

Chapter 1: Scope of Work

Overview

The City of Eugene hired JLA Public Involvement (JLA) to assess Neighborhood Services' ability to carry out its mission of helping neighbors collaborate on local issues and improving community safety and quality of life. As part of this process, JLA surveyed community residents, neighborhood association members, city staff, and representatives from business and non-profit organizations and other local agencies to better understand the strengths and weaknesses of Neighborhood Services' current structure, organizational location within the city and its staff and programs. In addition to interviews and surveys, JLA conducted research of exemplary programs across the country to determine best practices and programs that could enhance current Neighborhood Services' programs and address identified needs. Recommendations are intended to address implementation of priority items raised in the Neighborhood Empowerment Initiative Action Plan as well as opportunities for creating efficiencies and streamlining operations for Neighborhood Services.

Project Goals

These project goals were drawn from the City of Eugene's original Request for Proposals as well as from JLA's proposed scope of work:

- Assess the current operating structure, staffing and programming of Neighborhood Services by identifying:
 - Existing challenges and areas for improvement
 - Strengths to preserve or enhance
 - New ideas for programming
- Conduct research on best practices techniques and tools from model programs across the country and identify programming to support recommendations made for the City of Eugene's Neighborhood Services.
- Propose general themes and values to guide the City of Eugene's public involvement and communication activities
- Recommend solutions to address the existing challenges and opportunities for improvement.
- Create an action plan for Neighborhood Services to implement new programs, services, tools and techniques as well as build community ownership for newly established programming.

The Report and Recommendations are organized into six chapters and appendices. The appendices include details about stakeholders interviewed, interview content, meetings, tours, surveys, mailings, participation percentages and best practices research.

This first chapter outlines the scope of work and project goals and timeline. The next chapter outlines the project approach and summarizes the key findings from each of the eight assessment tools. The third chapter summarizes five case studies for model programs and key findings and best practices that may be useful to the City of Eugene. In the fourth chapter, we provide a snapshot of the City of Eugene and its Neighborhood Services program, including strengths and challenges identified through interviews, surveys and other assessment methods including:

- Targeted Community Outreach
- City of Eugene Neighborhood Association Tour & Meeting Observations
- Communication Tools Assessment

The last two chapters present JLA’s recommendations for enhancing identified strengths and addressing challenges, as well as a phased action plan for implementation.

Project Timeline

JLA began its assessment in May 2008 and completing the last of its interviews in September. Neighborhood Services manager convened the Steering Committee and JLA chartered the committee at its first meeting on May 13, 2008. Below is an outline of the activities that took place throughout the project.

Month	Activity
Month 1	Assessment process begins:
<i>May 2008</i>	<ul style="list-style-type: none"> • Convened and chartered Steering Committee. • Scheduled interviews with identified internal stakeholders, including neighborhood program staff. • Reviewed Neighborhood Services’ existing programs and materials. • Toured neighborhoods and business districts with Neighborhood Services’ manager and Jefferson West Neighbors board member. • Interviewed program and city department staff. • First meeting with Steering Committee (Tuesday, May 13). • Developed list of interview candidates (internal and external).
Month 2	Implement Assessment process:
<i>June 2008</i>	<ul style="list-style-type: none"> • Reviewed Neighborhood Services program materials. • Interviewed staff from other city departments, including city

	<p>manager.</p> <ul style="list-style-type: none"> • Attended three neighborhood association meetings. • Interviewed 10 neighborhood association leaders/members. • Interviewed five NLC members. • Reviewed citywide communication tools, including city website. • Second meeting with Steering Committee (June 2).
<p>Month 3 <i>July 2008</i></p>	<p>Continue assessment process:</p> <ul style="list-style-type: none"> • Develop and launch interactive web-based survey (July - August) • Conducted internal and external interviews. • Conducted sidewalk surveys in inactive neighborhoods and community centers. • Analyzed initial interview and survey findings. • Third meeting with Steering Committee (July 29).
<p>Month 4 <i>August 2008</i></p>	<p>Wrap up Assessment process:</p> <ul style="list-style-type: none"> • Closed online survey. • Completed internal and external interviews. • Fourth meeting with Steering Committee (August 26). • Provided initial information on best practices research. • Gathered input from Steering Committee.
<p>Month 5 <i>September 2008</i></p>	<p>Begin research on best practices and draft report:</p> <ul style="list-style-type: none"> • Conducted outreach to areas with low participation rates. • Completed interviews and surveys; summarized findings. • Finalized best practices research.

- Coordinated and schedule presentations of final report.
- Draft outline for Final Report.

Month 6
October 2008

Develop final report with recommendations and best practices:

- Develop and deliver draft report to the City of Eugene.
- Coordinate a two week public comment period.
- Fifth meeting with the Steering Committee (October 27).
- Present final report on recommendations and best practices to Neighborhood Leaders Council (October 28).

Month 7
November 2008

Complete final report:

- Present final report on recommendations and best practices to city staff.