified by their unique hexagonal shape.

With the exception of a high-density multi-residential project called Pollard Plaza shown in Figure 2-31 (located at the northwest corner of the study area with access off Story Road), which is three stories in height, all of the other buildings within the neighborhood are low rise structures with a maximum height of two stories. Monte Alban, a multi-residential

Figure 2-32 Example 1 of four-plex buildings

Figure 2-34 Example of commerical buildings along Mclaughlin Ave.

Figure 2-36 Example 1 of commerical buildings at the intersection of Story Rd. and McLaughlin Ave.

Figure 2-33 Example 2 of four-plex buildings

Figure 2-35 Commerical strip mall along McLaughlin Ave.

Figure 2-37 Example 2 of commerical buildings at the intersection of Story Rd. and McLaughlin Ave.

apartment complex at the northeast portion of the study area, is comprised of 13 two-story buildings and a common facility accessed off Santee Drive. One of the common development types within the Santee neighborhood is the residential fourplex. Fourplex development projects are located along Carnelian Drive, Tami Lee Drive, and Dubert Lane. Figures 2-32 and 2-33 reflect two different architectural styles of the fourplex developments. The Santee neighborhood also is characterized by single-family residential suburban development with one-story residences typical of the postwar era. A typical single-family dwelling with an attached two-car garage.

The Santee neighborhood has a small amount of commercial land at the northern portion of the study area along McLaughlin Avenue and Story Road. Figure 2-34 shows a small commercial building that was originally a residence located on McLaughlin Avenue near Story Road. Although not directly in the study area, the Santee neighborhood is influenced by commercial land uses on the west side of McLaughlin Avenue and the north side of Story Road. The commercial strip mall directly across the street from Bridges Academy on McLaughlin Avenue (see Figure 2-35) has a tattoo parlor and a liquor store. Figure 2-36

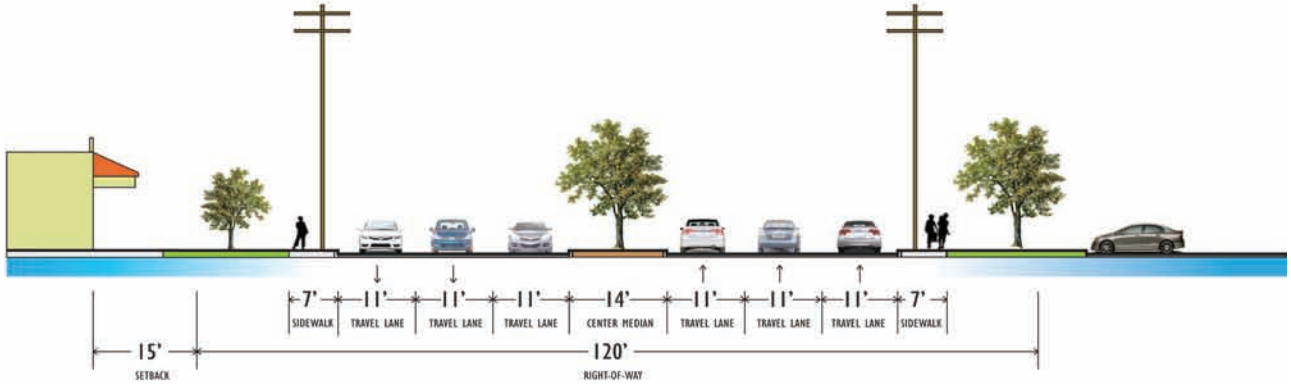

Figure 2-38 Sectional Drawing of Story Road

shows a large new two-story commercial building at the intersection of Story Road and McLaughlin Avenue. Figure 2-48 shows another two-story commercial building on Story Road that contains a variety of restaurants and businesses.

2.10 NEIGHBORHOOD STREETS

The Santee neighborhood has a low-density development pattern typical of older suburban neighborhoods. The planning area is bordered to the north by Story Road, a heavily trafficked transportation corridor, and to the west by McLaughlin, which is also a busy thoroughfare. Highway U.S. 101, also known as the Bayshore Freeway, creates the eastern border of the neighborhood, with high sound walls insulating residential development from its noise. The residential collector streets throughout the neighborhood itself weave the large suburban blocks together. These residential streets have characteristics of typical suburban development patterns, including cul-de-sacs, irregular loop designs, and on-street parking. Overall, the streets lack the kind of predictability and connectivity of a standard grid pattern.

To better understand the quality of streets in the Santee neighborhood, Studio 201 evaluated the three scales of streets that characterize the planning area by looking at street sections of Story Road, McLaughlin Avenue, and Santee Road.

STORY ROAD

The largest arterial that influences the Santee neighborhood is Story Road. As shown in the section in Figure 2-38, Story Road is an extremely wide, auto-oriented arterial with a 120-foot right-of-way width. With six travel lanes in either direction, pedestrian and wheelchair crossing is a daunting proposition. The City of San José has significantly improved the visual character of Story Road by creating a wide central landscaped median with attractive shrubs and trees and decorative paving. However, the only space of the right-of-way that pedestrians can really inhabit is the seven-foot wide sidewalk on either side of the street. While the seven-foot wide sidewalks are wider than the 4 ½-foot minimum sidewalk

McLAUGHLIN AVENUE

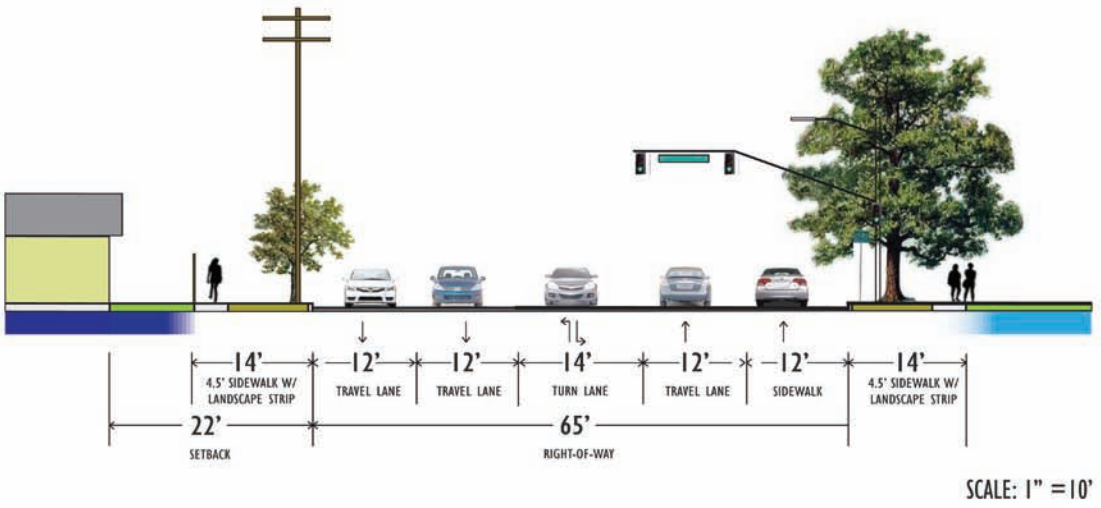

Figure 2-39 Sectional Drawing of McLaughling Avenue

SANTEE DRIVE

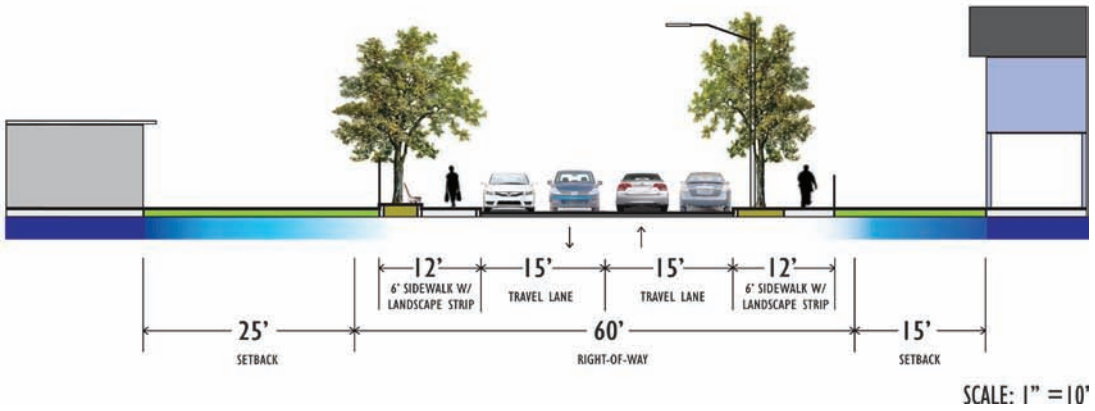

Figure 2-40 Sectional Drawing of Santee Drive

width, they are interrupted with a series of utility poles. Though Story Road does provide striped bike lanes west of McLaughlin Avenue, traffic volume levels tend to make Story Road unpleasant for bicyclists. Bus stops are available along this major transportation corridor.

MCLAUGHLIN AVENUE

As shown in the section in Figure 2-39, McLaughlin Avenue is narrower than Story Road, but it still has five travel lanes, including two in either direction and a center turn lane. Although the roadway has intermittent street trees to enhance the pedestrian environment, many of the landscape strips between the curb and the sidewalk are unplanted. The 4 ½-foot wide sidewalks are continuous on both sides of the roadway, but utility poles interrupt the pedestrian environment. McLaughlin Avenue is a heavily trafficked roadway, which makes it intimidating as a bikeway. Although signs indicate that it is a designated bike route, there are no striped bike lanes on either side of the street. On-street parking creates a buffer between pedestrians and cars at various locations along McLaughlin Avenue. However, the pedestrian environment could be substantially enhanced with the planting of additional street trees and landscaping in the planting strips.

SANTEE ROAD

Santee Road is the most pedestrian-friendly street of the three street scales evaluated. With a relatively narrow right-of-way width of 60 feet, Santee Road accommodates one travel lane in either direction with room for on-street parking on both sides of the street. The street section shown in Figure 2-40 is taken adjacent to Santee Elementary School. This area has a six-foot sidewalk width that is more generous

The Santee Neighborhood could benefit from increasing the amount of purely public space it makes available for its residents to enjoy in the form of parks and other amenities.

for pedestrians than the minimum 4½-foot sidewalk width. This area adjacent to Santee Elementary is particularly pleasant because it has benches facing the street, street trees, and planters to enhance the pedestrian environment. School crossing signs and roadway speed bumps near the school serve to slow cars down within the vicinity of the school. Santee Road represents the typical residential scale street in the Santee neighborhood, in which moving and parked cars have a distinct presence, but not at the expense of the safety and comfort of pedestrians and bicyclists. In fact, cars parked at the curb create a buffer between moving cars and pedestrians on the sidewalk.

2.11 PUBLIC/PRIVATE SPACE HIERARCHY

One of the more salient issues in the Santee Neighborhood is the ambiguity of space ownership, or the uncertainty of public, private, or quasi-public/private space of the neighborhood. The diagram in Figure 2-41 deals with four levels of space hierarchy: purely private, semi-private, semi-public, and purely public. Purely private space includes spaces which are accessible only by the entity which has rights to the space, such as within the walls of homes. Semi-private space relates to areas which are considered private property, but where a member of the public could access the space with little effort, such as fenced in yards. Similarly, semi-public space denotes areas which are easily accessed by the public, but not designated as public space, such as school grounds. Public space occurs where areas are designated for use by the public, including streets, sidewalks, public parks, etc. This space hierarchy is presented using a color gradient, ranging from purely private in dark blue to purely public in white. From the diagram, it is clear that the only purely public space consists of roadways and sidewalks. The Santee Neighborhood could benefit from increasing the amount of purely public space it makes available for its residents to enjoy in the form of parks and other amenities.

An area of particular interest and high ambiguity is the fourplex cluster located in the

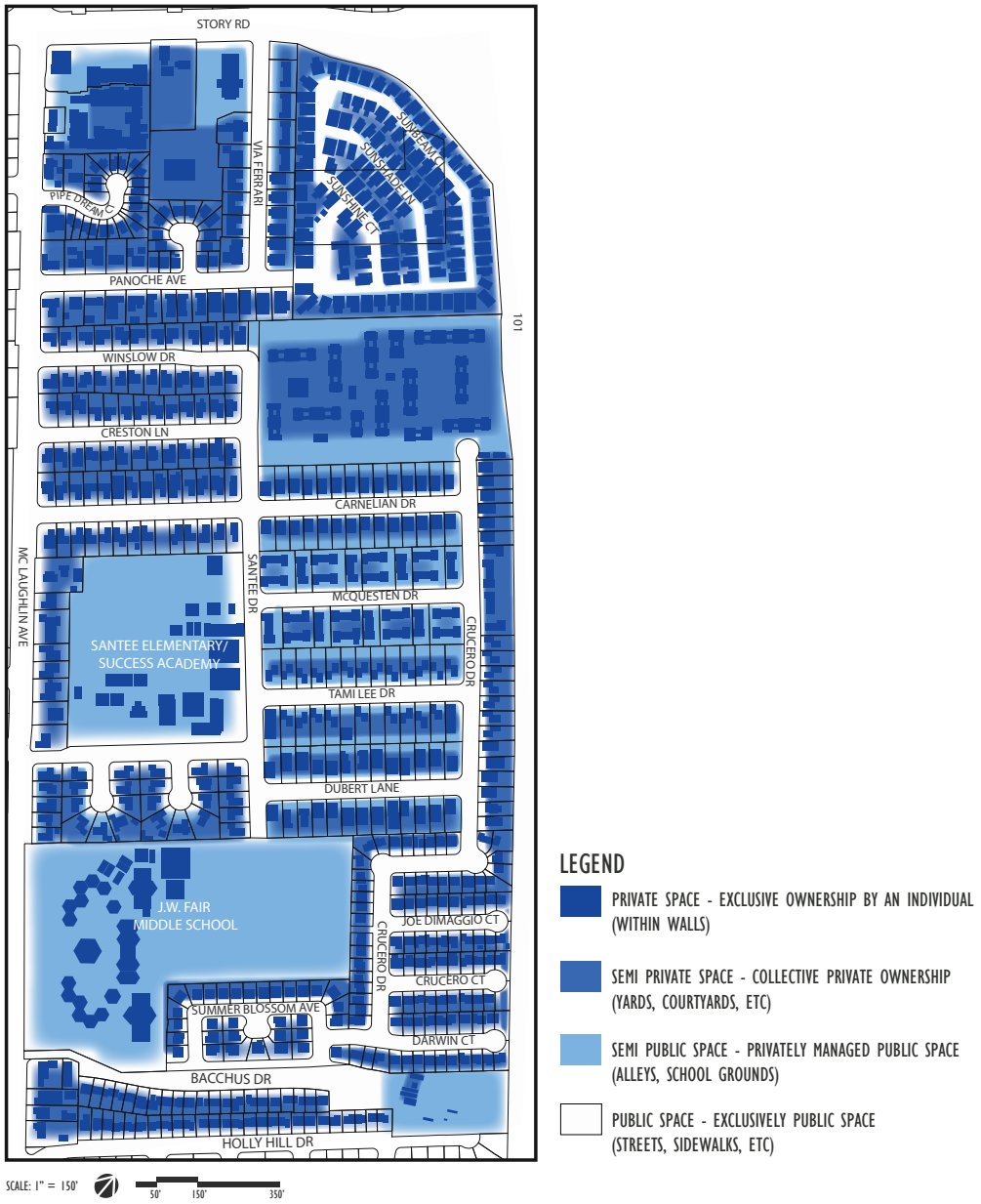

Figure 2-41 Spatial Hierarchy: Private, Semi-Private, and Public

central eastern portion of the neighborhood. The fourplexes present several areas of space ambiguity, both in the front and back yards, and the lengthy alleys that exist to provide vehicular access to the units' off-street parking. Specifically, the alleys, which are fragmented by multiple property lines, serve as semi-private/ semi-public spaces that become susceptible to undesirable activities since "ownership" is unknown. These quasi-public spaces, or semi-public or semi-private spaces, are the areas that see the most problems, such as a lack of safety, or a lack of property maintenance. The ambiguous nature of the spaces and lack of known ownership prevents anyone from taking responsibility over the spaces, and the spaces become home to unwanted activity. By establishing ownership of the spaces, an entity (e.g., public, individual, family, school, etc.) is more likely to maintain the space, making it safer, more attractive, and active, which may help to transform the spaces into neighborhood highlights rather than eyesores.

ISSUE AND OPPORTUNITIES

There are several issues and opportunities in the Santee Neighborhood that come out of an analysis of land use. The major themes of this study were confusion over public and private land, a lack of public space, and the isolation of the neighborhood through cut connections (see Figure 2-42).

The area that is the focus of the confusion of

the public and private space is the alleys behind the fourplex buildings (see Figure 2-43). These alleys are privately owned and are supposed to function as parking lots, yet they are used as if they are alleys for through auto and pedestrian traffic. These areas would need to be made more private to reduce confusion and the "no-man's-land" feeling that exists.

Another issue in the Santee neighborhood is a lack of public open space despite the large amount of open space that exists at the local schools. Currently, the only public space in the neighborhood is the sidewalks and streets. However, both schools have large open spaces that could be used by neighbors. There is an opportunity to make the schools into community hubs through the creation of public gardens, after-school tutoring, athletic programs, etc.

Opportunities exist for infill development on Story Road. Currently, Story Road has a significant amount of land area dedicated to parking or other empty space that could be used for community serving businesses. These improvements could include making Story a more multimodal street, mixed-use development, and planning for pedestrians and cyclists.

2.12 SANTEE TRANSPORTATION NETWORK

A very thorough field observation of the Santee neighborhood and its surrounding transportation network was conducted. As part of this field observation, the general operating conditions for each mode of travel (including automobile traffic, public transit, walking, and bicycling) were examined and understood, and the actual physical condition of facilities for pedestrians, bikes, transit, and automobiles were recorded. Through an understanding of the Santee transportation network and the travel characteristics of Santee residents, common destinations can be identified, how residents choose to reach their destinations can be determined, where obstacles may exist that may impede travel can be identified, and locations where safety concerns from a transportation/ infrastructure perspective can be pinpointed. Through an evaluation of this information, recommendations shall be developed for the City and the community to pursue to improve travel and safety.

EXISTING CONDITIONS

Figure 2-44 illustrates the Santee neighborhood's relation to the South Bay region as a whole. As shown, major regional transportation facilities including Valley Transit Authority (VTA) bus routes, light rail, and highways are highlighted. Based on where the neighborhood is situated in relation to these

Figure 2-42 Example of barriers that don't allow for connections in the neighborhood

Figure 2-43 Privately owned allys

Figure 2-44 Regional Transportation in San Jose
Source: U.S. Census Bureau, City of San Jose, County of Santa Clara, VTA, SJSU URBP 279 Class Spring 2010

transportation facilities and services, it is clear that the neighborhood is directly connected to Cupertino and downtown San José via VTA busses. These busses intersect with numerous bus lines and light rail lines that can connect riders with locations throughout the South Bay.

Figure 2-45 presents a more local view of the Santee neighborhood and the surrounding roadway network. From this perspective the locations of all bus stop locations within a reasonable walking distance are noted, and nearby bicycle facilities are shown. Based on the information given in these two figures, it would appear that the Santee neighborhood is well served by transit, as there are numerous locations to board, and from the

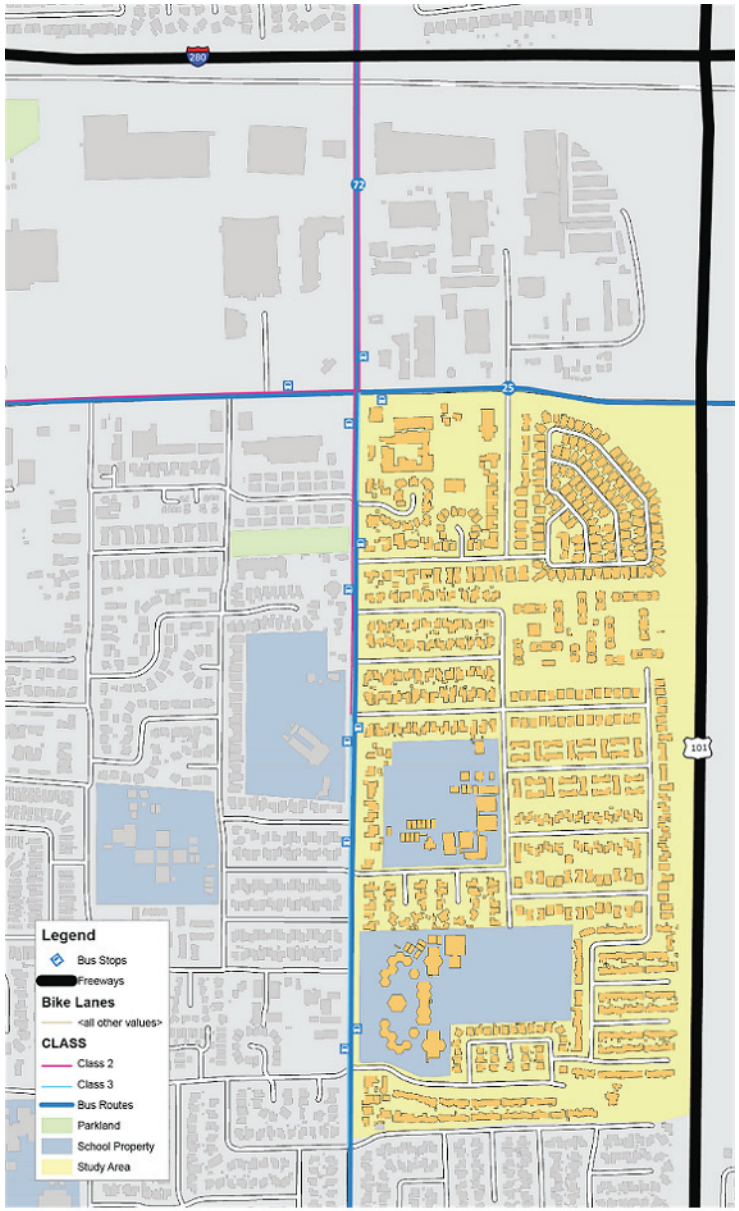

Figure 2-45 Local Transporation in the Study Area
Source: U.S. Census Bureau, City of San Jose, County of Santa Clara, VTA, SJSU URBP 279 Class Spring 2010

neighborhood residents can reach most South Bay destinations.

EXISTING OPERATIONS

Though the transit network may be configured to give the neighborhood accessibility to many South Bay destinations, the actual travel characteristics of the area may differ from expectations. Based on information provided in the 2000 U.S. Census, Santee residents are no more likely to use transit than the average City of San José citizen, despite the fact that Santee appears to be well connected with regional destinations. Figure 2-46 compares journey-to-work census data for Santee and for San José as a whole.

As shown, overall auto use is similar for Santee and San José, with more carpooling occurring in Santee. This is potentially due to lower auto ownership levels per resident. Figure 2-47 compares the average travel time to work for Santee and San José, for both auto use and transit use.

As shown, for Santee residents travel time by auto and transit are comparable. For San José as a whole, travel time by auto is much faster than transit. This again suggests that transit should be a more attractive option for Santee residents. As such, efforts must be made to encourage transit use by Santee residents.

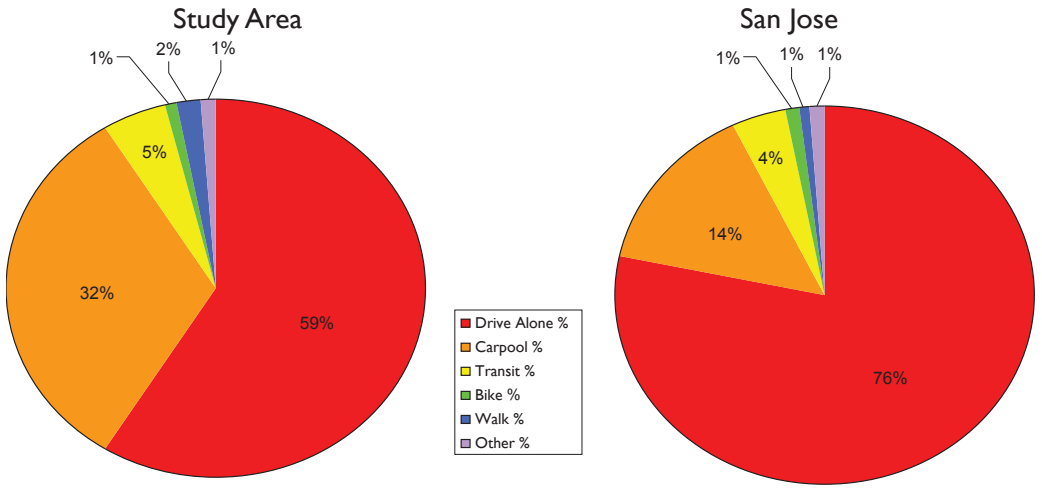

Figure 2-46 Comparable Journey-to-Work Shares for Study Area and San Jose
Source: U.S. Census, 2000

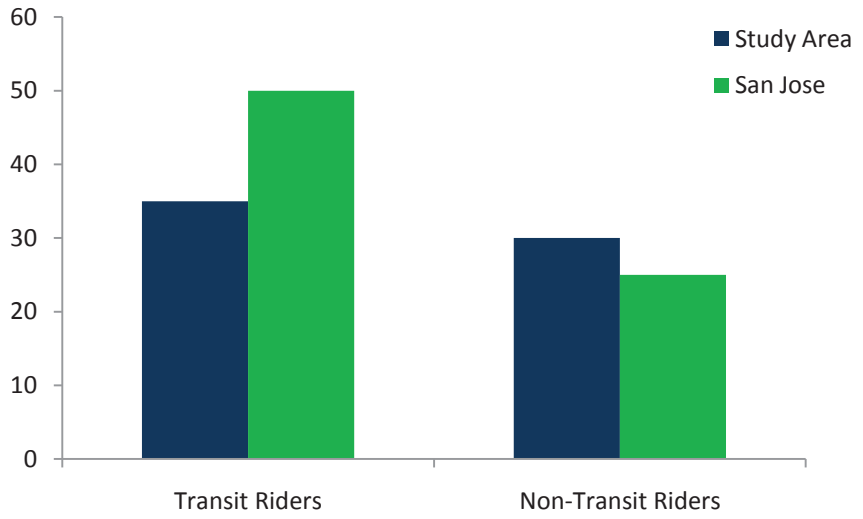

Figure 2-47 Average Travel Time to Work for Study Area and San Jose
Source: U.S. Census, 2000

WHERE DO PEOPLE TRAVEL?

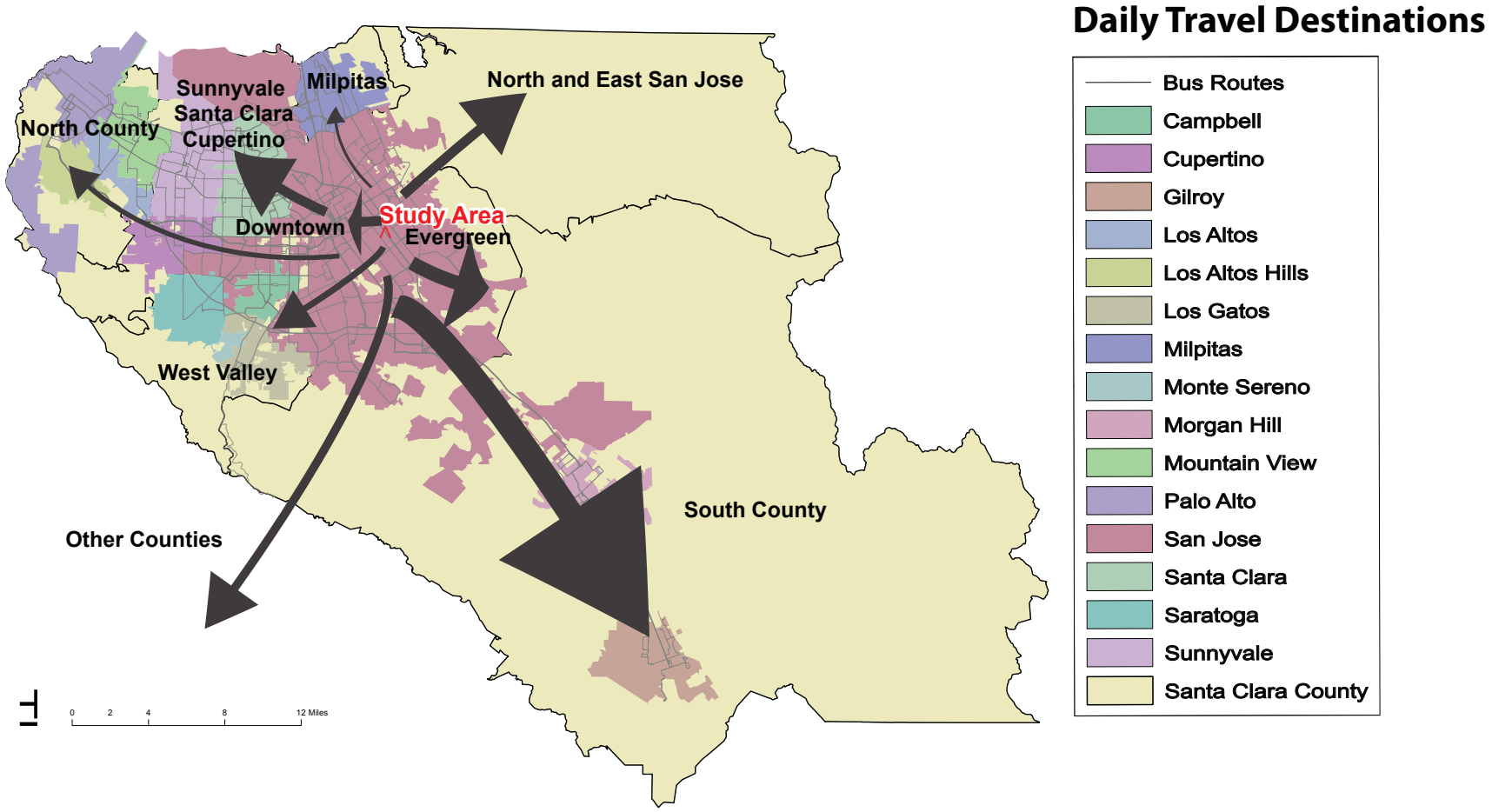

Figure 2-48 Daily Travel Destinations of Residents from the Study Area

2.13 TRAVEL PATTERNS

The transportation profile of the Santee neighborhood begins with a countywide perspective of identifying where residents are generally traveling to. According to VTA Travel Demand Model[43], the general travel patterns for residents in the Santee neighborhood show that the most popular travel regions for daily trips originating in Santee are to South County (includes South San José, Morgan Hill and Gilroy), Evergreen (San José), and the Sunnyvale/Santa Clara/Cupertino region (see Figure 2-48). Thus, the largest number of daily person trips (counts all trips regardless of mode) occurs in these three regions with South San José accounting for 20 percent of all daily trips, Evergreen for 15 percent, and the Sunnyvale

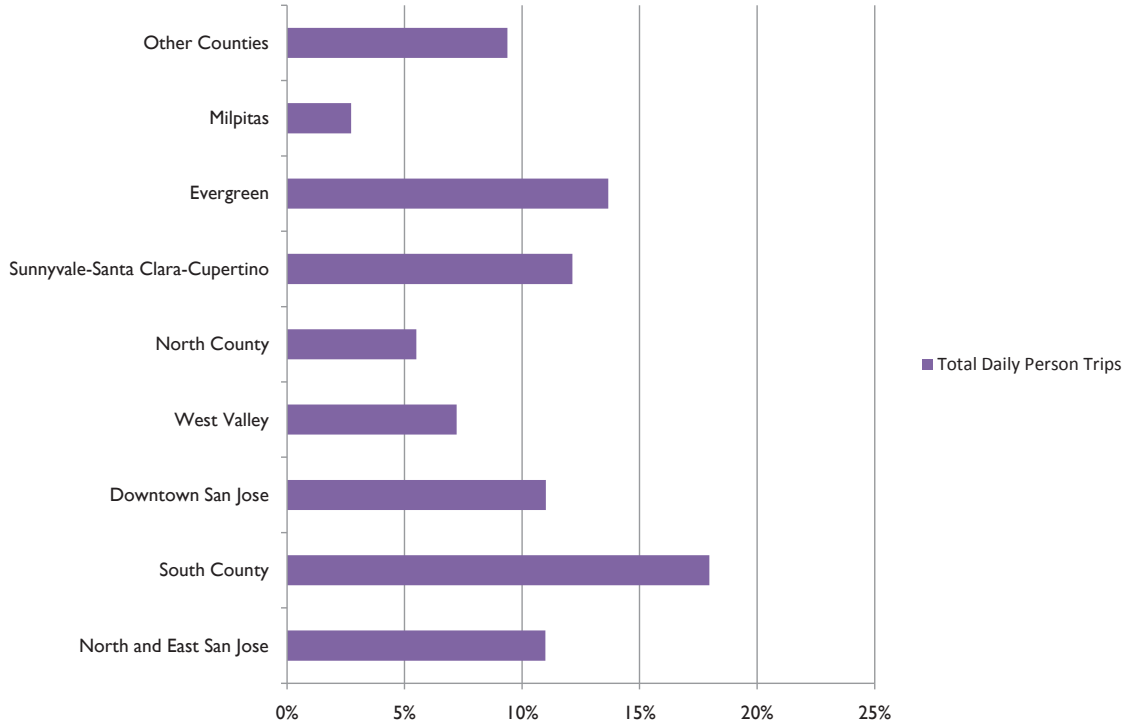

Figure 2-49 Travel Destinations for Santee Residents

Santa Clara/Cupertino region for 13 percent (see Figure 2-49). Further analysis is needed to identify the trip purpose for those traveling to these destinations, but this overview allows for general understanding of what destinations are important travel regions for residents.

To determine if public transit plays a major role in how residents travel, a transit market profile was created for the Santee neighborhood. The Santee transit profile is based on a previous study conducted by VTA in which people with similar demographic profiles were grouped into market-based categories to determine their "expected transit behavior." There are five categories which describe the likelihood of each demographic group to be transit-dependent:

1. Transit Trippers: lower-income, in zero- to one-car households, high transit users
2. Mellow Mover: similar to Transit Trippers, but less price sensitive transit users
3. Young and Restless: young, price sensitive, less likely to use transit
4. Movers and Shakers: higher-income, highly educated, married, low transit riders
5. Other: medium tolerance for transit and price, hard to predict as a transit user

In the Santee neighborhood, 21 percent of the residents fit the Transit Tripper category and 30 percent fit the Mellow Mover category. This information suggests that 51 percent, or more than half of Santee residents are likely to be transit dependent or transit riders. For comparison, the transit profile from a

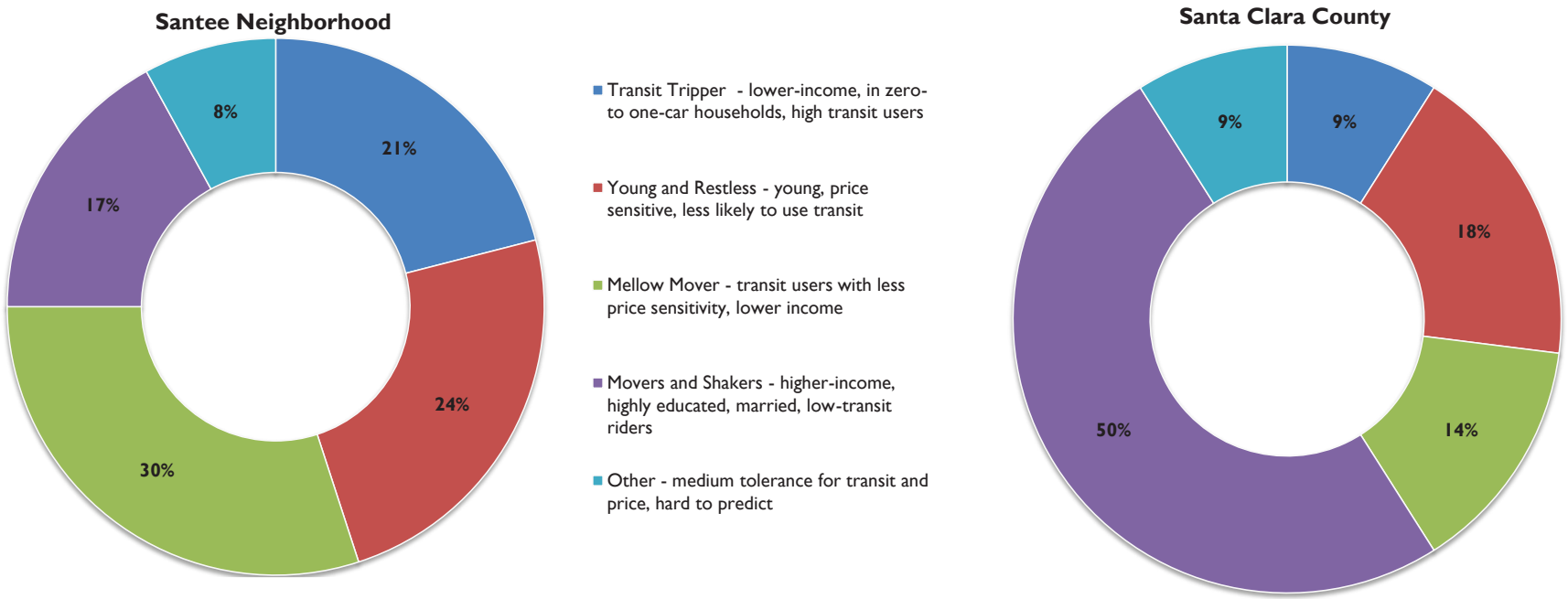

Figure 2-50 Comparable Transit Profiles for Santa Clara County and the Study Area

Source: VTA Market Segmentation Analysis, 2006

countywide perspective shows that nine percent of Santa Clara County residents fall into the Transit Tripper category and 14 percent fall into the Mellow Mover category for a combined total of 23 percent of likely transit riders (see Figure 2-50).

Given that public transit is one of the primary transportation modes for Santee residents, it is important to understand how well current transit serves the neighborhood. One method for analyzing this is to look at transit travel times from the neighborhood to a few major destinations. These destinations—San José International Airport, Eastridge Shopping Center, Santa Teresa Community Hospital, Evergreen Valley College and San José Diridon Transit—were selected to determine transit travel times for locations throughout San José. Two primary bus routes with frequent service serve the Santee neighborhood: Bus Route 25, which runs along the Alum Rock to Stevens Creek corridor, has 10-minute headways and Bus Route 72, which runs from Senter/Monterey to Downtown, has 15-minute headways. By transit, these trips are between 38 minutes to one hour and 20 minutes with almost no transfers. Overall, it seems that the Santee neighborhood is well served by frequent transit service with direct routes to some of the major destination points in San José.

2.14 PEDESTRIAN AND BICYCLE SAFETY

Two arterials were audited for walkability – Story Road and McLaughlin Avenue. In both cases, traffic speed, traffic volumes, and a lack of separation between traffic and pedestrian movement make walking on these streets feel unsafe. Both roadways provide sidewalks, althought they are oftentimes narrow and/or obstructed. (see Figure 2-51) to promote pedestrian safety. However, sidewalk discontinuities on Story Road (see Figure 2-52) and the scarceness of crosswalks at many unsignalized intersections of McLaughlin Avenue further reduce walkability.

In contrast, interior streets within the neighborhood require low traffic speeds and sufficient separation between pedestrian and vehicle traffic (usually both grass strips between sidewalks and curbs as well as curb parking). Sidewalks are often still narrow but are continuous and available on nearly all interior streets.

While this audit specifically focused on walkability, the findings regarding traffic speeds and volumes also provide a proxy for measuring bike conditions.

BIKING CONDITIONS

Valley Transportation Authority Designations for Area Streets

Valley Transportation Authority (VTA), the County's transportation agency, publishes a map that identifies all bike trails, on-street bike lanes, and streets that are officially designated bike routes (low-volume roadways with travel lanes wide enough to accommodate vehicles and bicycles) in the area. This map also provides a safety rating for major arterials, based on several factors that will cause conflicts between motor vehicles and bicycles. Both Story Road and McLaughlin Avenue in the vicinity of the Santee neighborhood are noted as "Alert" streets, indicating that bicycle riders on these roads should expect difficult riding conditions.

These designations affect residents' decision to bike, as they will be certain to face difficult riding conditions coming and going from the Santee neighborhood. Many civic, shopping, and transit destinations are within three miles of the study area (a distance that can be covered in roughly 20 minutes by bike), but many residents may choose to not travel by bike to avoid riding through difficult conditions.

Several pathways from the center of the neighborhood (i.e., Santee Drive and Carnelian Drive) to destinations were analyzed by the proportion of distance traveled on easy biking conditions (marked bike trails/lanes on the VTA Map or viewed by observation on unrated

Figure 2-51 Example of narrow and obstructed sidewalks along McLaughlin Avenue

Figure 2-52 Example of areas that lack sidewalks along McLaughlin Avenue

Figure 5-53 Existing bike route along McLaughlin Avenue

streets), neutral conditions (non-arterial/ expressway streets), moderate conditions (VTA Map rated streets marked "Moderate"), and difficult conditions (VTA Map rated streets marked "Alert" or "Extreme Caution" along with expressways). Routes were found using 511 BikeMapper tool, and distances were calculated using Google Maps.

All locations, even those that were around one mile from the study area, had at least 20 percent of their respective paths in difficult conditions, demonstrating that conditions on the way to a destination may be a deterrent to bicycle travel in this neighborhood. Improving bike conditions on Story Road and McLaughlin Avenue would make a significant difference in promoting biking in the area, as it would remove a significant portion of the difficult conditions on the path to nearby destinations.

Existance of Local Bike Infrastructure

Although both the City of San Jose and the VTA do not display any bike lanes or bike routes in the area, several do exist. Both sides of McLaughlin north of Story have striped bike lanes. On the west side of the street, this continues to Carnelian while on the east side a bike route is designated from Pipe Dream Ct northward. South of Carnelian a bike route is designated to the south end of the study area. Additionally, Story Road provides a bike lane on the north side of the street. As such, better infrastructure is available than official sources note. Therefore, connecting the neighborhood to the rest of the bike route network may require less lane reconfiguration than expected.

WALKING CONDITIONS

The level of pedestrian-friendliness of the area was determined by analyzing the lengths of pathways used to reach neighborhood amenities (grocery stores, bus stops, open spaces) using ArcGIS Network Analyst. As a way to demonstrate how circuitous paths to each destination are systematic, the proportion of parcels in the Santee neighborhood that were within ½ mile of the destination "as the crow flies" was compared to the proportion that were within the same distance as measured along the street network (which roughly corresponds to a 20 minute walk). The disparities indicate the number of locations in which the street network increases the effort required beyond a commonly used threshold. Greater disparities indicate increasingly circuitous routes to the destination. This method assumes pedestrians cannot cross McLaughlin or Story without a crosswalk and that walking through alleys or schools is not possible. Additionally, paths from three sample locations to the same destinations were traced, in order to visually illustrate winding paths and differing levels of pedestrian access to neighborhood resources (see Figure 2-54).

Based on this analysis, it is evident that east-west travel through the neighborhood is relatively simple, while north-south travel is considerably more difficult due to certain street discontinuities (i.e., the dead-end of Santee Drive/Via Ferrari, lack of public right-of-way through Fair Jr. High, the disconnection of Holly Hill from the rest of the neighborhood's streets). The impact of north-south travel is particularly important as the bulk of the commercial development in the neighborhood is at its north end. However, most notable is the impact of having to cross McLaughlin to reach one's destination, as only three pedestrian crossings are provided, often resulting in circuitous paths to desinations.

Closing the gaps in the pedestrian network and creating a better pedestrian environment on McLaughlin Avenue would greatly improve a walker's level of access to local amenities.

ENDNOTES

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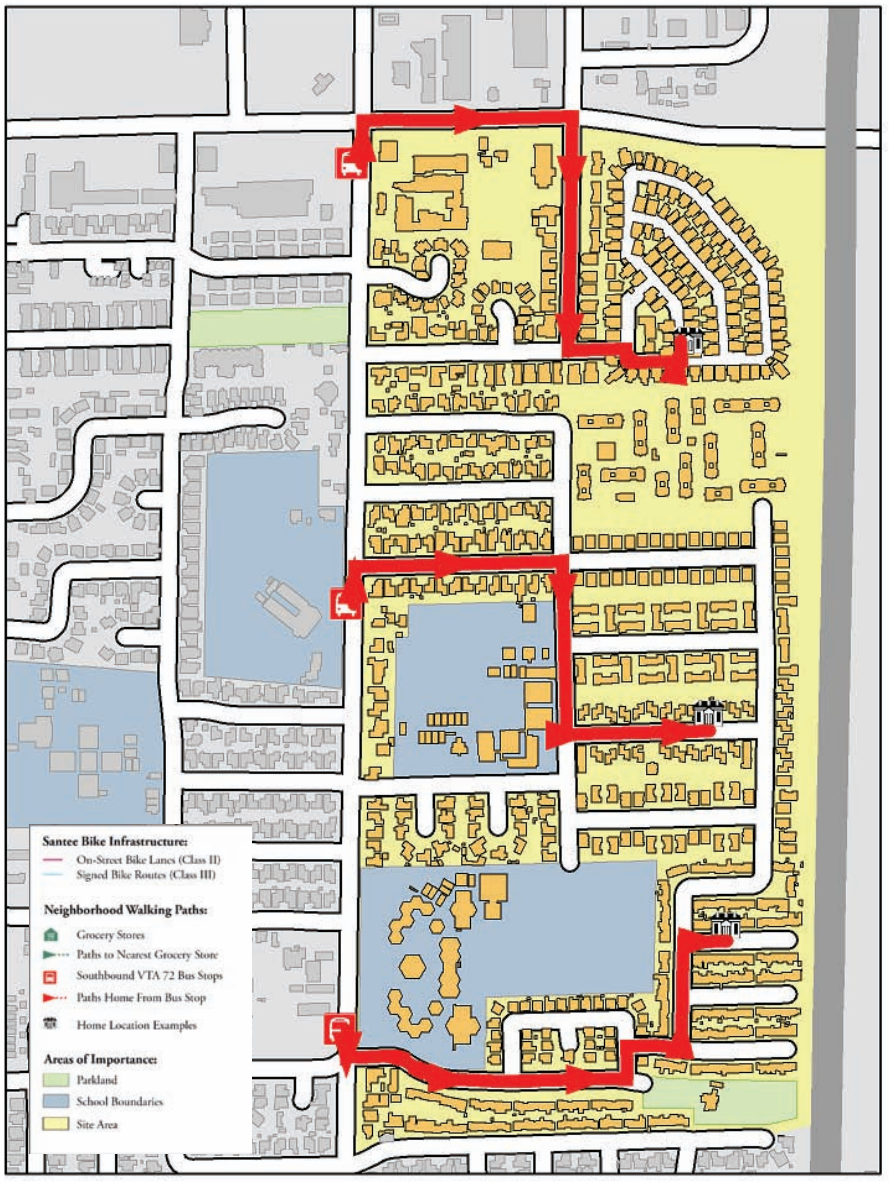

Figure 2-54 Walking Paths to/from Bus Stops in the Study Area

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6. We produced a weighted aggregated figure for each economic indicator based on the estimated number of households in each block group which resided in the area bounded by Story Road, Highway 101, Holly Hill Road, and McLaughlin Avenue.
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3. NEIGHBORHOOD FOCUS AREAS

As seen in the previous chapter, the Santee neighborhood has many assets as well as opportunities to improve existing social, economic, and physical conditions. This chapter explores challenges facing the neighborhood and ways to make the neighborhood a safer, cleaner, more attractive, and more livable place for its residents. It includes 15 case studies with recommendations for improving the quality of life in the Santee neighborhood. The case studies evaluate strategies and concepts that have been implemented in other communities facing similar issues and challenges to Santee. Each case study includes background information, key findings, and relevant lessons that can be learned and applied to the Santee neighborhood. The case studies are organized according to the following themes, which have been identified as focus areas for neighborhood improvement:

- Schools as Community Centers
- Health, Access, and Safety
- Community Design
- Story Road Revitalization

3.1. SCHOOLS AS COMMUNITY CENTERS

In the Tully-Senter Neighborhood Improvement Plan, community members identified ten top priority actions for neighborhood improvements. The first priority action on the list was to establish a school hub in their community that can be used for multiple services.

A centrally located and easily accessible school in a neighborhood can serve as a community hub. The school can serve a variety of neighborhood needs. As a community hub, a school can:

- Become a place of learning not just for students, but for the entire community;
- Help strengthen the integral relationship between a school and its residents; and
- Be a place where public meetings and other activities are held.

Considering the location and accessibility, Bridges Academy and Santee Elementary have great potential to become community hubs for the Santee neighborhood and offer offer benefits similar to those of a town square. There are several key factors that help transform a school into a community center. This section discusses three important elements:

- School facilities can help meet the leisure, recreational, and wellness needs of the community. The school grounds and fitness facilities can be made accessible to community members during non-school hours.
- Incorporating a parent center into a school can send a powerful message to parents, making them feel welcome and encouraging them to be involved in their children's education.
- Opening up a school campus for use by the larger community can result in concerns regarding safety. By incorporating certain security measures, the community can benefit from using the school safely during non-school hours.

By opening up its schools for use as community centers, the Santee neighborhood can facilitate improvements in student learning, the school environment, and family and community engagement. The Santee neighborhood can also enjoy improved security, increased community pride, and a better quality of life.

3.1.1. CASE STUDY 1: SCHOOLS AS COMMUNITY HUBS FOR RECREATION

Background

The school campuses in the Santee neighborhood are valuable assets for the community. Other than the Santee Resource Center and buildings utilized for the Head Start program, the play grounds are currently not available for use by members of the community during non-school hours. Because structured recreational programs are not offered on the school campuses after school hours, children find informal areas to play, such as the alleys behind the fourplex developments and private yards.

Increasing safe access to physical activity is especially important in disadvantaged communities like Santee. Local schools have the potential to reinvent themselves as community spaces where physical activities can occur and improve the health of faculty, children, and adult residents. Throughout California, the Joint Use Agreement (JUA) has been used as a tool for opening school campuses up for broader community use. By inviting neighborhood residents on school grounds and allowing use of facilities, schools can function as natural hubs for community activities. A joint use agreement between the Franklin-McKinley School District (FMSD), Franklin-McKinley Children's Initiative (FMCI), Strong Neighborhood Initiative (SNI), and/or the San José Police Department (SJPD) could provide a framework for reinventing the schools as hubs of the community.

Findings

JUAs come in a variety of forms. They can be formal or informal and have greatly different costs to implement. Formal agreements offer the benefit of being able to legally secure the working partnership for a given period, despite changes that may occur in staffing.

Successful joint use agreements have:

- Created landmark gyms on underutilized school grounds
- Created charter school programs based on nutrition and fitness
- Opened school gyms to community members after school hours
- Unlocked gates on schoolyards after school and on weekends

In the immediate term, the Santee neighborhood can easily implement joint use projects, which can bring residents, faculty and students together in pursuit of healthy physical activity. A simple JUA could involve forming a partnership with the FMSD and SJPD to open the playing fields at Bridges Academy. The police could patrol the school grounds to ensure the safety of children at play and ease some of the potential concerns of school administrators in opening up their campuses. JUAs can allow for collaborating organizations and agencies to clarify each party's responsibilities in terms of:

Costs for administering programs and renting facilities
Liability issues
Maintenance and operations
Hours
Use of equipment

Honolulu precedent

In Honolulu, a pilot program was started in an urban, ethnic minority community to establish high schools as hubs for the community. Two

IN MOTION PROJECT		
TARGET GROUP	HOURS	CLASSES OFFERED
TEEN	LUNCHTIME	HIP HOP, SALSA, VOLLEBALL, CIRCUIT TRAINING, LEARN TO SWIM, CAPOEIRA
STAFF	EARLY AFTERNOON	AEROBICS, YOGA
COMMUNITY RESIDENTS		HIP HOP, SALSA, SWING, BASIC BODY FITNESS

Figure 3-1: Classess offered in the In Motion Project

pilot schools were selected for JUA with the Department of Parks and Recreation. The goal of the JUAs was to improve recreational activity opportunities and programming for the community. Farrington High School created a project called "In-Motion" through its JUA. The program started modestly during lunch hours with students, and grew once the JUA was signed. Classes range from hip-hop and salsa, to kickboxing and basic body fitness at the school, and are open to school staff, students, and community members at different times during the day, and are catered to each group's schedule. Classes are offered to school staff in the early afternoon and adults in the evening. Figure 3-1 shows the classes offered to each group. Enrolling for classes is also convenient since sign-up is available over the internet. However, popularity of the classes is significantly attributed to the fact that they are offered free of charge.

Lessons Learned

The Santee neighborhood is well served by three schools with abundant outdoor play space. However, these schools are isolated from the community by physical barriers such as fences and not available after school hours. As demonstrated by the Honolulu example, building trust with school faculty, especially the principal, is crucial to success. Providing a wide range of programs for multiple groups in the community and including school staff, free of cost, also added to the success of the program in Honolulu. JUAs can help bridge the gap between school districts and community, helping to reclaim the school as a natural hub.

3.1.2. CASE STUDY 2: PARENT CENTER IN ELEMENTARY SCHOOLS

Background

Parent Centers are proven to increase parental involvement in elementary schools. Since a Parent Center can help families feel more comfortable visiting their child's school, parents tend to become more active in their child's education, at home and at the school itself. Studies have shown that when parents are involved in education, students do better academically and socially. Additionally, since public schools are the one public open space that exists within every community, a Parent Center in Santee Elementary School could motivate families to become more involved in their children's education.

Findings

Ferguson Elementary School

Ferguson Elementary School, located in Philadelphia, serves 750 students from low-income families. In 1997, the school established a Parent Center with the help of Temple University.[1] The Parent Center is located in an empty classroom on the second floor of the school. The center organizes workshops on parenting, teaching at home programs, support groups for parents and grandparents, and adult education classes. School officials believe that the Parents' Center has helped parents become more involved and has played a significant role in the school's overall improvement. The number of students reading at or above grade level has since increased, and student discipline has also improved.

In 1996, there were no students in the advanced level in both reading and math. By 2009, the percent of students in the advanced level in reading had increased to 33 percent and in math had increased to 45 percent. Figure 3-2 compares the percentage of students from Ferguson elementary at or above proficient level in reading and math with the state average. The proficiency level is on par with the state's average[2].

Harold J. Ballard Parent Center

In 1996, Harold J. Ballard Parent Center was established in San Diego, California. This center is a home for the district's San Diego Parent University.[2] Parent University is designed to help parents become academic coaches, strengthen parenting skills, and improve child-parent relationships. The School Readiness Center provides pre-school children a curriculum rich environment that prepares them for a successful Kindergarten experience. The center's programs have proven to be one

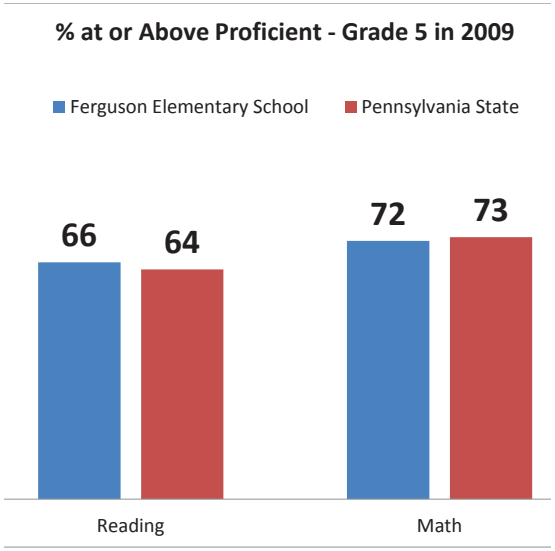

Figure 3-2

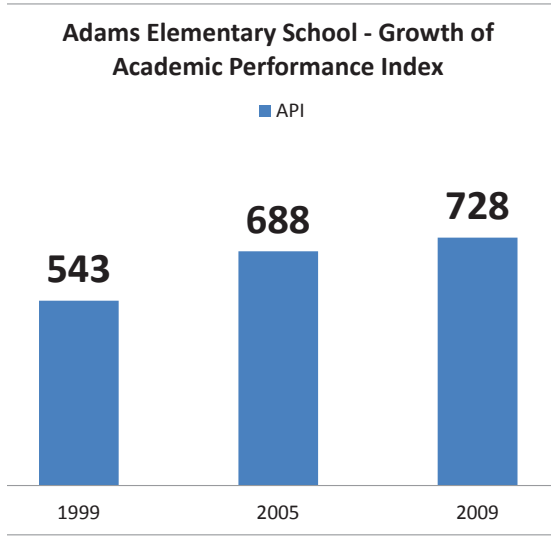

Figure 3-3

of the greatest keys to success for students as demonstrated by greatly improved Academic Performance Index scores. Student performance for those at or above a proficient level in reading and math has also improved.

Figure 3-3 shows the Academic Performance Index has increased greatly from 1999.[3] Students at or above proficient level in reading and math has also improved.

King Elementary School

King Elementary School is located in Chicago, where 90 percent of the students are Hispanic and from low-income immigrant families. School administrators established a Parent Center in 1996.[4] Their goal was to make this school the center of their community, to build family-centered learning communities and to encourage parents' involvement in the children's education. Twenty additional non-profit agencies provide classes and services. The center organizes Family Reading Nights and Math Nights. Since the center was established, it has greatly improved student test scores and the school's overall climate.

In the early 2000s, the school's average was much lower than that of the state average. By 2009, there was a great improvement in the overall performance. The percentage of students meeting standards was greater than the state average.[5]

Lessons Learned

Thirty years of research by the U.S. Department of Education confirms that family involvement has a powerful influence on children's achievement in school. The case studies evaluated above demonstrate how the establishment of a Parent Center in elementary schools has contributed to improved academic performance. When families are involved in their children's education, children earn higher grades and demonstrate more positive attitudes and behaviors. A Parent Center in Santee Elementary School can help bring these positive changes and can be an important tool for the community to encourage parental involvement. Santee Elementary School can become a center of this community to help strengthen the integral relationship between families and school. Fewer than 40 percent of students in the Santee neighborhood are proficient in English/Language Arts and Math—rates much lower than those for the county and state.[6] The school's API is much lower than that of the state's average.[7] A Parent center in Santee Elementary School can help bring these positive changes and can be an important tool for the community to encourage parental involvement.

3.1.3. CASE STUDY 3: CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) FOR SCHOOLS

Background

Child safety is a primary concern for residents of the Santee area. Before turning schools into hubs for the community, they need to first be made safe for their students. The California Department of Education has found a "strong positive relationship" between students' perception of school safety and Academic Performance Index (API) scores.[8] In order to promote a healthy learning environment for students at Santee Elementary and Bridges Academy and to safely open their facilities up for use by the broader community, school safety must be made a priority.

Findings

How can administrators at Santee Elementary and Bridges Academy make their schools safer? Educational leaders in several U.S. states have turned to Crime Prevention through Environmental Design (CPTED), which is a system of principles about organizing the physical environment to naturally reduce crime and enhance safety. CPTED can be used to conduct school safety assessments in which low cost corrective measures can be identified to improve overall school safety.

CPTED includes the following four principles[9]:

1. *Access control* is the capacity to limit who can gain entry to a facility and how.
2. *Natural surveillance* is the capacity to observe activity without having to take special measures to do so.
3. *Territorial integrity* is the capacity to establish authority over an environment, making a statement about who is in charge, who belongs, and who is an outsider.
4. *Management* is the capacity to use resources, including personnel, equipment, and supplies to prevent crime.[10]

By applying these principles to school campuses, they naturally become safer environments without the need for costly security systems or giving the school a fortress-like appearance, which would diminish the overall perception of safety. For existing school campuses, CPTED can be applied by first conducting a site safety assessment, mapping and documenting existing site-security issues and "hotspots," and implementing improvements to secure vulnerable areas.

The following eight questions[11] should be asked in conducting a CPTED assessment of an

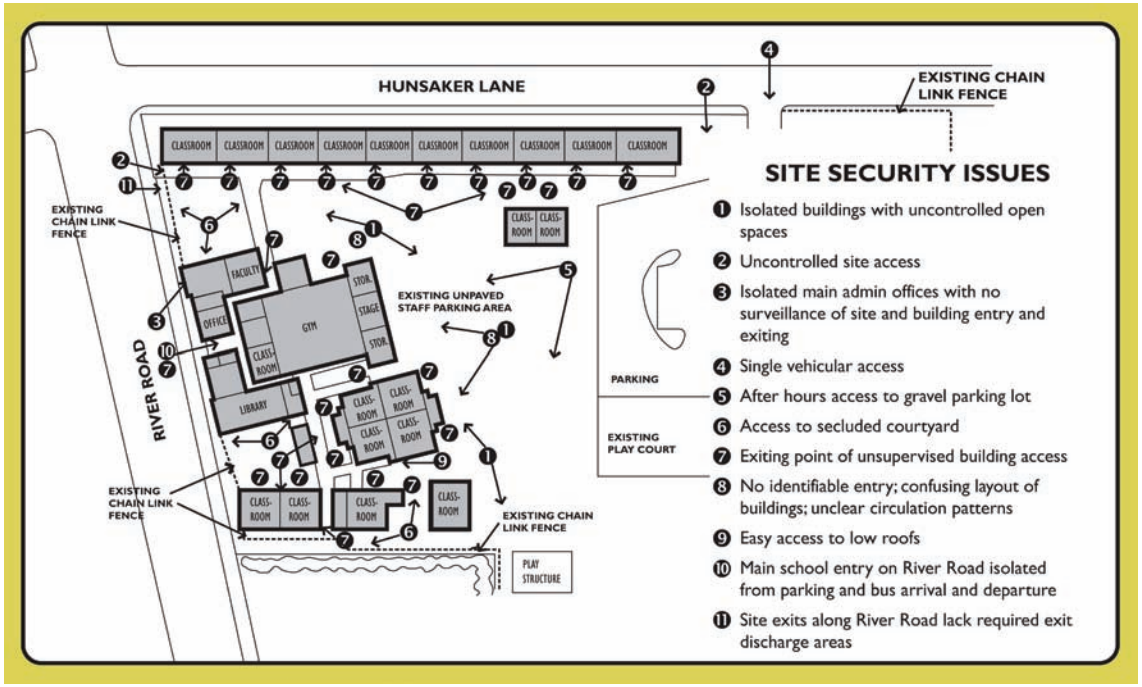

Figure 3-4: St. Helena Elementary site-security issues identified.

existing school:

1. What risks and opportunities do students encounter between home and school?
2. What risks and opportunities are posed in areas directly adjoining school property?
3. Can office staff observe approaching visitors before they reach the school entry?
4. Do staff members have the physical ability to stop visitors from entering?
5. How well can people see what is going on inside the school?
6. Do staff members have immediate lock down capability in classrooms and other locations?
7. Is the overall school climate prosocial (i.e., does the school have an environment of caring about the welfare and rights of others)?
8. Are there identifiable or predictable trouble spots or high-risk locations?

These questions would serve as helpful starting points in conducting a school safety assessment of Santee Elementary and Bridges Academy in the Santee neighborhood.

St. Helena Elementary

In Oregon, school administrators conducted a CPTED safety assessment of an existing elementary school called St. Helena Elementary. Like many schools constructed since the 1960s, St. Helena Elementary School has a sprawling campus design, which is more difficult to monitor and secure than a "fortress" school design with one large multi-story building. The CPTED site assessment of St. Helena Elementary revealed 11 key site security issues that were able to be retrofitted and improved using CPTED strategies. Figure 3-4 shows a diagram of the site-security issues identified and Figure 3-5 shows the modifications made to improve these weak security points. The total estimated cost of construction for the improvements was $816,500, which may appear costly but is significantly less than the cost of rebuilding the campus.[12]

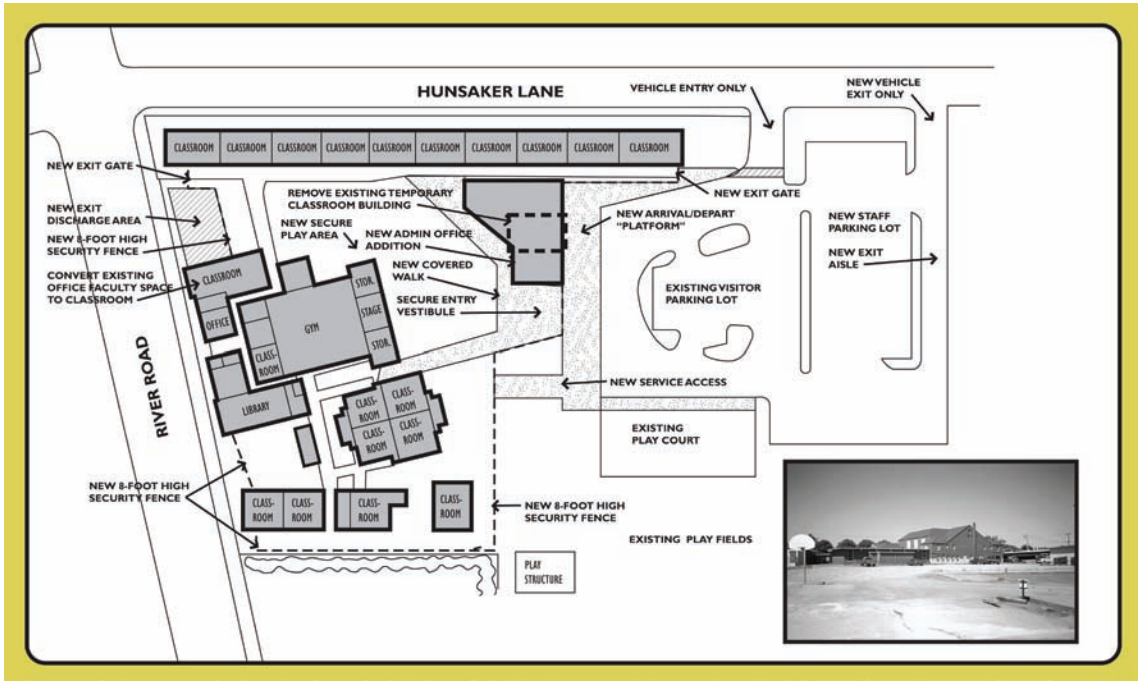

Figure 3-5: St. Helena Elementary site-security modifications.

Schools as Community Centers

With their existing multi-purpose buildings and playing fields, Santee Elementary and Bridges Academy represent two major assets in the community with the potential to be opened up for public use by neighborhood residents. If these facilities are to be used as general neighborhood amenities, the safety of the campuses must be preserved as the school campus are designated first and foremost as safe learning environments for their students. The Florida Department of Education created

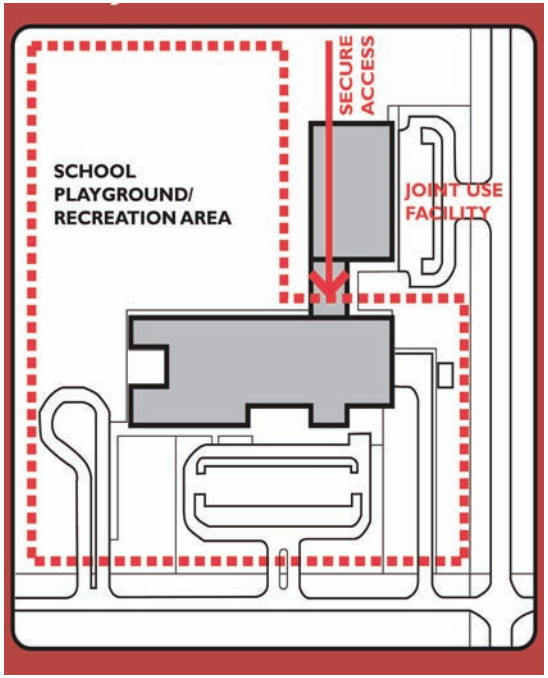

Figure 3-6: Design guidelines for joint-use bulidngs.

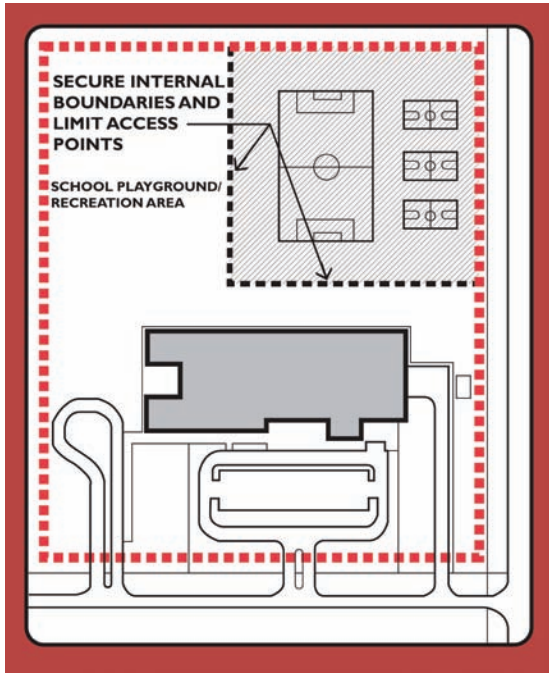

Figure 3-7: Secuirty measures example.

school design guidelines with recommendations for joint-use buildings and recreational facilities to be used by both students and community members. By incorporating the security measures shown in Figures 3-6 and 3-7, neighborhood residents, including non-students, could benefit from using the school grounds and facilities safely during non-school hours without jeopardizing the overall security of the school campuses. The key to joint-use facilities is "establishing a distinct perimeter for both the school and the joint-use facilities with separate and secure access points."[13]

Lessons Learned

Due to their sprawling campus designs and lack of centralized access points, Santee Elementary and Bridges Academy are inherently vulnerable to having areas where access control, natural surveillance, and territorial integrity are weak. Figures 3-8 and 3-9 show a few key points on the Santee Elementary and Bridges Academy campuses that are effective (green numbers on aerial map) or vulnerable (red numbers) according to the CPTED principles.

Using the four principles of CPTED, school administrators of Santee Elementary and Bridges Academy should conduct a site assessment of their campuses to determine if there are site security issues that can be addressed through cost-effective measures. Rather than paying for private security staff on an ongoing basis to defend unsafe areas, the schools could implement permanent solutions to improve campus safety through passive design measures.

If school administrators decide to open their campuses or portions of the school grounds for community use, they should give special consideration to securing the joint-use facilities and/or recreational areas to be commonly used by both students and neighborhood residents.

Rather than paying for private security staff on an ongoing basis to defend unsafe areas, the schools could implement permanent solutions to improve campus safety through passive design measures.

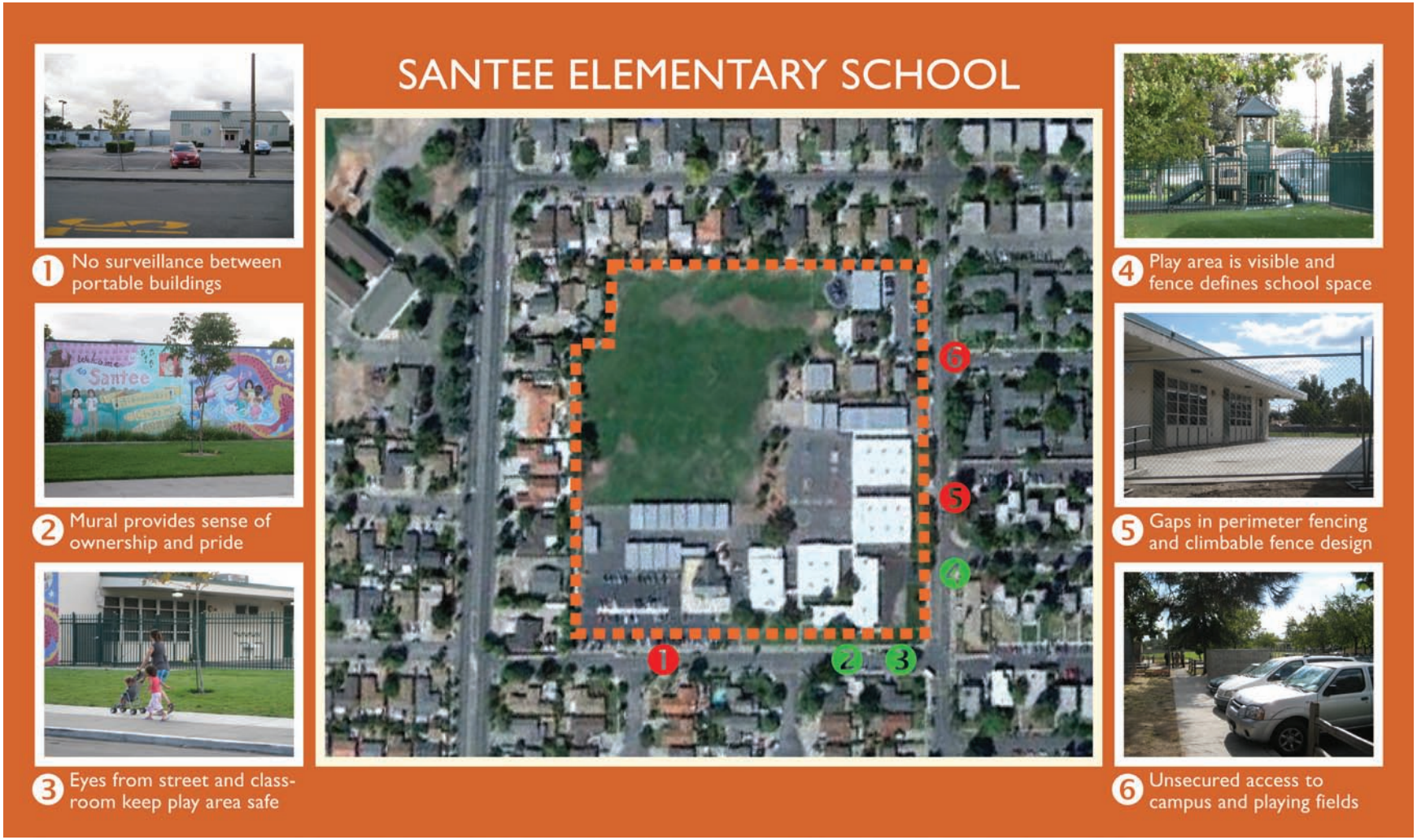

Figure 3-8: CPTED recommendations for Santee Elementary.

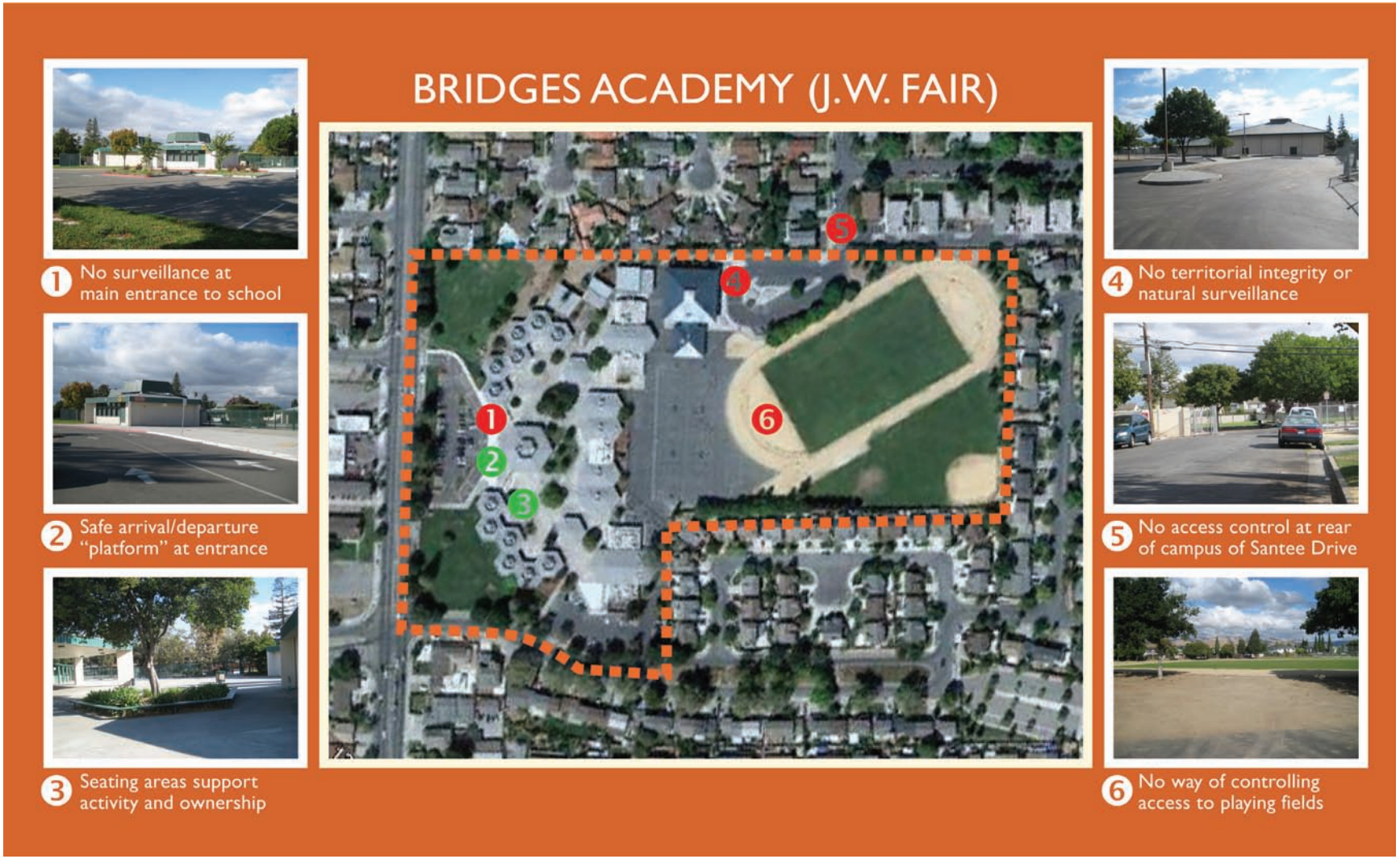

Figure 3-9: CPTED recommendations for Bridges Academy.

3.2. HEALTH, ACCESS, AND SAFETY

Overview

This section examines a wide range of topics, all focused on identifying areas for improvement to the quality of life for residents of the Santee neighborhood. These topics include: a general evaluation of public health; an examination of food quality (including nutritional awareness and the potential for urban farming); methods for improving the McLaughlin Avenue corridor to make it a more pedestrian-friendly environment; methods to increase transit use and improve transportation-related safety within the neighborhood; and the identification of social-related safety issues associated with gangs within the area. Each section presents existing conditions within Santee, as well as several case studies for the purposes of comparison. The lessons learned from each case study are then applied with respect to the needs of the neighborhood, and recommendations are offered.

3.2.1. CASE STUDY 1: PUBLIC HEALTH

BACKGROUND

Research has shown that the built environment impacts human behavior and health. Walkable neighborhoods with access to parks and other desirable amenities and/or services are related to higher levels of physical activity and lower obesity rates.[14] Neighborhood walkability helps reduce the occurrence of obesity and obesity-related problems such as Type 2 diabetes, hypertension, high cholesterol, and asthma.

Some factors that contribute to a decrease in walkability of neighborhoods include sprawling development patterns, safety issues related to existing traffic conditions, concerns about crime, cultural practices, and reduced access to desired amenities such as parks.[15] Since the issues of sprawl and its impacts on public health are not location specific, this case study will also evaluate ways in which local, regional, and national agencies propose to address these problems.

At the neighborhood level, this case study looks at an East Los Angeles neighborhood to evaluate the relationship between childhood obesity and food and park environments in the community. At a larger scale, this case study presents findings from a cross-sectional analysis study that includes participant responses from across the United States. The study examines characteristics of individuals and urban form and their relationship to levels of physical activity and the prevalence of obesity related diseases in various communities.

FINDINGS

East Los Angeles

The general demographics of East Los Angeles are similar to those of Santee Neighborhood, except for population and geographic sizes. Ninety-five percent of the East Los Angeles population is Hispanic, approximately 24 percent of the population is living under poverty, over 30 percent of the adult population has less than a high school degree, and approximately 36 percent of children in the City of Los Angeles are obese.[16]

In this particular study, researchers looked at the types of food establishments located near schools, the availability of fruits and vegetables in local grocery stores, and the availability, quality, and use of parks in the community. They found that children have easy access to fast food establishments and limited access to healthy foods and parks in this community.[17] The findings of this study indicate a need for:

- An increase in availability and access to healthy foods;
- Thoughtful community design that provides sufficient park space, safe crosswalks, walking paths, and bike paths; and
- Public health campaigns promoting

healthier life choices.

Nationwide Cross Sectional Analysis

This study assesses the relationship between the built environment and its impacts on public health. The researchers looked at the degree of sprawl within counties or metropolitan areas and their relationship to the level of physical activity, obesity, body mass index, and obesity related health diseases. Pooling results from a sample size of 206,992 respondents, researchers made several key findings:[18]

- Males are more likely than females to engage in leisure time physical activity (this statistic is higher for white non-Hispanic males than other races/ethnicities).
- The likelihood of engaging in physical activity declines with age and increases with educational attainment.
- Those ages 65 or older are more likely to meet recommended levels of physical activities because of a greater amount of leisure time walking.
- Females spend a greater amount of leisure time walking than males.
- Educational attainment is positively associated with minutes of walking and being physically active.

Individuals living in sprawling counties are likely to walk less during their leisure time, weigh more, and have a greater chance of hypertension.

The results of the research indicate that individuals living in sprawling counties are likely to walk less during their leisure time, weigh more, and have a greater chance of hypertension than those living in compact communities. The researchers recommend improving public health through advocating for more compact development patterns.

LESSONS LEARNED

For the Santee Neighborhood, many of the suggestions aimed at addressing sprawl issues and their related health problems require major changes and investment in the neighborhood. For example, most research points to creating more compact developments and changing the urban landscape. However, there are smaller scale, more immediate changes that can be implemented in order to promote a healthier lifestyle without entirely changing the existing urban form. These efforts include:

- Promoting health campaigns and providing nutritious meals in schools;
- Working with the City of San Jose to implement traffic calming measures, paint crosswalks, complete street grids, and provide other pedestrian friendly elements;
- Making school facilities available for recreational use after hours; and
- Providing opportunities for farmers markets in the community as a means to provide access to healthy foods.

Figure 3-10: Pedestrian friendly sidewalk.

Figure 3-11: Healthy school lunch.

Figure 3-12: Farmers market.

CASE STUDY 2: URBAN FARMS: GROWING FOOD, COMMUNITY, EDUCATION, AND JOBS

Background

In 2005, the Second Harvest Food Bank conducted a Hunger Analysis of Santa Clara and San Mateo Counties (HASS 2005). The Santee neighborhood was identified as a "high-need area" where healthy food needs are unmet. As a result, a mobile food cart program was created to provide fresh produce to residents. However, Santee should strive toward a more long-term sustainable food system.[19] Urban farms are a potential solution for increasing access to healthy food, while also encouraging community engagement in local food production. On-site uses, community programs and job opportunities, and low-income food distribution methods were evaluated for three urban farms including Veggielution in San José, City Slicker Farms in Oakland, and Growing Power in Milwaukee.

Findings

Veggielution is located in Prusch Park, a public park owned by the City of San José. The park is also a historical site designed for agricultural education purposes. Veggielution occupies 1.2 acres of the park, and was established in 2009 by a group of San José State University students.[20] The farm offers a variety of onsite uses including community farming, education workshops, seedling propagation, and community gathering (see Figure 3-13). The organization includes four full time staff, six AmeriCorps members, and ongoing internships for students. However, the majority of Veggielution is run by volunteers. In 2009, the farm recruited 550 community volunteers to participate in its programs including:

- **Volunteer workdays** – offered Wednesdays and Saturdays
- **Family day** – a new program implemented to invoke higher diversity among volunteers
- **Workshops** – such as cooking and gardening classes

Onsite Uses	Community Farm	Demonstration Gardens	Agriculture Education	Community Gardens	Youth Education	Propagation Nursery	Community Gathering	Fish, Bees, Livestock
Veggielution	x	x	x	x	x	x	x	
City Slicker Farms	x	x	x		x	x	x	
Growing Power	x		x		x	x		x

Figure 3-13.

Figure 3-14: Veggielution 2009.

Figure 3-15: City Slicker Farms 2009.

Figure 3-16: Growing Power 2007.

- **Veggieyouth** – a summer program for kids

Community members contributed 3,320 hours and helped produce 3,917 pounds of food that were distributed to community members for work-trade, sold at farm stands using sliding scale prices (see Figure 3-14), and distributed to local soup kitchens such as Martha's Kitchen.[21] Next year, Veggielution plans to start a below market Community Supported Agriculture Program (CSA) and hire a full time school garden coordinator to establish gardens at local schools.

City Slicker Farms is comprised of five small farm sites totaling 2.7 acres of land and was established in 2000 by a group of community members in Oakland (see Figure 3-15). The farm sites offer sanctions for community farming, youth education, community gathering, and agricultural education. City Slicker farms offer a variety of programs including:

- **Community Market Farms** – transforming empty lots into productive market farms and providing access to produce in a community with limited access;
- **Backyard garden program** – helping people establish their own backyard gardens;
- **Urban farming education program** – provides gardening and training opportunities for community members;
- **Policy advocacy initiative** – helps to raise awareness about equal access to healthy food by organizing people to support urban agriculture;
- **Consulting services** – helps to replicate urban farm programs in other communities.

With 1,489 volunteer hours provided by 213 community members, in 2009, City Slicker Farms produced 6,805 pounds of food that were distributed to community members through work-trade, sliding scale farmers markets, and farm stands.[22] The organization also helped establish 34 backyard gardens that are anticipated to yield approximately 14,755 pounds of food per year.

Growing Power was established in 2002 to help employ a group of low-income youth. The farm is only 2 acres but uses greenhouses to capitalize of vertical growing space and year-round harvesting.[23] Aquaponics is used to increase food production. This is a food harvesting strategy where fish are raised in large tanks on the bottom floor of a greenhouse. Nutrient rich water is pumped from the fish tanks and is used to irrigate horizontal seedling and rock beds above (see Figure 3-16). The water is filtered through the beds and replenishes the fish tanks below. Greenhouses are heated by composting off gas, creating an efficient, low-cost system for high food production. Their programs include:

- **Educational workshops** – hands-on trainings offering the opportunity plan, develop, and operate community food projects.
- **Youth corps** – an entrepreneurial youth development and apprenticeship program
- **School gardens** – helps to establish school garden and composting programs
- **Policy advocacy** – through local food policy councils and initiatives and a local farm advocacy task force.

In 2009, with the help of roughly 12,000 volunteer hours by 2,000 volunteers, Growing

Power produced 100,000 pounds of produce for community members. Growing Power also established a local farm cooperative called Rainbow Farmers to support and train small-scale farmers throughout the United States, establishing a national training hub at their headquarters.

Lessons Learned

Urban farms provide a source of affordable healthy food and a setting for local sustainable food production, local jobs, educational opportunities, and community engagement. From these examples of urban farms, it is clear that food production can be accomplished locally on a small parcel of land, on a small budget seasonally, or year round. higher rates of food production can be accomplished when food is grown vertically in greenhouses or in conjunction with fish production using Aquaponics. One of the biggest barriers is having a champion or leader helps to mobilize a community.

Santee has an opportunity for local, sustainable food production through backyard and alleyway gardens, school gardens, and community plots. This could be accomplished by:

1. Utilizing City Slicker Farms' consulting group to replicate their backyard garden program;
2. Partnering with Veggielution to establish school gardens; and
3. By following Growing Power's model and using greenhouses and Aquaponics to increase food production on small lots of vacant land.

Santee could also use urban farming as a mechanism for job access by creating farmer's markets, farm stands, Community Supported Agriculture Programs, and by forming community farm cooperatives with neighboring urban farmers. Lastly, Santee has an opportunity for adult and youth education through community gardening workshops, horticulture and cooking classes, and nutrition workshops by partnering with Veggielution to create community enrichment programs that address growing concerns for obesity and healthy living.

3.2.3. CASE STUDY 3: CREATING A MORE PEDESTRIAN FRIENDLY ARTERIAL: MCLAUGHLIN BOULEVARD

Background

McLaughlin Boulevard is a five-lane arterial street that forms the western edge of the Santee neighborhood and includes sidewalks on each side of the street, as well as several bus stops for Valley Transit Authority (VTA) line 72. It generally includes on-street parking on one side of the street and a planting strip outside the sidewalk on the other to separate pedestrians from traffic. As identified in the assessment, several neighborhood amenities are available on the far side of McLaughlin Avenue, including a grocery store (Save-Mart), a park (McLaughlin Park), and additional transit (VTA line 25 westbound). Access to these resources is difficult, however, as McLaughlin is a high traffic, 61-foot right-of-way, making it intimidating to cross. To further compound the problem, only three marked crosswalks (at Carnelian Drive, Fair Avenue, and Bacchus Drive) exist along the length of the neighborhood. As such, making this street easier to cross should be a priority.

Findings

What have other communities done to improve the pedestrian experience of their major thoroughfares? One planning strategy is the "Road Diet," which consists of removing one or more vehicle travel lanes and converting that space to bike lanes, on street parking, and/or new or expanded sidewalks. Vehicle capacity is generally preserved by converting another lane into a two-way turn lane. Figures 3-17 and 3-18 show Baxter Street in Athens, Georgia, before and after the implementation of a road diet.

Advantages of a Road Diet:

- **Accident reduction** – removing a lane of traffic in each direction reduces the number of conflict points and improves sight lines resulting in lower crash rates after road

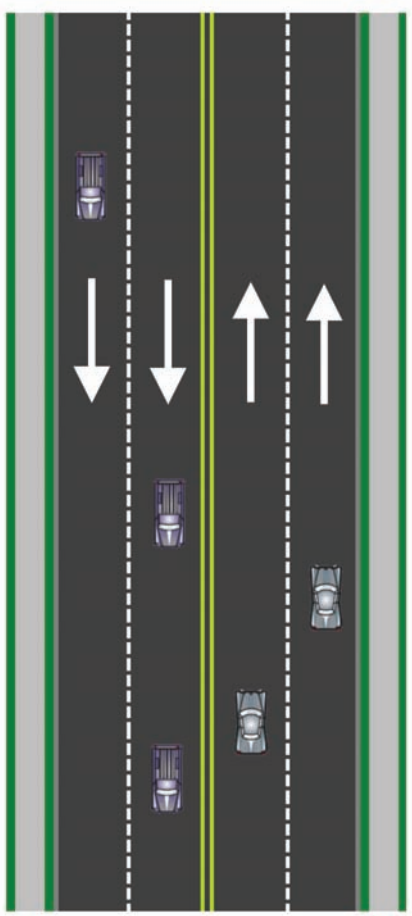

Figure 3-17: Before road diet.

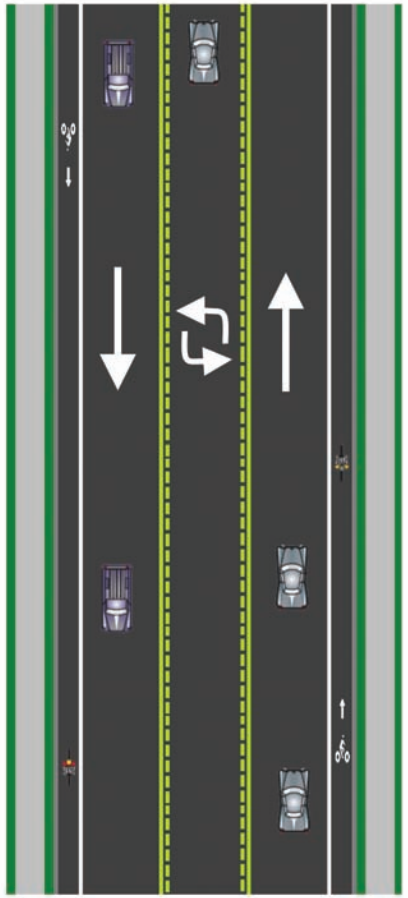

Figure 3-18: After road diet.

diets are completed.

- **Speed reduction** – in areas where speeding is common, road diets tend to slow traffic by channeling traffic through single lanes. This tends to improve pedestrian comfort on the street as well.
- **Potentially inexpensive** – simpler road diet projects only involve restriping the existing roadway, which involves a relatively small investment.

Disadvantages of a Road Diet:

- **Traffic diversion** – in areas where parallel options are available to drivers, traffic volumes on streets with road diets are reduced only to increase congestion on other streets.
- **Public acceptance** – as the bulk of road diets involve converting four lane streets to two lanes of through traffic with a turn lane, local communities will often be concerned with potential congestion.

East Boulevard and Baxter Street Precedents

Two road diet case studies were examined in relation to McLaughlin Boulevard – East Boulevard in Charlotte, North Carolina and Baxter Street in Athens, Georgia.

East Boulevard's reconfiguration involved the addition of bike lanes in either direction, adding several traffic islands that served as pedestrian refuges, and removing a single lane

Figure 3-19: East Boulevard, pre-road diet.

Figure 3-20: East Boulevard, post-road diet.

of traffic in each direction (see Figures 3-19 and 3-20). The project was largely considered a success in improving pedestrian conditions, while traffic speeds were reduced seven percent and traffic volumes decreased 14 percent. The project cost roughly $970,000 in 2010 dollars.

Baxter Street's reconfiguration involved removing a travel lane and adding bike lanes as well, but otherwise did not involve any major changes to roadway infrastructure. While crashes on the street were reduced a great deal (53 percent), 63 percent of residents surveyed did not think that it was easier to cross the street. The project cost roughly $240,000 in 2010 dollars.

Other Approaches

The following are two case studies that did not remove travel lanes but improved pedestrian conditions.

- **Plainsboro Road.** An arterial in suburban Plainsboro, New Jersey, was made more complete by narrowing travel lanes and

Figure 3-21: Plainsboro Road.

Figure 3-22: Plainsboro Road.

adding a landscaped median, striped bike lanes, sidewalks, textured crosswalks, and signals (see Figures 3-21 and 3-22). This also required widening the right of way by several feet. Traffic volumes were unchanged even though speeds were reduced four percent, while pedestrian exposure when crossing was reduced by 28 percent. The project cost over $760,000 in 2010 dollars.

- **NW 23rd Street.** A commercial street in Portland, Oregon, improved pedestrian crossings by including 10-foot curb extensions at bus stops. This was done to improve bus loading and unloading, but an added benefit was that the street became easier to cross. In fact, 54 percent of pedestrians surveyed confirmed that the improvements made the street easier to cross. The project cost roughly $500,000 in 2010 dollars.

Lessons Learned

In the local context, it is likely that the sort of transformative design changes seen in most of these case studies would be opposed strongly on McLaughlin Avenue. As an arterial near important onramps to both Highway 101 and Highway 280, it is unlikely that the traffic diversion caused by reducing travel lanes would be acceptable, and the built-out conditions along most of the neighborhood preclude expanding the right of way further.

However, several treatments that improve pedestrian experience could be implemented in the existing roadway without diverting considerable traffic. Adding a raised median with pedestrian refuges within the existing turn lane could enhance existing crosswalks and make several more mid-block areas acceptable for pedestrian crossing. Additionally, adding bulb-outs or curb extensions in sections that currently hold on-street parking would shorten crossing times and possibly improve transit operations.

3.2.4. CASE STUDY 4: SAFE ROUTES TO TRANSIT

Background

After a thorough field observation of the Santee neighborhood and its surrounding transportation network, and an examination of actual travel characteristics by Santee residents, this report finds that transit is underutilized in the area. However, since existing transit service does keep Santee residents well connected with regional destinations, and since travel times to work on transit are comparable to that of automobiles, efforts must be made to encourage transit use by Santee residents.

Findings

To improve connectivity and transit use in the area, a plan should be developed to address the obstacles and challenges to transit use in Santee. Upon completion of such a plan, funding through TransForm and the East Bay Bicycle Coalition's *Safe Routes to Transit* program should be sought out. Examples of successful programs, which have received Safe Routes to Transit funding include:

- **24th Street Mission BART Station Access Plan.** Though the 24th Street BART station area in San Francisco is dissimilar from the Santee neighborhood in terms of residential density and roadway network structure, it had many of the same goals as Santee in terms of shifting modal split characteristics. The 24th Street Mission BART Station Access Plan focused on improving the pedestrian and bicycle experience to the station area, by way of new signage, bike parking, and providing real-time transit information for BART and MUNI. The addition of real-time information at bus stops is a method shown to increase transit mode share.[25]

- **Pleasant Hill BART / Contra Costa Centre Shortcut Path and Wayfinding Project.** The Pleasant Hill BART station has lacked potential walk trips to and from the station as a result of the generally long walking distance for most nearby residents. As a result, many users would choose to drive to BART and park. To remedy this situation, a preferred path to BART was

determined (which would send residents through neighborhood streets), and new pedestrian-oriented signage was introduced. This path significantly reduced pedestrian travel time to BART, and made clear the shortest path of travel.[26]

- **Mission-Geneva Neighborhood Transportation Plan.** The Mission-Geneva neighborhood resembles the Santee neighborhood in that the area is bounded by two major arterials, vehicles are known to use parts of the neighborhood for shortcut purposes, and pedestrian travel to transit is often viewed as dangerous. As part of the Mission-Geneva Neighborhood Transportation Plan, numerous improvements are proposed. Gateways at entry points to the neighborhood are proposed to remind drivers that they are entering a neighborhood, not an expressway. Also, traffic calming measures such as traffic circles and speed humps are proposed at a number of locations.[27]

By providing wayfinding signage within the neighborhood to direct residents to the safest and quickest routes to transit, Santee residents will be better informed about pedestrian travel to transit.

Lessons Learned

Each of the studies examined provide solutions applicable to the Santee neighborhood. Real-time VTA transit information notifying riders of when to expect the next bus, coupled with improved bus stop shelters, could lead to increased transit use. By providing wayfinding signage within the neighborhood to direct residents to the safest and quickest routes to transit, Santee residents will be better informed about pedestrian travel to transit. Finally, both improvements from the Mission-Geneva Neighborhood Transportation Plan could be implemented in Santee, particularly on Panoche Avenue, where a substantial amount of vehicles divert from McLaughlin Avenue to avoid its intersection with Story Road. By providing gateway signage and a speed hump on Panoche Avenue, this cut-through traffic could be substantially reduced, leading to increased safety within the neighborhood and improved walkability.

3.2.5. CASE STUDY 5: GANG INTERVENTION PROGRAMS AND STRATEGIES

Background

The Santee neighborhood is negatively affected by rival street gangs, Norteños and Sureños, who have claimed various portions of the neighborhood as their territory. Gang intervention has been identified as a priority by the City of San José, Strong Neighborhoods Initiative, and the Franklin-McKinley Children's Initiative. Gang intervention programs can help improve safety and quality of life in the Santee area. In order to effectively prevent and reduce gang activity in the Santee neighborhood, it is important to understand the structure and workings of the Norteño and Sureño gangs. This case study provides background information on these gangs as well as intervention strategies implemented at the national, state, city, and local levels.

Prison Gangs

Mexican American gangs were formed in California prisons during the 1950s as a way to gain control and freedom for inmates of Mexican descent. By the 1960s the parent gang, Mexican Mafia, had fully organized and had gained most of the control over narcotics within the California prison system. In the late 1960s members of the Mexican Mafia split and formed La Nuestra Familia. Territorial lines were drawn between the two gangs at the city of Delano. La Nuestra Familia identified themselves as Norteños, Northerners, while the Mexican Mafia identified themselves as Sureños, Southerners. These two gangs remain the two most prominent and rival Latino gangs in California. Both gangs are highly organized inside and outside of the prison system.[28]

Street Gangs

Sureño street gangs associate themselves with a parent gang known as the Mexican Mafia. Sureño street gangs identify with the number thirteen (M is the thirteenth letter in the alphabet), the color blue, and the black hand symbol. These gangs are also referred to as La Eme, MM, Sur, XIII, or X3.[29] Norteño street gangs also associate themselves with parent gang known as La Nuestra Familia. Norteño street gangs identify with the number fourteen (N is the fourteenth letter in the alphabet), the color red, and huegla bird. These gangs are also referred to as XIV, 14, or X4.[30]

Norteño gangs are the prominent gang in San José, but several Sureño gangs do exist. Although both groups come from a Mexican ancestry, there remains a racial tension between the two. In general, Sureño gang members are first or second generation immigrants, while Norteño gangs have assimilated longer into American culture. Sureño gangs have close ties to Mexico and ancestry and have aligned themselves with other gangs like the Aryan Brotherhood. Norteño gangs take pride in their heritage as well, and have roots in the Chicano, Mexican American Movement.[31]

Findings

The following gang intervention strategies have been implemented at the national, state, city, and local levels:

National

Lead Agency: Office of Juvenile and Delinquency Prevention (OJJDP) and National Gang Center
Programs/Strategies: National Gang Survey and the Comprehensive Gang Model
Successes: Provide funding for state and local initiatives[32]

State

Lead Agency: California Gang Reduction, Intervention, and Prevention Program (CalGRIP)
Programs/Strategies: Established the Governor's Office of Gang and Youth Violence. In 2010, more than $7.5 million in grants was made available for at-risk youth to avoid gangs
Successes: In 2010, San José Conservation Corp received $490,000 for job training and education programs for youth ages 14 to 24 years[33]

City

Lead Agency: Mayor's Gang Prevention Taskforce
Programs/Strategies: Policy and technical teams led the development of gang resistant strategies for the city in partnership with City officials, the police department, school districts, and other communities.
Successes: Their multi agency collaboration gave them access to things like crime sensitive data from law enforcement agencies.[34]

Law Enforcement

Lead Agency: San José Violent Crime Enforcement Team (VCET)
Programs/Strategies: These were special units with the mission to rid the city of gangs.
Successes: Kept records on more than 9,000 gang members. Patrolling increased and led to more than 1,000 gang related arrests. However, in 2010, the program was eliminated due to budget cuts.[35]

Local Community

Lead Agency: Inner City Games is a national organization in partnership with Governor

Figure 3-23

Figure 3-24: Breakdancer.

Schwarzenegger (see Figure 3-23).
Programs/Strategies: Athletic and academic competitions that started in a youth center in East Los Angeles during the 1990s.
Successes: Today, the organization is involved in 15 cities and has participation from more than one million youth.[36]

Lead Agency: Unity Care, a locally organization based in San José, serves Santa Clara and Monterey Counties (see Figure 3-24).
Programs/Strategies: Provides safe environments for at-risk youth, ages seven to 21, from gang involvement through life skills and job training

Successes: 15 years in existence with 18 programs that serve over 900 youth annually[37]

Lead Agency: Westside Ministries, an organization serving a specific neighborhood in Turlock, California.
Programs/Strategies: Provides afterschool and evening programs at an onsite facility to prevent youth from gang involvement.
Successes: 27 years in existence with seven programs serving over 600 community members weekly[38]

Lessons Learned

- National and State programs and models are criticized for being disconnected from local issues and politics.
- It is important that programs/strategies build a strong relationship with the police, city agencies, and school districts.
- For place-based organizations, one of the keys to success is to create a safe place and a sense of community for everyone, regardless of whether individuals are gang members or not.
- Mediation between gangs does not work. The problem with gangs involves deeper systemic issues related to socio-economic injustices. Individuals first need to learn how to love themselves, create places where they feel they belong, and take on leadership roles.[39]

3.3. COMMUNITY DESIGN

One of the more pressing issues affecting the Santee neighborhood is the quality of housing in the fourplex apartment complexes. The 1996 Santee Neighborhood Revitalization Plan identified the lack of property management and ownership of this space as one of main the reasons the apartment buildings have been poorly maintained and subject to high crime levels. As such, improving the fourplex apartments has become one of the top priorities documented in the report for revitalizing the Santee neighborhood.

This section presents strategies for improving the neighborhood and in particular, the quality of fourplex housing through strategic design features. Quality design can be an effective means to address physical and social issues such as poor housing conditions and neighborhood safety. The following case studies provide some successful precedents for improving low-income neighborhoods facing similar challenges to the Santee neighborhood through the implementation of thoughtful design initiatives. Specifically, the projects highlighted in this section examine the following: design elements in affordable housing that can provide more distinction of space ownership and safe pedestrian areas; strategies for mixed-income housing to diversify residential options and reduce concentration of poverty; the use of community art to empower troubled youth as well as beautify the neighborhood; and

implementation of low-impact design concepts such as stormwater management to create green spaces through the efficient use of stormwater.

3.3.1. CASE STUDY 1: AFFORDABLE HOUSING DESIGN

Background

In considering changes to the Santee Neighborhood's housing stock, it is important to look at precedents of affordable housing design and how past projects have solved problems using design. This case study focuses on three different low-density affordable housing projects in San Diego County and analyzes the design elements, which worked well at achieving various objectives. As the Hierarchy of Space diagram indicated in the *Existing Conditions* analysis, one of the main issues to explore has to do with the ambiguous nature of the quasi-public spaces, and how the lack of "ownership" propagates undesirable activities. Other issues addressed include the treatment of parking and vehicular access.

This case study analyzes Emerald Gardens Townhomes and Orange Place, in Escondido, CA, and Tesoro Grove in South San Diego for design features that deal with similar issues occurring in the Santee Neighborhood.

Findings

Hierarchy of Space

All developments, but specifically Emerald Gardens and Orange Place, contain explicit design decisions that address the issue of privatization of space. The following list summarizes the design features and how they function:

- **Low, unenclosed walls –** create unobtrusive barriers in the front yards to signify private porches and areas used only by tenants. The low, naturally colored walls visually separate the public and private space and creates this sense of "ownership" without the proverbial visual barriers (see Figure 3-25).

- **Elevation differing levels of space –** Orange Place boasts terracing front yards to guide the pedestrian through the innate hierarchy of space. The first level is flush with the sidewalk allowing for semi-public access and use; the second terrace is stepped up about two feet and setback towards the units, providing a semi-private transition space; and the third terrace is flush with the unit's grade, providing a private porch and small yard for the tenant (see Figure 3-26). The defining feature of this system is the lack of tall walls, gates or fences to achieve

Figure 3-25: Emerald Gardens, Escondido, CA.

Figure 3-26: Demarcation of space at Orange Place, San Diego.

separation, and instead a rather a gentle but deliberate hierarchy of ownership that is detectable to the public.

Parking Treatments and Vehicular Access

Each development takes the pedestrian experience into heavy consideration in the design of its parking and vehicular access networks. The following describes how the projects provide practical design features for vehicular access that enhance the pedestrian experience:

- Emerald Gardens is built on an alley style design. The main point of vehicular access is the vehicular/pedestrian alley that runs through the project. The designers have made the alley appear as something more than just a vehicular right-of-way, but a place that welcomes pedestrian activity and community gathering. By making the alley narrow and using different paving materials, the alley feels more like a pedestrian promenade than a driveway.
- Orange Place and Tesoro Grove treat their intersections of road and parking lot driveway points as visual crossings for pedestrians, by using the same paving materials used in the sidewalk (concrete) in the intersection of the road/driveway (see Figure 3-27). This creates the effect for both drivers and pedestrians that these intersections, which would normally serve as conflict points, are geared towards pedestrian use. This technique signals to drivers to slow down, and signals to pedestrians that they should feel comfortable in these spaces.

Lessons Learned

For the Santee Neighborhood, many of these design techniques used in San Diego County could be incorporated to positively impact the overall pedestrian/tenant/aesthetic experience, including:

- Creating a deliberate and noticeable hierarchy of space ownership, *without* the visual obtrusions, would contribute to keeping the neighborhood clean, safe, and attractive.

Figure 3-27: Tesoro Grove, San Diego.

- Adding subtle changes like low walls and designated private areas would be relatively easy and cost effective to achieve.
- Creating noticeably "pedestrian" elements in the fourplex alleys and parking lots would help to minimize the auto-focus of the neighborhood and enhance the space dedicated to tenants.
- Shifting the focus from vehicular ease to pedestrian/tenant experience may help to think of the neighborhood differently and reveal opportunities for functional and aesthetic improvements.

3.3.2. CASE STUDY 2: REVITALIZING NEIGHBORHOODS THROUGH MIXED-INCOME HOUSING DEVELOPMENTS

Background

The fourplex housing development is one of the predominant types of residential properties in the Santee neighborhood and is home to many low-income, immigrant families. Located in the eastern portion of the Santee neighborhood bounded by Highway 101 to the east and McLaughlin Avenue to the west, the fourplexes are clustered in a continuous row of two-story apartment buildings with rear alleyways for vehicular access to resident off-street parking. Years of continuous change in ownership patterns of the fourplexes combined with lack of proper maintenance by absentee landlords have transformed this residential development into a source of blight and a haven for unwanted activities.[40] Additionally, with each fourplex building owned by a different property owner, the shared alleyway located in the rear of the buildings are crossed by multiple property lines contributing to the ambiguity of responsibility and ownership of the maintenance and security of the shared alleyway. As a result, the City has identified the fourplex properties in the 1996 *Santee Revitalization Plan* as a priority for improving not only the living conditions but to improve the quality of the neighborhood. Specifically, the Plan has developed the following nine objectives to revitalize the neighborhood:[41]

1. Improve the living conditions of as many housing units as possible in the long term.
2. Strive for reasonable rent prices which reflect the size and quality of the housing units.
3. Reduce overcrowding to the greatest extent possible.
4. Improve the physical appearance of the neighborhood.
5. Ensure the long term maintenance of physical improvements in the neighborhood.
6. Create usable open spaces and play areas to meet the neighborhood park and recreation needs.
7. Improve the safety of the neighborhood.
8. Maintain and enhance available community programs in the neighborhood.
9. Enhance a sense of community and pride for residents.

More specific recommendations point to strict code enforcement and the need for common property management to ensure property owners maintain their properties to adequate living standards. However, even with policing and vigilant code enforcement, the ultimate transformation of the fourplex development into safe, attractive and affordable housing suggest the need to acquire the properties for redevelopment efforts. Two case studies below present best practices in redevelopment efforts for affordable housing that also improves the quality of the neighborhood.

Findings

While the fourplexes are not considered public housing, the physical conditions of the fourplex buildings in Santee and demographic profile of its residents are very similar to those in public housing developments. Strategic initiatives in the affordable housing projects discussed provide useful tools in how to revitalize distressed neighborhoods and improve living conditions through the introduction of mixed-income housing developments.

Mixed-income housing developments can provide the following benefits:

- Diversify available housing to generate residential density (mix of rental apartments and for-sale homes)
- Reduce concentration of poverty by offering housing to varying economic levels in mixed-income projects
- Promote investment into the community

Tassaffaronga Village: Quality design and green building in affordable housing (HOPE VI)

This mixed-income housing development in Oakland, CA was federally assisted by the HOPE VI program which funded redevelopment housing projects into mixed-income housing in poverty stricken neighborhoods[42]. Most notable in the redevelopment of 7.5 acres of deteriorating public housing into mixed-income

Figure 3-28: Affordable housing.

housing is the emphasis on sustainable design which won the LEED ND gold award. In addition, the Oakland Housing Authority partnered with Habitat for Humanity to offer recipient families sweat-equity labor to build 22 townhomes in exchange for low-interest mortgage to purchase these homes.[43] The result is a range of affordable housing types complete with green pathways and pocket parks built on quality design and creative partnerships (see Figure 3-28).

Hunters View: Guiding principles for redeveloping public housing mixed-income development (HOPE SF)

The HOPE SF housing initiative is based on the HOPE VI program but improves upon the federal program by emphasizing one-for-one replacement of public housing units and a phased development approach to minimize resident displacement.[44] This project provides a host of innovative strategies that is being used to guide the redevelopment of Hunters View, the pilot project under this public housing initiative to replace the mostly uninhabitable 267 public housing units into a mix of affordable and market rate homes and apartments (see Figures 3-29 and 3-30). To

Figure 3-29: Hunters View Project.

Figure 3-30: Hunters View Project.

improve the overall quality of the neighborhood and living conditions of its residents, the proposed Hunters View project will also include some of the following amenities that are in line with some of the Santee neighborhood objectives presented in the previous section:

- Economically integrated neighborhood with a mix of housing options and rates (Santee Objective #2)
- Community center, tot lots, playgrounds and parks (Santee Objective #6)
- New design, lighting, and security that will enhance the safety of the community (Santee Objective #7)
- Quality child care including a new Head Start (Santee Objective #8)

More importantly, the following guiding principles make HOPE SF an excellent model for Santee to emulate in an effort to transform the fourplex housing and surrounding area into a vibrant and quality neighborhood[45]:

- One-for-one replacement for each unit replaced in addition to new added units
- Phased construction to allow on-site relocation
- Provide market-rate housing to cross-subsidize rebuilding public housing units
- Sustainable building design
- Provide supporting amenities on-site such as child care facilities, parks and play areas
- Resident participation throughout the entire process such as providing construction job opportunities for current residents

Lessons Learned

As funding opportunities become available and the City is able to acquire the fourplexes for redevelopment, the introduction of mixed-income, mix-housing would greatly improve the quality, design and management of housing conditions for current residents. The case studies present different emphasis on building affordable housing but each one provides an approach to design and model for revitalizing whole housing projects that can inform future efforts in Santee where similar living conditions and demographic groups apply. HOPE SF is especially relevant as a public housing model for Santee as its guiding principles meets many of the Santee neighborhood objectives identified in *Santee Revitalization Plan.*

3.3.3. CASE STUDY 4: STORMWATER MANAGEMENT IMPLEMENTATION IN LOW-INCOME AREAS

Background

The Santee neighborhood currently has large amounts of impervious surfaces, including long alleyways, big school parking lots, and interconnecting roofs of fourplex housing. These vast impervious surfaces create excessive stormwater runoff and lead to environmental issues, such as flooding and pollution. The neighborhood is also very isolated from nature; it does not have a community garden, school garden, native plant demonstration, or any nature locations for the residents and children. Low Impact Design (LID) is a stormwater management strategy that uses natural hydrological patterns to control runoff and pollution sources in order to help protect the watershed. By implementing this type of design in Santee, with concepts like rain gardens, swales, vegetative filter slip, and cisterns, the neighborhood can not only control stormwater more effectively, but it can also help increase quality of life through nature beautification.

Benefits of Stormwater Management and LID:

- Reduces local and regional flooding;
- Mitigates pollution source runoff into creeks and the bay;
- Increases property values;
- Increases opportunities for "greening" the neighborhood;
- Offers higher quality of life for the residents;
- Improves livability and sense of place;
- Improves wildlife habitat;
- Provides water and energy savings;
- Creates urban farm opportunities; and
- Fosters community value and ownership.

Findings

The constraint in implementing LID strategies is the extent to which it is applicable to the neighborhood or specific development projects. Many LID development projects are being done in new construction projects where the cost can be funded through grants and redevelopment agencies. In the Santee neighborhood, funding is minimal and design strategies must be scaled back to small-scale design features. One city in New Jersey is doing just this with help from community leaders, private construction companies and the nearby school association. The facilities management department for the Newark Public Schools Weequahic Park Association is introducing LID concepts into a blighted neighborhood called the Seth Boyden Complex in order to "improve urban landscape through creation of socially green spaces."

Seth Boyden LID Features:

- Raised planters
- Cisterns (Rain catch systems)
- Bio-retention basin (ground filtration)

The Seth Boyden Complex project had many similarities with the Santee neighborhood, including unsafe public spaces, large areas of impervious surfaces, few public green spaces, non-existent stormwater management, funding issues, and many non-point pollution sources (e.g., streets, roofs, and parking lots). Children in this neighborhood were also isolated from the beauty of nature and faced with socioeconomic problems common in low-income neighborhoods, including crime, gangs, lack of healthy food access, etc. The small-scale LID strategies that the Seth Boyden project implemented allowed the community to vastly improve the neighborhood and the quality of life for its residents.

Seth Boyden Complex LID Achievements:

- Improved environmental quality
- Encouraged education and community involvement
- Created an outdoor classroom
- Increased environmental education
- Facilitated children's positive interaction with nature

Lessons Learned

The Santee neighborhood faces many socioeconomic problems that hinder its residents' ability to access and enjoy the benefits of nature. By adding just a few small-scale LID features, such as rain gardens, swales, vegetative

strips, and rain catchment systems, children can have a chance to learn and experience nature in a whole new way.

LID strategies offer the following benefits:

- Increasing science and nature education among children;
- Beautifying blighted neighborhoods;
- Improving stormwater management; and
- Improving the environmental quality of the neighborhood.

3.4. STORY ROAD REVITALIZATION

This section looks at ways to revitalize the Story Road corridor. Story Road forms the northern boundary of the Santee neighborhood study area. However, it is not readily accessible by foot or bike for Santee or surrounding residential neighborhoods. This corridor has great potential to serve as an important destination for Santee residents. Story Road offers a number of neighborhood-serving businesses, such as restaurants and personal services, that are currently difficult to access due to traffic congestion, narrow sidewalks, and a lack of bike lanes. By redesigning and reconfiguring the Story Road corridor to be a multi-modal street that is readily usable by bikers and pedestrians, the neighborhood can fully benefit from the existing businesses and amenities offered along the corridor. By increasing the density and range of land uses along the corridor, Story Road can become a more attractive and inviting destination to residents of the Santee neighborhood and the broader community.

This section presents three case studies that evaluate ways that Story Road can be improved so that it can offer more accessible and desirable amenities to the Santee neighborhood and surrounding areas. The first case study evaluates the potential to restructure land uses adjacent to Story Road. The second looks at ways that other communities have retrofitted suburban arterials. The third explores the possibility of implementing form based-codes along the Story Road corridor as other communities have done. Each case study provides two examples of how other communities have revitalized a suburban, high-volume arterial and potential applications to the Story Road corridor.

3.4.1. CASE STUDY 1: LAND USES ADJACENT TO STORY ROAD

Background

This case study evaluates land uses adjacent to Story Road. The first section of the case study includes a site analysis of the portion of Story Road between Kelley Park and Highway 101. The second section of the case study provides a discussion of other case studies that have

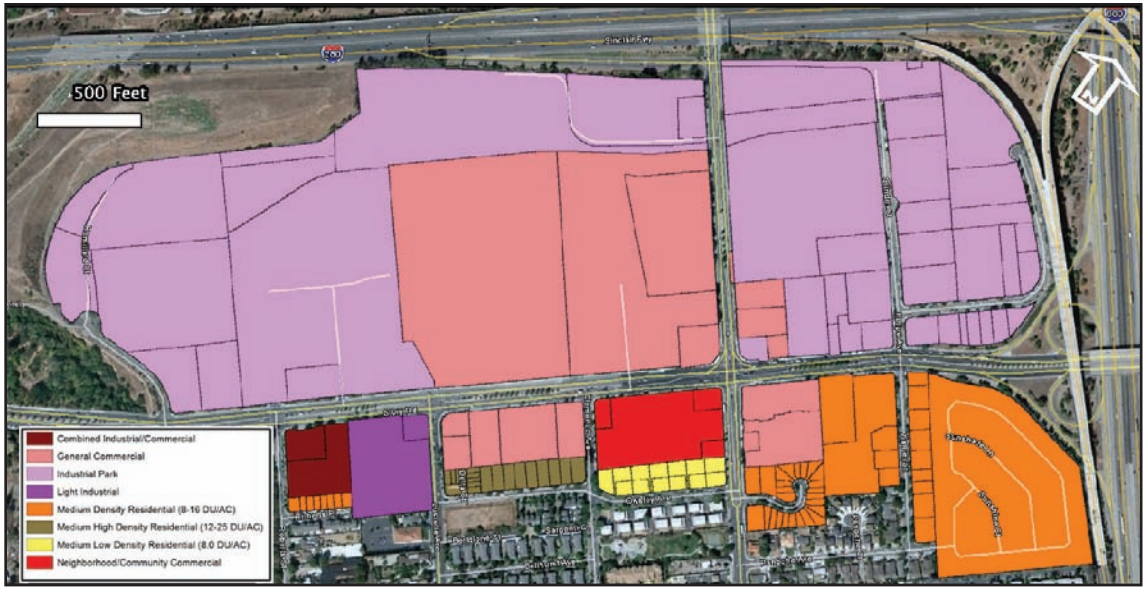

Figure 3-31: Story Road Focus Area.

Job Counts by Census Block

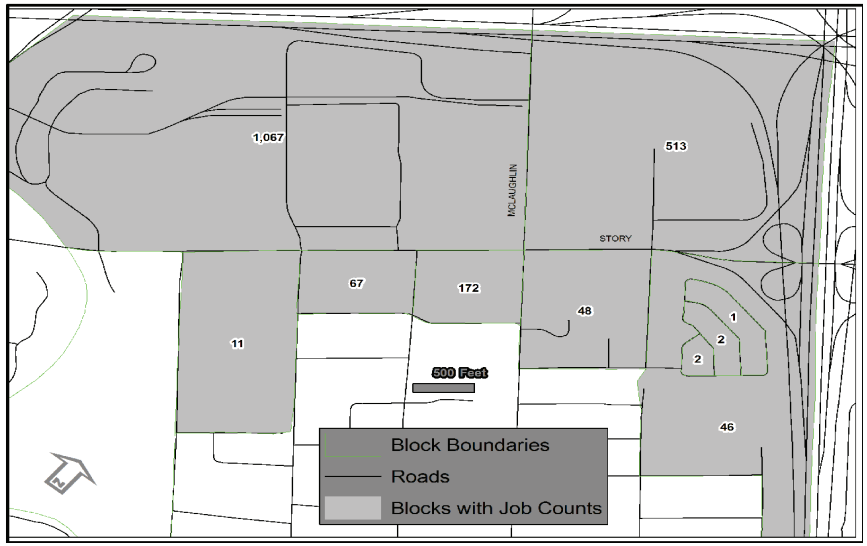

Figure 3-32.

Building Footprints Map

Figure 3-33.

Streets and Blocks Pattern Map

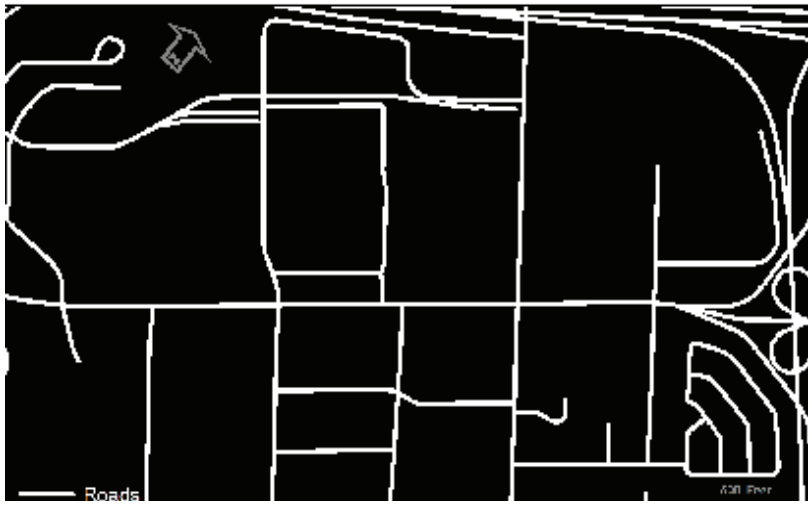

Figure 3-34.

Study Area

Figure 3-35.

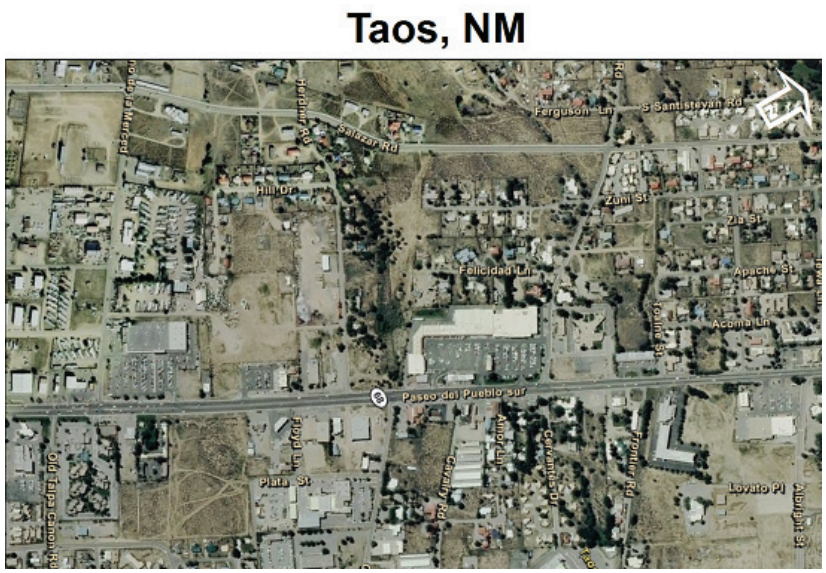

Figure 3-36.

Figure 3-37.

restructured land uses along similar suburban corridors.

Findings

The parcel map in Figure 3-31 shows that there is a combination of very large and small parcels directly adjacent to Story Road. Much of the land adjacent to Story Road does not allow for residential uses and is predominantly zoned for commercial and industrial uses. Employment totals by Census block in Figure 3-32 shows that many blocks do not contain many jobs, but the area northwest of Story Road and McLaughlin Avenue holds over one thousand jobs. The building footprints map in Figure 3-33 shows a large amount of undeveloped land area, enormous setbacks, and the lack of a nodal focus in terms of building design. Finally, the streets and blocks pattern map in Figure 3-34 shows long, uninterrupted blocks that significantly exceed 500 linear feet. All of these conditions are typical of suburban strip patterns, which tend not to be pedestrian or bicycle-friendly. The following two case studies look at the possibility of restructuring land use in such an environment.

Figure 3-35 uses aerial photographs to compare Story Road conditions to two similar case studies[46], one along State Route 68 in Taos, New Mexico (see Figure 3-36), and the other on US Highway 1 in College Park, Maryland (see Figure 3-37). In both cases, local governments have sought national teams of

experts to explore solutions to land use issues. In all three aerials, there is a linear pattern of development with massive amounts of surface parking and large setbacks.

Lessons Learned

In Taos and College Park, and other communities that have explored the revitalization of suburban strips[47], retail development has been reconfigured from a linear to a nodal development pattern. This creates a sense of place by clustering development around important cross-streets. Value and vibrancy are restored in these areas by encouraging investment, regardless of the specific land uses. The City of College Park introduced a plan to add housing to the area, which incorporated sustainable urban design principles of mixed-use development, aimed at reducing vehicle miles traveled and increasing pedestrian activity[48]. In the City of Taos, experts recommended a design that would break up the long block pattern by proposing new street development. Retail fronting the main street was proposed, while residential or office uses would be placed around an inward-facing courtyard, sheltered from the street.[49]

Several key elements distinguish these two case studies from Story Road. A review of San José's General Plan (as it relates to this area) shows that the City is interested in preserving industrial uses where they are viable, preserving job-creating uses where they are possible, and avoiding conflicts between incompatible uses, especially between industrial and other uses. In addition, College Park is a college town, where jobs outnumber houses by a four-to-one ratio, and thus the demand for housing was a key ingredient that led to the possibility of a mixed-use plan. Taos is distinct from San José in that it is built around a seasonal tourist economy where the corridor under consideration leads tourists into a historic center.

While these factors distinguish the case studies from Story Road, they still provide potential solutions to the complex problem of revitalizing suburban arterials. The biggest challenge along Story Road is to think creatively about how to apply to San José the tools that have been used elsewhere to restructure land use. One obstacle will be the constraints created by existing General Plan policies, which limit the range of possibilities for infill or other types of improvements.

3.4.2. CASE STUDY 2: CREATION OF A MULTIMODAL STORY ROAD

Background

Story Road is an auto-dominated, arterial street with services and transit stops that residents of the Santee neighborhood are relatively cut off from. In order to access these services, most residents must drive the short distance instead of cycling or walking. Creating a multi-modal street would improve access for residents.

Findings

Story Road is a six-lane arterial with a width of 120 feet, carrying approximately 40,000 vehicles daily. The intersection of Story Road and McLaughlin Avenue, which is nearest to the Santee neighborhood, is very congested and not conducive to pedestrian or bicycle travel. Nonetheless, this intersection is heavily used by residents who are walking or cycling. There are generally few trees, no on-street parking, very long blocks, large building setbacks with parking in front, and long crosswalks. Much of the adjacent land area is taken up by auto-oriented commercial uses. The goal of this case study is to indentify other locations similar to Story road that have created multimodal streets.

Due to its generous width, there is an opportunity to make Story Road a multi-modal street without creating serious auto congestion. Other communities have achieved this through the creation of specific improvements for transit vehicles, bicycles, and pedestrians. The principles that often guide these improvements are:

- Design for pedestrians
- Focus on existing areas
- Create a multimodal transportation system
- Establish streets as places
- Integrate transit[50]

Figure 3-38: Intersection.

Figure 3-39: BRT Bus.

Los Angeles Bus Rapid Transit (BRT)

BRT is a flexible, rubber tire form of transit that combines the speed and comfort of light rail with the low operating cost of a bus. Currently there are very few operating BRT systems in the United States and even fewer case studies examining these systems. Therefore, this report focuses on the characteristics of these systems but has little information on their outcomes.

BRT is a cost effective way to speed up transit service because it may not necessarily require major physical changes to the roadway and can be implemented incrementally. The Story Road corridor currently has one bus line, Number 25, which indicates that there is not a lot of bus service. One of the benefits of BRT is that it is more competitive at lower passenger volumes than rail-based systems.[51]

Los Angeles BRT includes these elements:

- Separate running ways
- Light-rail style stations
- Low-floor vehicles
- Signal priority
- Off-bus fare collection
- Specially branded buses

Los Angeles implemented a BRT system on Wilshire Boulevard, which is a six-lane arterial street with high-density commercial and office uses. Specially designed BRT Buses operated in exclusive curbside lanes during heavy commute

hours in the morning and evening. It was discontinued in 2007 for further environmental study of its traffic impacts. There was a 44 percent increase in ridership after the BRT was implemented and only running in the morning and evening commutes helped mitigate congestion problems.

Boulder, Colorado Intersection Improvement

28th Street in Boulder, Colorado underwent a major multimodal improvement where bike and bus lanes as well as pedestrian improvements where implemented. 28th Street was a six-lane arterial street with an average of 28,000 vehicles per day before and after improvements were constructed. Land uses along the street are large commercial/retail buildings with generous setbacks and parking in front, similar to those on Story Road.

The intersection of 28th and Diagonal incorporates bike lanes as well as bus and pedestrian improvements without widening the right-of-way. 28th street has free right turn lanes, a mixed bus and bike lane, two through lanes, and two left turn lanes. Diagonal has similar conditions. Right turning vehicles share the lane with bikes and buses. Though there are problems with bikes and traffic mixing, it is somewhat mitigated by a section of raised pavement, known as a table, that right turning vehicles must go over. This table treatment helps protect pedestrians in the crosswalk.

Lessons Learned

In Los Angeles, BRT was a good, low-cost option for faster transit service along a congested corridor. Dedicated lanes and signal priority were the most important features that sped up the bus over 28 percent. They found that operating the BRT buses in a transit only lane during heavy commute hours mitigated some congestion problems and merchant complaints.

In Boulder, the intersection has proven to be very successful at improving safety and comfort for bicycles and pedestrians. The speed table on the free right turn is very effective at slowing down drivers, which makes them yield to pedestrians more often. According to local planners, there have been a few problems with the mixed right lane (bikes, bus, and right turning vehicles), but that fewer problems have occurred as time has passed. Another important lesson learned was the importance of a diverse working group to review early plans. This group included a wide range of stakeholders that offered helpful feedback and community buy-in that was important for the passage of these improvements.

3.4.3. CASE STUDY 3: FORM-BASED CODES

Background

Form-based codes are a different approach to the conventional regulation of land use, which typically defines the allowable uses on a property by its zoning designation. Instead of defining what uses are permitted or conditionally permitted on a parcel, form-based codes allow property owners to develop sites and construct buildings with the design of the building and the surrounding public and private spaces in mind. While policy documents such as a jurisdiction's General Plan, Master Plan, or Specific Plan can assist in developing the vision and overall framework for a city's growth and development, form-based codes can supplement this vision with a three-dimensional approach, by setting standards for street design, parameters for land use and building form, and specifications for design and architecture.

Story Road may benefit from form-based codes in that they may assist in developing a framework for potential redevelopment and infill. The following contains three case studies of jurisdictions that have developed form-based codes.

Findings

Form-based codes can facilitate the creation of a vision and development of a major arterial, such as Story Road, by establishing standards and parameters for:

- Street design
- Land use and urban form
- Design and architecture

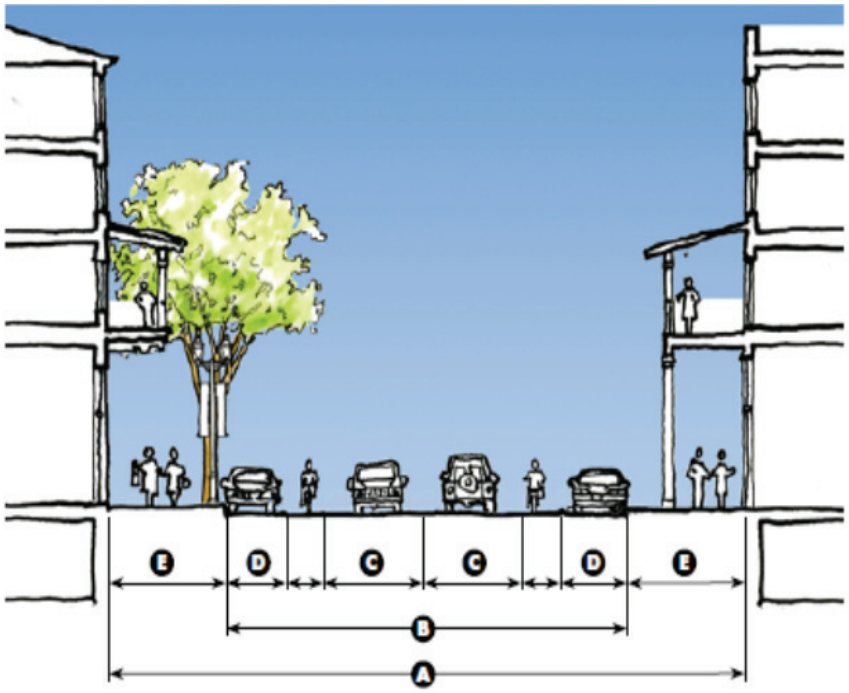

Figure 3-40: John Muir section.

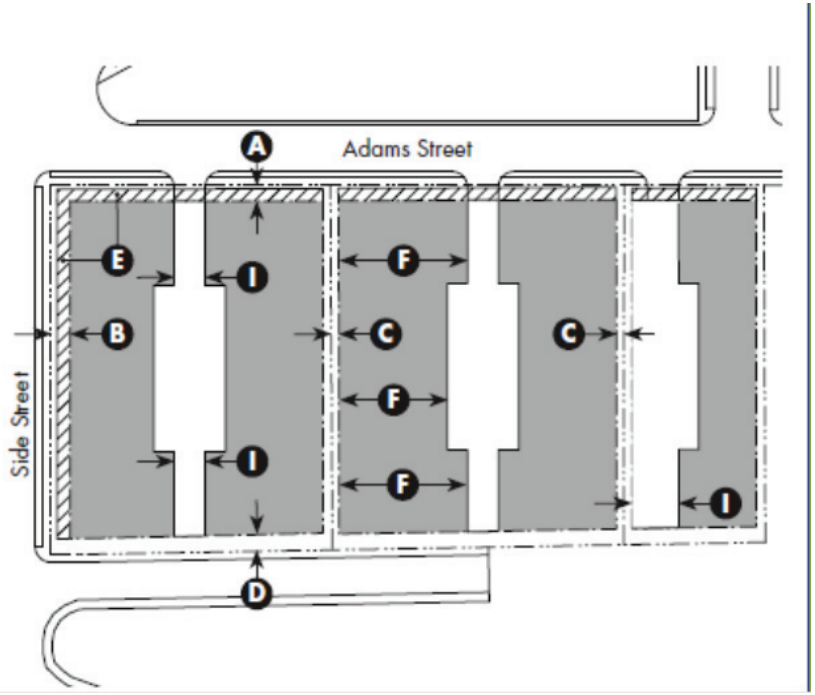

Figure 3-41: City of Benicia build-to lines.

These elements are the basis for a new development's form and function. Story Road, although currently developed, could benefit from standards and guidelines that may be found form-based codes in potential future development.

Street Design: The City of Hercules, California

Street design can play an important role in how a neighborhood and its streets appear. The City of Hercules has implemented form-based code requirements to improve street design on John Muir Parkway, an important connector street in Hercules.[52] As demonstrated, by the street section drawing in Figure 3-40, John Muir Parkway is not as wide as Story Road (82-feet for John Muir Parkway versus 120-feet for Story Road), but is still able to accommodate two lanes of traffic, bike lanes, and street parking. Story Road may not require street parking and this space may be used for an additional drive lane. However, most notable is the generous right-of-way for pedestrian traffic. The sidewalk areas are specified to be 14-feet wide, compared to the vehicular travel lane, which is 12-feet wide. Design parameters with a similar concept for Story Road may enable the arterial street to be more suitable for pedestrian traffic and pedestrian-oriented building designs.

Land Use and Building Form: The City of Benicia, California

The City of Benicia has adopted a form-based code that includes parameters for land use and building form. These parameters consist of setback, or "build-to" standards for potential development and are demonstrated on Figure 3-41.[53] The parameters include minimum and

maximum building height, number of stories, distances between entryways, number, and location of parking spaces, and more. Utilizing form-based codes for potential development along Story Road would help determine the type of development that is most suitable. Additionally, since the primary mode of travel within the Santee neighborhood is by automobile, the number and location of parking spaces will play an important role in the overall appearance of new development that occurs along Story Road.

Design and Architecture: The City of Peoria, Illinois

Specifications for design and architecture can play an important role in the development of Story Road. The City of Peoria, Illinois adopted a form-base code, which among other standards, establish architectural guidelines for building materials, window types, garage types, and details (e.g., awnings and railings).[54] Establishing design and architectural standards for the neighborhood and particularly for commercial development along Story Road would assist in ensuring that future development is integrated with the surrounding uses and the neighborhood. Additionally, the design and architecture parameters would help to ensure that new development will fit in well with the overall vision for the area.

Lessons Learned

The commercial area along Story Road and near the intersection of McLaughlin Avenue and Story Road could benefit from infill and additional development to be a better resource to the surrounding neighborhood and community. Any new development should, however, take into account the existing sites, buildings, and streets. Utilizing the approach of a form-based code would allow potential developers and property owners of this commercial space to develop a vision for the type of new development and improvements they would like to see along Story Road. As can be seen with the case study examples, improvements to Story Road as a street, in conjunction with land use/building form considerations and design and architecture specifications, can assist to determine the optimal development pattern with a design that is compatible to the surrounding neighborhood. These parameters can help shape the existing expansive parking lots, sprawling commercial strips, and out-of-scale signage into a commercial space that incorporates public and private gathering spaces and adequate pedestrian bicycle right-of-ways.

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4. NEXT STEPS OVERVIEW

Chapter 2 of this document provides a profile of the Santee neighborhood, and Chapter 3 identifies several key focus areas for improvements including: schools as community centers; health, access, and safety; community design; and revitalization of Story Road. The findings and suggestions provided in each of the aforementioned focus areas are meant to facilitate community discussion and engagement, and to provide an opportunity for community members to identify and prioritize issues of interest.

This chapter summarizes key ideas for neighborhood improvement in each of the four focus areas evaluated in Chapter 3, and presents them as starting points for neighborhood discussion. For each focus area, short-term ideas that could be pursued and implemented quickly are proposed, and both mid- and long-term ideas are proposed that can be implemented with planning and cooperation from community members and stakeholders. Further discussion and collaboration between all involved parties will be needed to determine priority action items, and to formulate implementation strategies.

Public outreach efforts, including conducting surveys of neighborhood residents, business owners on Story Road, property owners, and parents of school age children are recommended to assess key priorities and determine how to allocate investment and resources into neighborhood improvements. Studio 201 developed three sample surveys that could be expanded upon and conducted by neighborhood leaders and organizations in collaboration with San José State University students.

SCHOOLS AS COMMUNITY CENTERS

ISSUES & CHALLENGES

- Safety
- Academic performance
- Underutilized assets (school grounds and buildings)
- Physical fitness and health

STRATEGIES FOR IMPROVEMENT

Short-Term

- Install fencing, lighting, and security cameras
- Create a safe school ambassadors program with parent and student volunteers
- Offer after school tutoring program
- Organize a larger and more efficient PTA
- Involve non-profit organizations
- Provide a public gathering space
- Open school yards after hours to community
- Offer physical education activities during lunchtime for students

Medium-Term

- Construct a safe entry booth at the rear entrance of Bridges Academy that also serves as a healthy snack stand and provides sports equipment storage
- Retrofit existing buildings at both campuses to increase natural surveillance by adding windows, graffiti resistant fixtures, etc.

SANTEE/SUCCESS ELEMENTARY: RECOMMENDED PRIORITY ACTIONS

1. Short-Term: Install perimeter fencing around playing fields to safely open this area up for community residents.
2. Medium-Term: Create a community garden at the Santee Elementary campus.
3. Long-Term: Build a state-of-the-art "Educare" facility on the Santee Elementary/Success Academy campus.

BRIDGES ACADEMY: RECOMMENDED PRIORITY ACTIONS

1. Short-Term: Install perimeter fencing around playing fields and courts to safely open this area up for community residents.
2. Medium-Term: Retrofit existing central building to increase natural surveillance of people entering.
3. Medium-Term: Construct a safe entry booth at the rear entrance of Bridges Academy that also serves as a healthy snack stand and provides sports equipment storage.

- Hire additional security personnel
- Create a "Parent Center" for parents to get involved in their children's education
- Organize parent/child college tours
- Offer job training on campus
- Create a community garden at the Santee campus
- Offer healthy school lunches
- Organize health fairs/clinics
- Offer parent/child cooking workshops
- Open a healthy snack shop on campus

LONG-TERM

- Build new classrooms and offices at the back of Bridges Academy to increase people presence and activity at the rear campus
- Turn Santee Elementary into a charter school
- Build a state-of-the-art "Educare" facility on the Santee Elementary/ Success Academy campus
- Provide on-campus banks to bring community residents onto the school campuses
- Build a large-scale fitness center for the community on the Santee Elementary or Bridges Academy campus
- Close the liquor store/tattoo parlor across the street from Bridges Academy and replace them with more youth-friendly uses
- Provide picnic and barbecue areas on the school campuses

HEALTH, SAFETY AND ACCESS

ISSUES & CHALLENGES

- High incidence of obesity among both adults and children
- Difficult to access fresh fruits and vegetables without a car
- The built environment discourages walking, biking, and transit use
- The built environment presents many opportunities to improve sustainability
- Few opportunities for community engagement

STRATEGIES FOR IMPROVEMENT

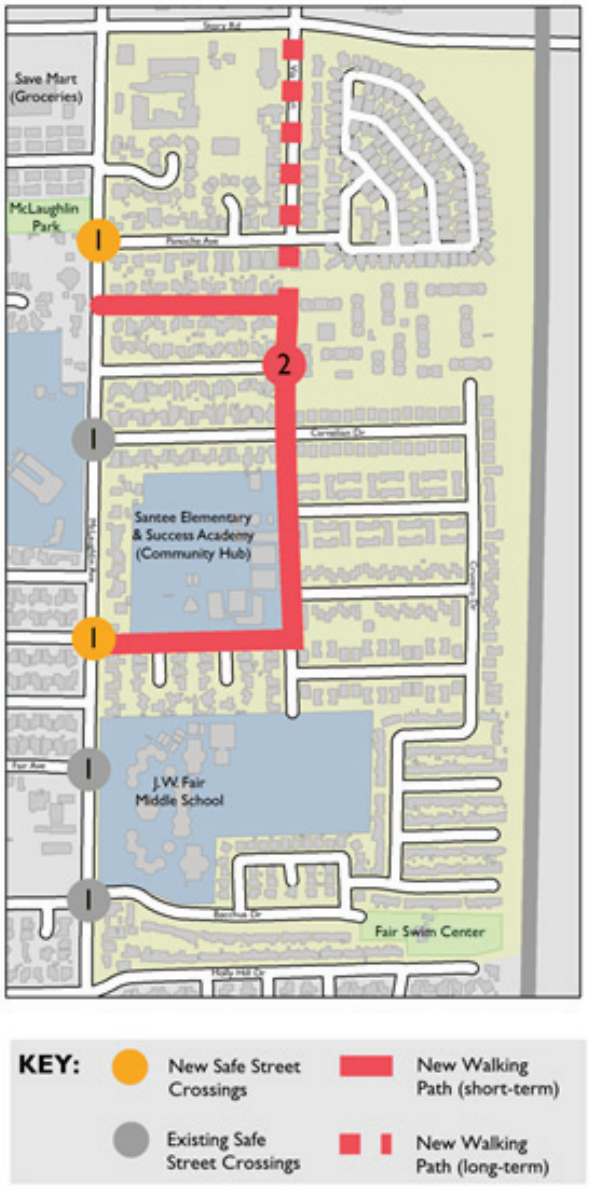
Encouraging Walking, Biking, and Transit

1. Safe Crossings on McLaughlin
2. Reclaimed Neighborhood Paths

Promoting Community Empowerment

1. Educational Workshop Series for Adults
2. Nutrition & Fitness Program in Schools
3. Improving Local Sustainability

ENCOURAGING WALKING, BIKING, AND TRANSIT



To improve pedestrian access to neighborhood amenities on the west side of McLaughlin Avenue, the intersections with Panoche Avenue and Audubon Drive should have crosswalks added. Additional signage, bus shelters, and pedestrian refuges will create an environment where pedestrians are less exposed to vehicle traffic, thus encouraging more walking trips. Five locations should be targeted for these improvements -- the two new (Panoche and Audubon) and three existing (Carnelian, Fair, and Bacchus) crossings of the street.

Short Term Solutions
- Crossing Guards for common student crossing locations on McLaughlin
- Improved signage for existing crosswalks and new crosswalks at Panoche and Audubon

Medium Term Solutions
- Addition of shelters & bike parking to bus stops at Panoche and Audubon
- Pedestrian actuated illuminated crosswalks at all 5 McLaughlin crossings

Long Term Solutions
- Curb extensions at bus stops on Panoche and Audubon
- Landscaped medians with pedestrian refuges across McLaughlin all 5 safe crossings

Safe Crossings on McLaughlin Highlights:
- New crossings at Panoche and Audubon, to improve access to parks, grocery stores, and bus stops
- Better signage, bus shelters, and refuges reduce pedestrian exposure

Neighborhood Pedestrian Path Highlights:
- Community safety and beautification along path to increase sense of public ownership and reduce perception of danger
- Closing the gap between Santee and Ferrari with restricted access

The Santee area roadway network does not provide a high level of connectivity to the surrounding area. This is due mostly to disjointed roadways within the neighborhood, but also due to segmentation within the neighborhood (i.e., some areas may be perceived as dangerous). This can make nearby destinations appear to be at unwalkable distances, due to the circuitous routes required to reach them. This includes bus stops, which results in disproportionately high automobile modal share. Through identifying preferred neighborhood paths, connectivity can be improved.

Short Term Solutions
- Community/Neighborhood crime watch
- Community garbage pick-up day
- Create a unifying Santee logo/image

Medium Term Solutions
- Wayfinding signage to transit & Story road commercial corridor
- Art murals at strategic locations
- Speed hump on Panoche Avenue
- Complete the street network: open the pedestrian path between Santee Road and Via Ferrari, add a locked gate that opens only during daylight hours

Long Term Solutions
- Public access path through schools
- Public art gateway treatments at major neighborhood access points

HEALTH, ACCESS, AND SAFETY

- **Short-Term:** Public Transit Education
- **Short-Term:** Backyard Gardening Workshop (City Slicker Farms)
- **Short-Term:** Healthy Cooking Class (Veggielution)

- **Short-Term:** Nutritional Education Classes for Students
- **Medium-Term:** Community Service Requirements in Schools
- **Long-Term:** Neighborhood Serving Farmer's Market

- **Short-Term:** Energy Audit for Public Buildings
- **Medium-Term:** Implementing Efficiency Measures
- **Long-Term:** Green Infrastructure Improvements

EDUCATIONAL WORKSHOP SERIES

To increase public awareness and engagement in public health and sustainability issues, we recommend the following series of short, medium, and long-term educational opportunities and workshops. Outreach and workshops on how to use the VTA public transit system is proposed to promote transit and other non-auto modes of travel. Healthy cooking and gardening workshops, and a backyard garden program are proposed to address public health and high rates of obesity. To promote sustainability, workshops on sustainable practices, conservation, and providing adult vocational training centered on green jobs are proposed.

Short Term Solutions

- Public transit education / outreach
- Gardening workshop w/Veggielution
- "Backyard garden program" implemented by City Slicker Farms
- Community sustainable practices (storm water management and conservation strategies)

Medium Term Solutions

- Parent "healthy cooking" workshops
- Private home conservation measures (native plants, energy saving tips)
- "Green jobs" adult vocational training

Long Term Solutions

- Continually identify community needs, and tailor future workshops accordingly

SCHOOL PROGRAM FOR NUTRITION / FITNESS

To promote better public health and increase student access to fresh fruits and vegetables, a series of school programs and actions to encourage healthy diets and engagement in food systems is recommended. Providing nutrition education programs will bring awareness to issues of obesity and its effect on rates of diabetes and other health complications that result in a poor diet. Creating a farm stand, healthy school lunch program, and establishing a local farmers market on school grounds will provide a place to access fresh fruits and vegetables and will encourage dietary changes. Lastly, creating a school garden program in conjunction with a Regional Occupational Program (ROP) internship requirement will teach children practical gardening skills, and will make children part of Santee's food system through active volunteer work.

Short Term Solutions

- Curriculum on nutrition in schools
- Farm stand in front of Santee

Medium Term Solutions

- Healthy school lunch programs
- School gardening program (Veggielution to function as garden coordinator)
- ROP internship requirement to get kids involved in community projects

Long Term Solutions

- Local farmers market at school sites

SUSTAINABILITY

To address obesity related health concerns a series of actions to develop a sustainable community are proposed. Promoting a sustainable way of life encompasses changes to current transportation modes, land uses, and personal behavior, which will in turn bring about immediate and long term benefits. Fostering "green" practices and encouraging the use of native vegetation, composting and recycling, conducting energy audits, and implementing "green" building components will promote the efficient use of energy and natural resources. Also, developing publicly owned gardens and encouraging the placement of a full service grocery store at the south end of Santee will provide access to healthy foods.

Short Term Solutions

- Add native vegetation to public space
- Compost and recycle at public places
- Conduct energy audit in public facilities

Medium Term Solutions

- Create "green measures" building codes (design requirements)
- Implement improvements identified in the energy audit in public facilities

Long Term Solutions

- Public owned garden with CSA boxes
- Redevelopment agency incentives for a grocery store on south end of Santee
- Implement long term "green measures" in public facilities (green roof tops).

MCLAUGHLIN AVENUE IMPROVEMENTS

To improve pedestrian access to neighborhood amenities on the west side of McLaughlin Avenue, the intersections with Panoche Avenue and Audubon Drive should be targeted for improvements focused on street crossing. Additional signage, bus shelters, and pedestrian refuges will make for a safer and more welcoming pedestrian environment. Additionally, improvements to the existing crossings at Carnelian Drive and Fair Avenue will result in five safe locations to cross McLaughlin Avenue by foot.

Short Term Solutions

- Crossing Guards for common student crossing locations on McLaughlin
- Improved signage for existing crosswalks and new crosswalks at Panoche and Audubon

Medium Term Solutions

- Addition of shelters & bike parking to bus stops at Panoche and Audubon
- Pedestrian actuated illuminated crosswalks on McLaughlin

Long Term Solutions

- Curb extensions at bus stops on Panoche and Audubon
- Landscaped medians with pedestrian refuges on McLaughlin near intersections with Panoche and Audubon

RECLAIMING NEIGHBORHOOD PATHS

The Santee area roadway network does not provide a high level of connectivity to the surrounding area. This is due mostly to disjointed roadways within the neighborhood, but also due to segmentation within the neighborhood (i.e., some areas may be perceived as dangerous). This can make nearby destinations appear to be at unwalkable distances, due to the circuitous routes required to reach them. This includes bus stops, which results in disproportionately high automobile modal share. Through identifying preferred neighborhood paths, connectivity can be improved.

Short Term Solutions

- Community/Neighborhood crime watch
- Community garbage pick-up day
- Create a unifying Santee logo/image

Medium Term Solutions

- Wayfinding signage to transit & Story road commercial corridor
- Art murals at strategic locations
- Speed hump on Panoche Avenue
- Complete the street network: open the pedestrian path between Santee Road and Via Ferrari, add a locked gate that opens only during daylight hours

Long Term Solutions

- Public access path through schools
- Public art gateway treatments at major neighborhood access points

COMMUNITY DESIGN AND HOUSING

ISSUES AND CHALLENGES

- Quality of fourplex housing
- Ambiguity of public/private space
- Alleys
- Safety
- Utilization of space
- Environmental performance

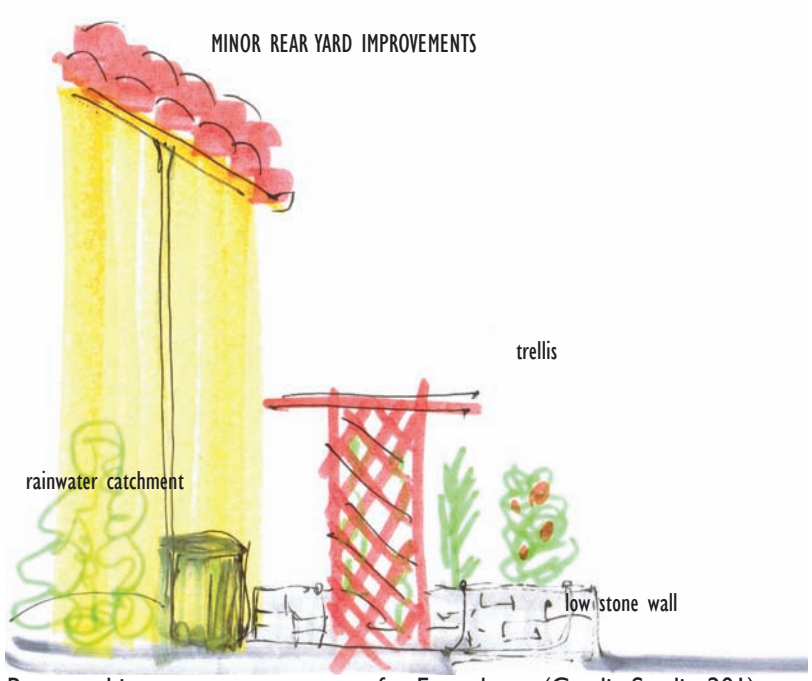
STRATEGIES FOR IMPROVEMENT

Short-Term

- Pursue grant funding to incentivize homeowners to complete home improvements and provide technical assistance
- Increase distinction between public/private spaces in the fourplex developments such as designating private yards with subtle design elements - trellises and low stone walls in the rear or front of the units, for example
- Conduct parking utilization survey to determine actual parking demand at fourplexes
- Install key-access gates at alley entrances to control access to fourplexes
- Upgrade existing street lighting
- Determine areas/structures in the neighborhood that can accommodate multi-uses, such as the Homeowner's Association building on Tammi Lee, and portions of the school grounds
- Encourage and facilitate rainwater catchment systems, through subsidization programs and other funding assistance programs
- Research publically funded programs that incentivize alternative energy technologies such as solar photovoltaic systems

Medium-Term

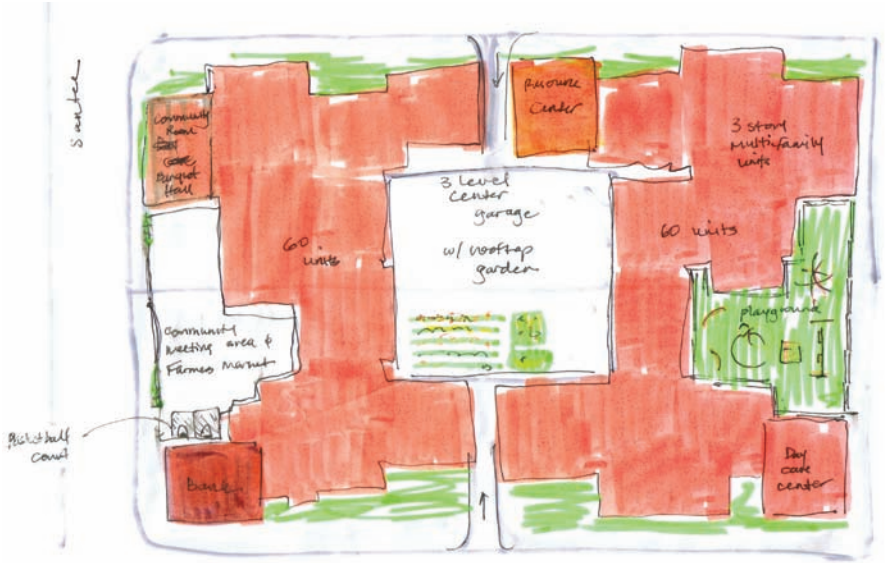
- Encourage and facilitate minor façade improvements to fourplex buildings
- Build consensus for establishing one property management group for the neighborhood
- Create a hierarchy of yards to establish space ownership through more



Rear yard improvements concept. for Fourplexes (Credit: Studio 201)


Alternative paving treatment example.

Front yard concept for Fourplexes, with topographic heirarchy of yards. (Credit: Studio 201)



Complete block redevelopment concept.

drastic measures such as topographic changes

- Implement alternative paving treatments in alleys to indicate shared use by tenants on-foot and vehicles to increase sense of pedestrian safety
- Repurpose parking spaces per Parking Utilization Survey results to provide greater private yard areas
- Redesign fourplex site access to eliminate redundant driveways and provide more private space for tenants
- Establish community gardens at the school and fourplexes

Long-Term

- Complete redevelopment/replacement of the fourplexes to maximize use of land and increase density, to include:
  - Affordable housing
  - Neighborhood serving amenities
  - Community services
  - Mixed uses
  - Community gardens
  - Family center and on-site services
- Aggressively implement CPTED standards in the neighborhood to increase natural surveillance measures and overall safety
- Promote and encourage LEED-ND (Neighborhood Development) guidelines in the complete redesign and redevelopment of the neighborhood

STORY ROAD REVITALIZATION

ISSUES AND CHALLENGES

Urban Form and Design

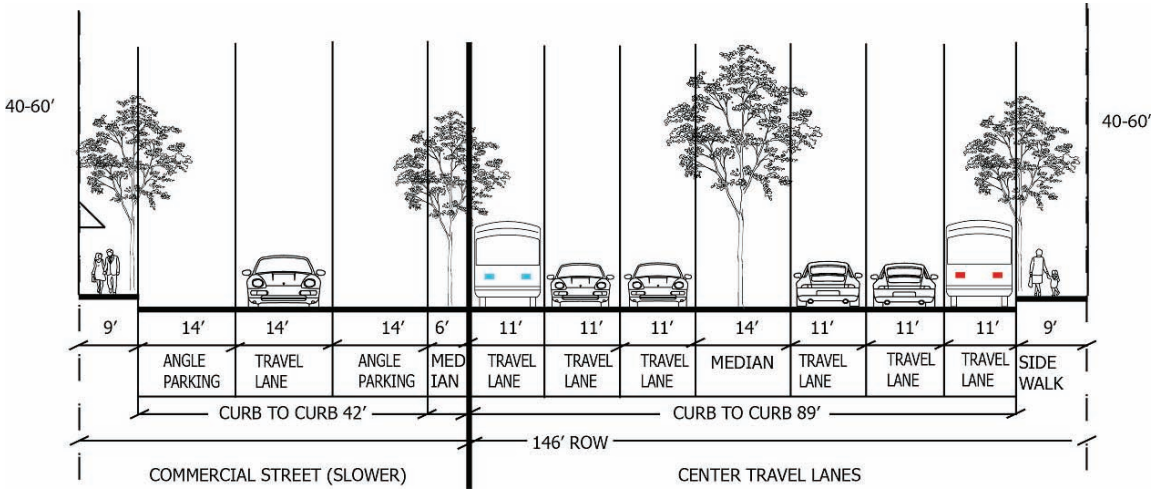
- A lack of consistent and clear design standards for commercial development
- A lack of street beautification measures, such as lighting and landscaping
- Underutilized street intersections where infill development could add visual definition and character to the corridor

Adjacent Development

- A predominance of low-density linear development on adjacent land
- Underutilized space due to large setbacks and surface parking lots

Right-of-Way Improvement

- Auto-oriented and congested right-of-way
- A high number of traffic incidents



Overhead view of boulevard treatment in Millbrae, California. (Credit: Studio 201)

STRATEGIES FOR IMPROVEMENT

Urban Form and Design

Near-Term

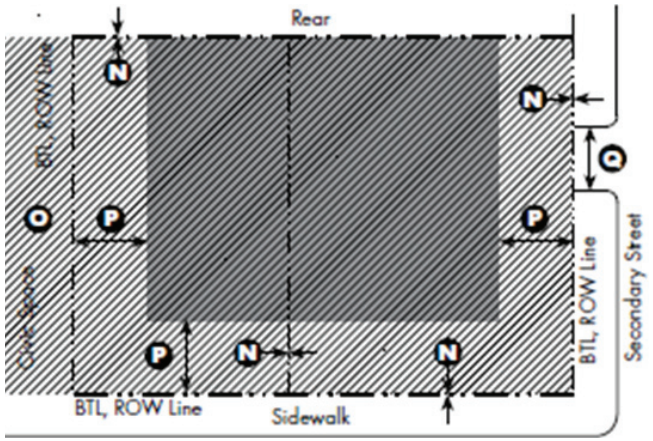
- Establish master sign program for multi-tenant commercial buildings
- Establish easements on private property to allow for wider sidewalks

Medium-Term

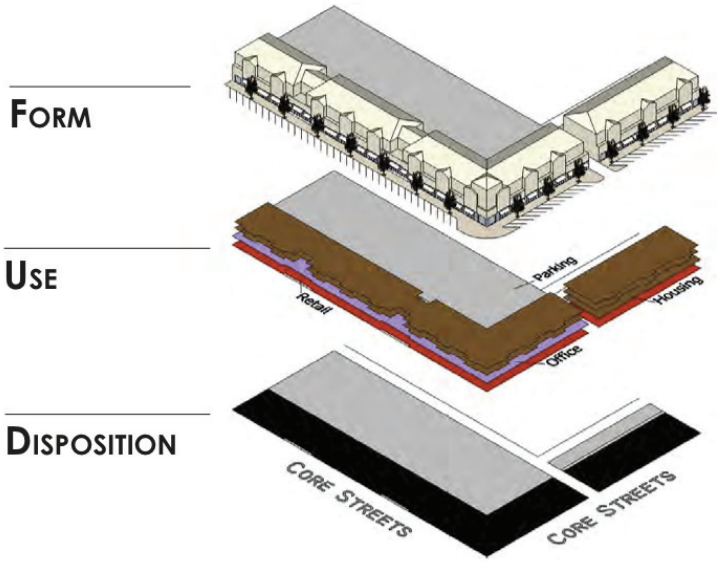
- Establish build-to-lines
- Establish policies to allow buildings to be constructed to six stories adjacent to the public-right of way, tapering down further from the street

Long-Term

- Work towards a more aesthetically pleasing corridor
- Create design guidelines, specific plan,



Establishing parameters for development, such as build-to-lines, can assist to ensure that the overall vision for the Story Road corridor is carried out on a consistent basis. (Credit: City of Hercules, CA).



An illustration of a form-based code as applied to a recent specific plan aimed at revitalization of a suburban strip (courtesy of City of Spokane, WA)

A map showing suggested infill sites along Story Road (roads and building footprints map layers courtesy of City of San Jose). Note: surface lots were drawn from an aerial photograph and therefore its accuracy and completeness can not be assured.

form-based codes, or similar policy document to establish development regulations

Adjacent Development

Near-Term

- Study development potential to meet design goals
- Encourage retail on first floor
- Allow a variety of uses on upper floors
- Consolidate parking management
- Solve excess surface parking problem
- Explore parking sharing between users

Medium-Term

- Add new infill development with smaller setbacks
- Encourage mixed-use
- Incentivize redevelopment of land adjacent to McLaughlin Avenue and Story Road intersection which is supportive of vitality, transit, and safety

Long-Term

- Restructure land use from linear to nodal
- Strive for placemaking in adjacent development

Right-of-Way Improvement

Short-term

- Re-paint crosswalks in ladder or zebra style markings
- Add count-down signs at intersections
- Add shelters at bus stops

Mid-term

- Conduct corridor study of traffic patterns with a focus on intersection management and pedestrian safety issues
- Widen sidewalks and move all obstructions in walkway
- Plant street trees as buffer for sidewalk

Long-Term

- Boulevard treatment with median island, enhanced crosswalks, similar to Millbrae, California
- Create new streets so building frontage is punctuated by no more than 500' at a time

PRELIMINARY PUBLIC OUTREACH

SURVEY METHODOLOGY AND DISCUSSION

In order to gauge neighborhood stakeholders' opinions on the issues in Santee and the ideas presented in this report, a series of surveys were developed in English, Spanish, and Vietnamese by Studio 201. Copies of each survey are available in the Appendix. Due to the constraints of this project, only two surveys were implemented – the first being an intercept survey for parents of children attending school in the neighborhood, and the second being an in-person survey of property owners and managers in the area. Survey locations with responses per each setting are below:

- Santee Elementary parking lot at the end of several school days (12 responses)
- Parent's meeting at Santee Elementary (4 responses)
- Parent's meeting at Success Academy (17 responses) – this survey was shortened at request of the Success Academy administration
- Santee property owners meeting (9 responses)

A total of 33 school surveys and 9 property owner surveys were conducted. As such, generalizing the results of this survey to all parents and/or property owners in the neighborhood would be improper. Additionally, due to the reliance on existing community meetings where attendance is voluntary, this sample may be biased towards those more interested in community engagement. Surveys conducted as part of this project should be considered a good first step in outreach for the ideas presented.

Survey Results

School Ratings
The survey sample's opinion of the schools in the neighborhood were quite positive – in each aspect measured by this survey (overall impression, safety, quality of education, after-school activities, parent / teacher communication, convenience of the location, and involvement with the community), over 75% of respondents rated their child's school as either good or excellent. In terms of relative preference, "After school activities" appeared to have the greatest room for improvement, with only 26% of survey takers responding excellent. All other aspects of the school received an excellent rating from between 38% and 47% of respondents.

Interest in School Programs
Respondents to the school survey were asked to pick three different ideas for school programs that they'd like to see implemented. "After-school athletic programs" garnered the most interest by far, with over 3/4 of respondents picking this as one thing they'd like to see implemented.

Agency Awareness
Most respondents were aware of Catholic Charities, while roughly half were aware of the Franklin-McKinley Children's Initiative. Fewer were aware of the Strong Neighborhoods Initiative (37%) or CommUniverCity (7%).

Profile of Property Owners
The survey sample of property owners were largely landlords of multifamilty units. Nearly all of the sample mentioned investment, income, or retirement as their motivation for owning property in the neighborhood. While crosstabs were not analyzed, roughly half owned property for under 10 years, expect to sell the property within 5 years, and have received complaints about the neighborhood from tenants. Future research may wish to analyze the relationship between local landlords' tenure, their future plans, and the level of tenant complaints.

Other responses of note
Several parents responded that their child's school would benefit from more chances for fathers to get involved, and despite the overall high ratings for school safety, many respondents mentioned more security when asked how their child's school could be improved. One property owner noted that bringing back a police station would improve the neighborhood, while another noted that they were interested in devoting the property at 1930 Tami Lee Court for community uses. The complete results of both surveys are available in the Appendix.

APPENDIX - SURVEY DATA

School Rating

Overall impression of the school

	Count	%
Excellent	13	39%
Good	13	39%
Fair	6	18%
Poor	1	3%
Total	33	100%

Quality of education

	Count	%
Excellent	12	38%
Good	14	44%
Fair	4	13%
Poor	2	6%
Total	32	100%

Parent / teacher communication

	Count	%
Excellent	15	47%
Good	11	34%
Fair	6	19%
Poor	0	0%
Total	32	100%

Involvement with the community

	Count	%
Excellent	14	42%
Good	14	42%
Fair	5	15%
Poor	0	0%
Total	33	100%

Safety

	Count	%
Excellent	15	45%
Good	11	33%
Fair	6	18%
Poor	1	3%
Total	33	100%

After-school activities

	Count	%
Excellent	8	26%
Good	16	52%
Fair	6	19%
Poor	1	3%
Total	31	100%

Convenience of the location

	Count	%
Excellent	13	39%
Good	11	33%
Fair	9	27%
Poor	0	0%
Total	33	100%

3 Programs you'd be interested in seeing at your child's school

	Yes	No	% Yes
After-school athletic programs	13	3	81%
After-school community service	7	9	44%
Adult education programs	7	9	44%
Farmers markets and/or community gardens	2	14	13%
Non-student events on school grounds	3	13	19%
Adult sports leagues that use school grounds	5	11	31%

Programs you would NOT want to see at your child's school

N/A

Teachers pay more attention to students whose their parents have not picked them up yet. Students are out of control of teacher. That's dangerous for the kids.

no ninguna por que todas son interezantes

What one thing would most improve your child's education at this school?

That there was an assistant for the teacher who could able to help the students.

Computer programs

Security around the school

Programs in music, art, computers, cheerleading, crossing guard, improved buildings, more security in the neighborhood around the school. Clean the streets. Teach the children how to do more science projects.

My opinion is that should be more focus in mathematics.

More activities, more class hours, less students in the classroom.

More motivation al talks from the teachers. More focus on what the children need.

All

More reading; more homework; more math

Some extra classes like music and crafts

Technology would improve my child's education at this school

School website links to classroom activities

que participen mas los padres y mas seguridad

Mas participacion de los padres mas seguridad en las escuela

Mas seguridad, mas participacion en los padres, mas programas de motivacion

Seguridad y participacion de los padres y seguridad en la escuela

Further Comments:

I would like to have English classes for parents

Right now I agree with what is happening and what has happened

Also, the bathrooms should be cleaned more often

This is an excellent school for my son.

Please clean the bathrooms

More information and classes for fathers

Agency Awareness

	Yes	No	% Yes	Total
Franklin-McKinley Children's Initiative	15	15	50%	30
Strong Neighborhoods Initiative	11	19	37%	30
CommUniverCity	2	26	7%	28
Catholic Charities	22	10	69%	32

Type of Unit Owned

	Count	%
Apartment / Duplex / Fourplex	8	89%
Single family detached house	0	0%
Single family attached house, or townhouse	1	11%
Condominium	0	0%
Mobile home	0	0%
Total	9	

Length of Time as Property Owner

	Count	%
Less than 2 years	0	0%
2 – 5 years	2	22%
6 – 10 years	2	22%
11 – 20 years	5	56%
More than 20 years	0	0%
Total	9	

Expect to Sell Property in 5 Years?

	Count	%
Yes	4	44%
No	5	56%

Do you rent out your property?

	Count	%
Yes	9	100%
No	0	0%

When was the last time you made improvements to your unit?

	Count	%
Within the last year	3	33%
In the past 1-2 years	3	33%
It's been more than 2 years	1	11%
I have never made any improvements since I've owned the property	2	22%

If you have ever made any improvements to your property, what were your reasons?

	Count	%
To increase the property value	4	44%
To make repairs to the exterior	3	33%
To make repairs to the interior	3	33%
To improve the overall appearance of the property	6	67%

Top reason why you own property:

Keep property for retire
Investment

Income and investment
Investment
For my family
Investment
retirement

2nd reason why you own property:

Maybe for retiremeent benfits
Interest in neighborhood
To help tenants
retire
investments

3rd reason why you own property:

provide living for low income families

Complaints residents make about the neighborhood:

Kids make noise, trash
Beer drinking or hard alcohol. Noise, loud music, birthday parties
Parking, harassment issues by other tenants, noise
N/A
1. outsiders coming in to dump. 2. car break ins, 3. noise

What do you think your role should be in the neighborhood?

Screen, chase the tentrant carful
Provide safe & clean housing
To work with authorities and every body for our neighborhood benefits
We try to do our best for the tenants
Participate in activities that improve the neighborhood. Provide leadership. Work with tenants.
to participte and be aware of what is going on as a property manager oversee my tenants, provide a decent place to live, and get involved on improvement overall.

What do you like most about the Santee neighborhood?

Monte Alban Apts.
To be honest nothing, but I like my building

Providing housing that is clean and safe for low income residents

to have a safe neighborhood
community involvement, we rent to Catholic services that help improve living environment and children in the Santee neighborhood.

What do you like least about the Santee neighborhood?

Grafitti, kids hanging out

Good neighborhood location, close shopping location. Tennant can go to shopping by walking
Crowding, garbage, dumping
I like the community center resource
Gangs, drugs, etc…

In your opinion, what could be done to improve the Santee neighborhood?

Tenant education on rules
To have back the police station like before
City & County should put development dollars into the neighborhood, help owners improve
to train tenants so they can have a better life and a better community
soccer and basketball playground for the kids
security must be applied same at all other associations in the neighborhood.

Please list any additional comments you have regarding the Santee neighborhood in the space provided below.

Good progress been done in our neighborhood. Concerning - public nuisance, rules of conduct to help more on educating tennants
The Walnut Grove Boarrd members would like to get recommendations for improvement at the 1930 Tami Lee - to better utilize this building for our community

Continue to provide community support in the form of programs for children and adults. Support from City to remove problem tenants and reduce gang activity. Involve neighborhood property assocatiations in decisions about the neighborhood self management. Housing should work with associations to make self management an attainable goal. The issue is enforcement of existing rules, not a requirement for new rules. Supporting the property owners will strengthen the neighborhood and improve quality of life for tenants.