

Chapter 4: Best Practices Research

Introduction

JLA has conducted research of exemplary programs across the country to develop ideas for new programming, communication, outreach and education tools and staffing resources. The recommendations focus on opportunities to better serve the needs of neighborhood associations, the City of Eugene and the community at large, as well as creating efficiencies and streamlining operations. JLA researched ten city neighborhood programs based on input received from the steering committee and professional experience of the consultant team. The five following programs were chosen to be showcased within the report due to the dynamics shared with Eugene:

- Form of government
- Community demographics
- University/College town

All of the following communities have model programs and best practices that correlate with the challenges raised in this assessment process.

Model Program #1: Vancouver, Washington Demographics

Vancouver, Washington is governed by a Council/Manager form of government and has a population of approximately 160,000 within 48.5 square miles. Currently, there are 63 city-recognized neighborhood associations within the City of Vancouver. Approximately 16 percent of people living in Vancouver speak a language other than English at home.

Staffing and Programs

The Vancouver Office of Neighborhoods and Community Outreach (OoN) is served by one full-time program manager and a half-time staff assistant.

The program's goals are to:

- Engage citizens in civic democracy and responsibility through officially recognized neighborhood associations in partnership with other community programs in order to strengthen the City and build a greater community.
- Link neighborhood skills, ideas, and energy with city government through responsive, coordinated services and activities that promote communication, leadership and problem-solving skills among neighbors.



- Promote a sense of community and a safe, secure environment in which to live.

OoN manages the following programs:

1. Outreach and Communication –

OoN partners with other City Departments and community organizations to provide consistent information about upcoming events and programs, via website updates on <http://www.cityofvancouver.us/nhoods> and a weekly E-newsletter.

2. Neighborhood Action Plans and Associated Grants -

OoN facilitates the development of Neighborhood Action Plans. Neighborhood Action Plans are long-range plans used by City Departments, Commissions and City Council to guide future decisions involving development proposals, budget approvals, and plan amendments affecting each neighborhood. The plan gives the City and its departments a collective document outlining the neighborhood's values and priorities. An Action Plan enables a neighborhood to create an internal vision and define the steps to achieve goals and address identified needs. The following grant programs are available to help achieve neighborhood initiatives:

- Neighborhood Action Plan Grant program - A total of \$31,750 is available annually to all recognized neighborhood associations with Action Plans that have been accepted by City Council.
- Neighborhood Matching Grant program – A total of \$5,000 is available annually on a 50/50 matching basis to all recognized neighborhood associations for projects to be managed by the neighborhood association.
- Community Development Block Grant – Neighborhood Associations can apply for CDBG grant funding for either Parks or Transportation related projects.
- Neighborhood Traffic Safety Alliance Grant – Neighborhood Associations can apply for neighborhood traffic safety program grants for pedestrian and multi-modal safety enhancements within their neighborhood association.

3. Technical Assistance –

OoN coordinate technical assistance to help residents and neighborhood association leaders with problem-solving (in partnership with the Citizen Advocate located within the City Manager's Office). OoN provides the following services the assist neighborhood associations problem-solve:

- Develop and maintain a 'Handbook for Neighborhood Leaders'.
- Provide neighborhood associations with important timely topics via the website, weekly e-newsletter and the online 'Toolbox for Neighborhood Leaders'.

- Maintain a community information policy and a set of guidelines for neighborhood newsletter policies and procedures.
- Coordinate Neighborhood Leadership In-Service Trainings.

4. Liaison Program –

Neighborhood Liaisons are city employees who are managers and supervisors specifically appointed for indefinite terms by the City Manager to be responsible for and accountable to a recognized neighborhood association. Liaisons coordinate ongoing communication with the City Manager and other department staff.

5. Ongoing Programs –

OoN coordinates the printing of neighborhood newsletters (each neighborhood is able to print 48 pages per year to be distributed by the neighborhood association), supports neighborhood events (picnics and holiday parties), and oversees the neighborhood recognition programs (Vancouver Sparkles). Neighborhood Associations receive notices of development pre-application, receive reduced land use/permit appeal filing fees, and are provided free annual neighborhood-wide clean-up programs.

Each of the three police precinct districts have a Police Precinct Advisory Team, comprised of community members, that meets monthly with a representative of the Police Department to discuss ongoing community safety and crime prevention issues and programs.

Organization and Structure

The Office of Neighborhoods & Community Outreach program is located within the City Manager’s Department and aligned with the Citizen’s Advocate Office/Ombudsman and the Community Mediation Program. The program coordinator reports to the Director of Policy and Program Development.

The physical location of the Office of Neighborhoods & Community Outreach is on the third floor of City Hall in downtown Vancouver.

OoN is managed by Judi Bailey, Program Coordinator, 360-696-8051 or judi.bailey@ci.vancouver.wa.us.

The program budget for 2008 is \$127,000, not including salaries. This includes \$41,000 for operating expenses, \$37,000 for grants, and \$49,000 for newsletters.

How this model applies to Eugene:

- The communication and outreach methods employed by the City of Vancouver Office of Neighborhoods & Community Outreach, including an online information warehouse and electronic mailings, should be considered by the City of Eugene to enhance services, realize efficiencies and streamline services.
- The Neighborhood Action Planning process would be an effective community-building tool for neighborhood associations as well as provide continuity for the neighborhood

association. This planning process would promote two-way communication between neighborhood association members and city department managers and staff to better understand one another's goals, responsibilities and limitations.

- Providing neighborhood leaders a detailed, user-friendly neighborhood association handbook would be useful to Eugene neighborhood leaders and may encourage involvement from new volunteers who are unsure of the expectations for neighborhood board members. A handbook for neighborhood leaders could include descriptions of all of the programs provided by Neighborhood Services with the appropriate forms and instructions for accessing those services. Providing the handbook and other information online would create awareness of existing operating procedures/policies and streamline services for Neighborhood Services staff.
- Co-locating Neighborhood Services with the Citizen Advocate/Ombudsman office decreases duplication of effort on behalf of staff and creates shared resources and understanding when addressing community issues and problem-solving.
- Establishing an online neighborhood newsletter toolbox would provide neighborhood associations with pertinent, timely information and content for their neighborhood newsletters from city departments and community and business organizations. This would also save Neighborhood Services staff time and energy editing and laying out neighborhood newsletters.
- Regular in-service trainings for neighborhood leaders (and members of the public) would potentially generate more neighborhood involvement by providing opportunities for information sharing between neighborhood leaders related to particular topics of interest.
- A volunteer recognition program would be valuable to motivate neighborhood association leaders and other community volunteers. It would give City Council and city department directors and managers to the opportunity to let community volunteers know the city values their contribution.
- The Police Precinct Advisory Teams provide a direct, personal connection to the Police Department for neighborhoods with an interest in crime and public safety. A similar service would be valuable to the City of Eugene as crime and public safety were top concerns identified by survey respondents.
- The City-Neighborhood Liaison Program would serve the City of Eugene well by creating an effective and ongoing two-way communication link between city managers and staff and neighborhood association leaders. It would provide efficiencies for Neighborhood Services staff. Neighborhood liaisons would provide neighborhood meeting reports to the Neighborhood Services Manager, who would review and forward them onto the City Manager and department directors. This would generate more information sharing and provide a feedback loop for neighborhood associations. Liaisons would be responsible for follow-up on issues raised by the neighborhood association at meetings or by personal contact in-between meetings.

Model Program #2: Bellevue, Washington

Demographics

Bellevue operates under a Council/Manager form of government. It is the fifth largest city in Washington, with a population of about 120,000 within 30.7 square miles. Between 1990 and 2000, Bellevue's population identified as Hispanic or of a non-white race rose from about 15 percent to 28 percent, while Bellevue's foreign-born population increased from 13 percent to just under 25 percent. There are currently 80 neighborhood associations in the City of Bellevue.

Staffing and Programs

A Neighborhood Outreach team provides assistance to residents hoping to organize new associations or to re-energize existing neighborhood associations. The Neighborhood Outreach team collaborates with other city departments and community agencies to sponsor community events and classes, provide meeting speakers, solve problems and provide seamless service to neighborhoods.

The Neighborhood Outreach team has seven regular staff members and two temporary/contract employees. One of the full-time and the two temporary/contract employees operate a satellite city hall. The City of Bellevue does not print or distribute neighborhood association newsletters through their regular operating budget. However, they do offer "little match grants" to help new or re-organizing neighborhood organizations offset the cost of newsletter production and the Neighborhood Outreach team publishes a newsletter for neighborhoods with general information that may be relevant to all neighborhood associations.

The Neighborhood Outreach team works closely with residents to connect them with the following programs, services and resources:

1. The Great Community Workshop Series - City of Bellevue's Neighborhood Outreach team provides a series of six monthly community workshops. Each two-hour workshop is free of charge and features a "meet and mingle" session followed by presentations from and discussions with guest speakers, neighborhood leaders and City staff. The Great Community Workshop Series covers a variety of topics, specifically identified by neighborhood leaders as essential to creating and maintaining a vibrant neighborhood. Each workshop provides an opportunity for participants to meet one another, sharpen their leadership skills, learn new things and exchange ideas. The 2008 Workshop included the following topics:

- Mobilizing, Organizing, and Sustaining Strong Neighborhoods
- The Importance of Communication in Your Neighborhood
- The "How-To" of Neighborhood Projects
- Got Conflict? Make it Work For You
- Making Your Voice Count: Presenting Your Views to Boards and Commissions
- Maintaining the Value and Appearance of Your Neighborhood

2. Neighborhood Enhancement Program (NEP) – The program allows residents to select high priority projects for city-funded construction in their neighborhoods. Typical

enhancements include park improvements, new trail connections, replacement sidewalk blocks and additional street lights. The NEP Program criteria are as follows:

- Part of the city's Capital Investment Program (CIP) budget is set aside for NEP projects.
- Bellevue is divided into 13 Neighborhood Enhancement Areas.
- NEP funds are divided among the NEP areas according to the number of households in each area.
- Every three years residents in each the NEP areas have an opportunity to request projects. Neighborhoods are notified by mail when they are eligible for funds.
- Residents submit requests for projects.
- City staff reviews requested projects for compliance with NEP screening criteria.
- Project descriptions and cost estimates are presented to residents, and they vote for their top two or three projects.
- In the NEP voting process, votes are tallied according to a point system for first, second or third choices.
- Projects are funded based on the points received and funds available for the area.
- The city implements the funded projects.
- City funds are allocated for project maintenance.

3. The Neighborhood Match Program offers grants up to \$5,000 for small neighborhood projects when matched by the community in cash, donated professional services, donated materials or volunteer labor. Examples of eligible projects include: landscaping and signage for neighborhood entrances; landscaping traffic islands and city rights of way; and developing public art. Anyone living in the city can apply. The Program is funded at \$50,000 per year.



4. Little Match - Offers \$2500 annually in matching grants to help neighborhood associations offset the expenses of organizing, revitalizing, enhancing identity and increasing the vitality of neighborhood associations. Neighborhood associations can build community with a Little Match grant in the following ways:

- Establish a new neighborhood association
- Reinvigorate an inactive neighborhood association
- Increase participation in an established neighborhood association.

Little Match grants – up to \$250 – can be used to help fund organizational expenses such as:

- Printing and mailing costs for an initial organizational flyer
- Room rental and supplies for an organizational meeting
- Construction of A-frame signs to be placed in strategic locations on meeting dates.

- 5. Neighborhood Livability Action Agenda** – The Bellevue City Council approved the Neighborhood Character project as part of the 2007-08 Neighborhood Livability Action Agenda. The purpose of the Neighborhood Character project is to address residents’ concerns about the impacts of infill and redevelopment on the character and livability of Bellevue neighborhoods. Based on several months of research and public discussion, the city adopted regulatory and procedural changes, and is considering more to address neighborhood concerns about: loss of trees, greenspace, privacy and sunlight due to out-of-scale development and impacts of construction activity.
- 6. Neighborhood Fitness** - One major theme of the Neighborhood Livability Action Agenda is maintaining the quality and appearance of Bellevue's older neighborhoods. Neighborhood Fitness was created as a strategy for addressing residents' concerns about neglected private property and its effects on the value and livability of surrounding homes. The Fitness program engages residents in a series of positive and collaborative activities to improve neighborhood appearance and boost sense of community. The Fitness program is tailored to the particular needs and interests of the individual communities, but typically a Fitness treatment would include:
- A community survey, to identify and prioritize community concerns
 - An information campaign, responding to neighbors’ needs for guidance on property maintenance, code compliance, neighborhood traffic control and other local concerns
 - Community events to build neighborly connections
 - Community clean-up projects, including garage sales, donated materials collections, special garbage collections funded by the City, and right-of-way clean-ups conducted by city crews
 - Volunteer mobilization and special assistance for residents who need help maintaining their homes
 - Targeted enforcement to address repeat code violations.
- 7. Neighborhood Identity Project** - The Neighborhood Outreach team works closely with residents and community stakeholders of specific neighborhoods to develop visual elements that identify neighborhoods and reflect their unique character. As part of this effort, the staff recruit and form steering committees comprised of local residents who work together to coordinate:
- Neighborhood tours and analyses of prospective locations in order to identify obstacles, determine right-of-way issues, and ensure optimal visibility
 - Community meetings to ascertain neighborhood preferences for types and locations of treatments
 - Mailings to the neighborhood prior to each community meeting and prior to the community-wide Fitness effort.

Committee recommendations and community input typically result in staff development of an initial vision for multiple neighborhood entry treatments and public art projects. The City of Bellevue typically spends about \$100k per project, with each project taking approximately two years to complete.

- 8. Crossroads Mini City Hall** – To focus the Neighborhood Outreach work with Bellevue’s diverse populations, a neighborhood service center was established in 1994. The Mini City Hall operates six days a week and offers services in nine languages. The mini city hall provides east Bellevue residents with a neighborhood location for conducting city business and gaining access to community resources. A fully equipped satellite office, the mini city hall specializes in personalized customer service and outreach to Bellevue's diverse population. Cheryl Kuhn, Neighborhood Outreach Manager, says “The program has been phenomenally successful; usage and satisfaction figures are consistently high.”
- 9. Neighborhood Liaison Program** - Neighborhood liaisons are every neighborhood’s “inside connection” to city information and resources. Designed as a way to build stronger neighborhood/city relationships, the program operates through a 12-member team of city staff assigned to specific Bellevue neighborhoods. Liaisons are responsible for seeing that neighborhood residents receive the best possible customer service from the City of Bellevue.
- 10. Neighborhood News** – A monthly newsletter written and published by the city for neighborhood associations and active residents. The newsletter includes a handy information and referral guide for finding key community services in a hurry (in both English and Spanish). It is provided to keep residents informed about city and neighborhood events and projects.

Organization and Structure

The Neighborhood Outreach Program is part of the Planning & Community Development Department. The Neighborhood Outreach program manager reports to the planning director.

The Neighborhood Outreach Program is funded primarily through the general fund, but some of its programs, such as Neighborhood Enhancement, Neighborhood Match and Neighborhood Investment Strategy receive capital funding also. One staff member's salary and benefits (the Neighborhood Enhancement Coordinator) is funded through the capital budget.

The Neighborhood Outreach Program Manager is Cheryl Kuhn. She may be reached at CKuhn@bellevuewa.gov or at 425-452-4089. More information about the program can be found online at: http://www.ci.bellevue.wa.us/neighborhood_associations.htm

How this model applies to Eugene:

- The “Great Community Workshop Series” is a comprehensive and well-organized opportunity to provide technical assistance to neighborhood leaders. Monthly training sessions would compete with a variety of other, ongoing meetings in Eugene. The “meet and mingle” session would be a valuable opportunity to exchange ideas and information between neighborhood leaders – particularly between those who are seasoned and new volunteers.
- The Neighborhood Enhancement Program offers an alternative form of awarding/funding grants to neighborhood associations. It focuses on certain sections of the city that may be targeted for improvements. This would be a possible mechanism for directing financial and staffing resources towards neighborhoods that are distressed and may need special attention from the City, such as Trainsong.

- The Neighborhood Livability Action Agenda and the Neighborhood Fitness programs could be solution-based models to address issues that exist in Eugene related to infill. It also presents a possible partnership opportunity generated in conjunction with the community relations staff at the University of Oregon.
- Establishing neighborhood identity in Eugene through a program similar to the Neighborhood Identity Project would create more awareness for the neighborhoods. Eugene has a lot of interest centered on public art projects and would likely embrace some form of a neighborhood identify effort. The program would also serve as an opportunity to generate support from community organizations and businesses. Another thought would be to combine information kiosks that included general information about each neighborhood, such as when and where they meet and how to get involved with specific neighborhood projects.
- Programming, such as the Mini City Hall, geared towards diverse populations and non-English-speaking residents should be considered by Eugene and aligned with the City's Human Rights and Diversity programs.

Model Program #3: Fort Collins, Colorado

Demographics

Fort Collins, Colorado, is governed by a Council/Manager form of government with a population of 131,200 within 46.5 square miles. Fort Collins is the home of Colorado State University with more than 25,000 students. Fort Collins has nearly 100 neighborhood organizations. Fort Collins doesn't require neighborhood association to register, or become formally recognized. This past year they awarded grant money to 53 neighborhoods, held 90 National Night Out events throughout the city, and about 35 neighborhoods copy newsletters during the year.

Staffing and Programs

Fort Collins Neighborhood Services staffing consists of a total of eight full-time employees: a program manager, a code compliance supervisor (also a field inspector), three code inspectors, a mediation coordinator, a community liaison neighborhood administrator, and an administrative staff person. The community liaison splits time between the Neighborhood Services Office and Colorado State University working on education programs for students to provide quick response and collaborative problem solving for Fort Collins residents concerned with the safety, appearance, and cohesiveness within the community. Neighborhood Services works to build and maintain quality neighborhoods for all Fort Collins residents through education and outreach; intervention and mediation; enforcement and compliance, including:

1. Neighborhood organizing and meeting facilitation assistance
2. Free newsletter and flier photocopying
3. Newsletter and neighborhood letter templates
4. Welcome Bags for new neighbors

5. **Adopt-A-Neighbor Program** - Neighborhood Services offers an Adopt-A-Neighbor Program for residents who need help with snow shoveling and are physically unable to do so themselves and cannot afford to hire these services. This program attempts to match a neighboring volunteer to assist with these chores.
6. **Code Compliance** – Neighborhood Services enforces the City codes and ordinances affecting the quality of life in neighborhoods.
7. **Community Liaison** - The City of Fort Collins and Colorado State University (CSU) are partners in the effort to build community and create a positive environment where non-student residents and students share neighborhoods. The University and City jointly fund a community liaison to take the lead on implementing programs to enhance relations between students and their neighbors.
 - Civility Awards are given annually to CSU and community members who have made positive contributions in their neighborhoods.
 - The Great Sofa Round-Up is free event that collects, redistributes and disposes of unwanted sofas.
 - Community Welcome is an annual collaboration between Neighborhood Services, Fort Collins Police Services and CSU to provide door-to-door education and welcome students.
 - Town/Gown Network and website was created as a result of numerous interest groups expressing a strong desire to communicate with others working to improve town/gown (the town is Fort Collins and the gown is Colorado State University) relations to CSU students, city and university employees, police and code enforcement officers, property manager and neighborhood association members. Anyone interested in university/city collaboration can use an established website to communicate between each other. The website allows members to post articles and questions relevant to town/gown relations.
 - Community Dialogue is an event hosted by CSU's Off-Campus Student Services and the City's Neighborhood Services to provide opportunities for residents to share their experiences, successes and frustrations about living in a Fort Collins neighborhood where students and long-term residents co-exist. The goal is to reach an increased understanding of neighbors' experiences and promote better communication between students and long-term residents throughout the community. Both students and long-term residents participate in these discussions, which occur periodically throughout the city.
8. **Community Mediation Program** - With the guidance of professionally trained and certified mediators, neighbors can come together in a neutral setting to resolve their dispute in a way that fosters creativity, communication and compromise.

- 9. Neighborhood Grants** - Neighborhood grants are available in amounts of \$25 to \$500 for any event that builds community and benefits everyone in the neighborhood.
- 10. Neighborhood News** – A bi-monthly e-newsletter is coordinated and distributed by Neighborhood Services. The newsletter includes upcoming community activities, events, workshops and pertinent community information, such as training opportunities, community meetings, city policies, neighborhood clean-up programs and other city-wide initiatives.
- 11. Neighborhood Clean-up** – Neighborhood Services provides tips and small neighborhood grants for organizing neighborhood-wide clean-ups.

Organization and Structure

Neighborhood Services Office is a division within the Planning, Development and Transportation (PDT) Department. The Neighborhood Services Manager reports to the Director of Neighborhood and Building Services who reports to the PDT Director. The current total operating budget is \$1,012,663.

The Neighborhood Services division recently created a Neighborhood Advisory Group, which provides input on city projects.

The contact person is Ginny Sawyer, Neighborhood Administrator, at gsawyer@fcgov.com or 970.224.6070. More information can be found online at <http://www.fcgov.com/neighborhoodservices/>

How this model applies to Eugene:

- The Adopt-A-Neighbor program is an effective way to establish neighborhood assets and generate community involvement. Several neighborhood members in Eugene mentioned an interest in creating mechanisms for increasing neighbor-to-neighbor involvement in their neighborhoods. There is much interest in sustainability practices in Eugene. Tying both concepts together may spur involvement from people whom may not otherwise be involved in neighborhood associations.
- The Community Liaison Program that is aligned with Colorado State University would be worth exploring to share resources between the city and the university. It would also address concerns that exist between Eugene residents, U. of O. students, the City of Eugene and the University of Oregon.
- Community Mediation Services, a non-profit organization serving Lane County exists in Eugene. During the interviews conducted with city staff, neighborhood leaders or community organizations, no one mentioned examples of participation with this organization. This could indicate an untapped resource for training opportunities and neighborhood conflict management.
- Targeted and/or citywide clean-up programs can serve as a mechanism for generating broader community involvement and interest from people whom may not otherwise be

involved in neighborhood associations. It would also provide an opportunity for neighborhoods needing improvement to make aesthetic enhancements.

Model Program #4: Madison, Wisconsin

Demographics

The City of Madison is governed by a Strong Mayor form of government and has a population of approximately 224,000 within 84.7 square miles, of which 68.7 square miles is land and 16.0 square miles (18.91%) is covered by water. Madison is home to the University of Wisconsin with nearly 38,000 graduate and undergraduate students. The city has more than 120 neighborhood-based organizations, and three planning councils. It also supports a coalition of neighborhood associations that work together to strengthen existing neighborhoods and establish new neighborhood associations.



Staffing and Programs

The Department of Planning and Development provides technical assistance to neighborhood associations in the areas of: formation of neighborhood associations, preparation of mid-range neighborhood plans, and provision of statistical information that assesses the conditions of neighborhood areas.

The Planning Unit within the Department of Planning and Development maintains a computerized file of the recognized neighborhood associations that is distributed monthly to various governmental bodies. Many City departments and agencies solicit neighborhood associations' opinions on upcoming approvals of development projects, programs and services, and other changes proposed in particular neighborhoods. An online list-serve has open registration and provides periodic updates on upcoming neighborhood conferences, roundtables, and publications.

The City of Madison's neighborhood programs provide the following services:

1. Neighborhood based-planning –

Neighborhood associations are instrumental in working with the city's Department of Planning and Development to prepare neighborhood plans. Currently, there are more than 25 adopted neighborhood plans, with several more in progress. There are three basic types of neighborhood plans:

- I. Neighborhood Development Plans are prepared with the purpose of guiding the growth and development of largely undeveloped lands at the city's urban edge. These plans provide a framework for the growth and development of the city's peripheral

urban expansion areas where development is expected to occur in the foreseeable future.

- II. Existing Neighborhood Plans are prepared by the residents of built-up areas within the city and include short-term strategies (3 to 5 years) to address specific challenges, issues and opportunities in Madison's older neighborhoods. These plans serve as a guide for actions and changes that will strengthen Madison's established neighborhoods.
- III. Neighborhood Initiated Plans provide a comprehensive planning framework for the physical redevelopment of the targeted neighborhoods. Neighborhood Initiated Plans often include both short-term and long-term recommendations for physical improvements in the neighborhoods

2. Grant Funding -

A Neighborhood Grant Program is administered by the Planning Division within the Department of Planning and Community and Economic Development, and is available to neighborhood and business associations and non-profits. The purpose of the grant program is to build capacity at the local level, ultimately, improving the quality of life within the neighborhood and the City on the whole. Both mini-grants of up to \$2,000 and full grants for more than \$2,000 are available.

The Façade Improvement Program is an incentive grant program for business owners to reinvest in the downtown and smaller, neighborhood business areas through exterior renovations.

Emerging Neighborhood Grant Funds address emerging challenges in neighborhoods by encouraging neighborhood groups and organizations to develop and propose a broad array of neighborhood-initiated improvements and organizing projects. City Council allocated 200,000 for 2008. Grant amounts begin at \$2,500 and generally do not exceed \$10,000.

- 3. **Building Blocks Neighborhood Improvement Guide** is published online and provides a detailed description of neighborhood improvements and pertinent city programs, services and processes. It also provides a step-by-step description on how neighborhood associations can work with residents and businesses, governmental officials and staff, and non-profit organizations to implement improvements that enhance Madison's neighborhoods. The guidebook is available online: <http://www.cityofmadison.com/neighborhoods/bldgblck.pdf>

4. 2008 Mayor's Neighborhood Roundtable –

The City and Madison Gas and Electric are co-hosting a conference-style event to provide workshops and demonstrations for neighborhood leaders. The primary objective of event is to provide opportunities for diverse people and organizations to share their ideas, values

and experiences in building stronger communities. This year's event includes the following workshop topics:

- Working with elected officials and city staff on neighborhood issues
- Creating Great, Sustainable Neighborhoods – hosted by the Neighborhood Design Center, a non-profit organization that educates and engages citizens to collaboratively design sustainable communities
- Coffee Chat: Neighborhood Leaders Dialogue
- Neighborhood Indicators
- Mini demonstration sessions tailored to showcase tools and success stories from neighborhoods across Madison

More details online:

<http://www.cityofmadison.com/neighborhoods/NeighborhoodConf2008/workshops.cfm>

- 5. Best Neighborhood Program Award Program** – This program is hosted by Madison Neighborhoods Incorporated (MNI) annually to recognize the outstanding work of neighborhood organizations. MNI is a 501 (c) 4 non profit that was created with a Neighborhood Leadership grant from the City of Madison. It operates as a forum for sharing experiences and knowledge and to create cooperative working relationships among residents, city staff and elected officials. The strategic mission of MNI is to foster communication within and amongst neighborhood associations and other neighborhood-based organizations. MNI has fashioned the awards to emulate those of Neighborhoods, USA (NUSA), the largest grassroots organization in the nation addressing neighborhood issues.
- 6. Grassroots Leadership College** provides hands-on opportunities to learn and contribute, designed to enhance the skills needed for neighborhood organizing and leadership. Topics include diversity, managing conflict, recruitment and retention, running effective meetings, fundraising, and understanding leadership, among others. Participants have the opportunity to help shape the content of each session. The Grassroots Leadership College is a private organization sponsored by the City of Madison, Madison Gas and Electric and the United Way of Dane County. More information online: www.grassrootsleadershipcollege.org/
- 7. Neighborhood Resource Teams (NRTs)** - Five NRTs are an innovative citywide effort to improve the delivery of services and connect city government directly to Madison neighborhoods. The NRTs play a critical role in keeping city government informed about major trends within neighborhoods. These teams enable the City to better coordinate municipal services areas and identify service delivery issues that may require multi-agency solutions. NRT members work with Neighborhood Associations and other NRT members to discuss issues, and recommend possible solutions.

8. Ongoing programs and services-

Below is a list of some citywide programs and services that are in place to improve neighborhood associations:

- Community Bulletin Board: Neighborhood associations can place public messages on Madison City Cable free of charge.
- Community Development Block Grant Program: Neighborhood Associations that have tax-exempt status can apply for funding or work with non-profit agencies to apply for neighborhood improvement projects that improve housing, create jobs, and strengthening community services.
- Ecoteams: A neighborhood-based initiative to reduce consumption.
- Graffiti Hotline & Removal: Contact information on how to get graffiti.
- Graffiti Co-Pay Removal Program: A program to assist property owners in the removal of graffiti.
- Historic Preservation: Preservation of historic landmarks or designation of historic districts within neighborhoods.
- Madison Arts Commission: A grant programs to promote art and cultural activities in public places within neighborhoods.
- Neighborhood Association Registration: Information on how to start and register a neighborhood association with the City of Madison.
- Neighborhood Speed Watch: A neighborhood-based program that focuses on speed reduction on residential streets.
- Neighborhood Watch Program: A neighborhood-based program that deters crime with the help of neighbors.
- Parks Volunteer Program: A neighborhood-based program that allows neighbors to take an active role in improving their parklands.
- Pedestrian & Traffic Prevention Grants: A grant program that builds partnerships to prevent injuries and make neighborhoods safer.
- People for Parks: A grant program that allows neighbors to match dollar-for-dollar the purchase of park amenities such as playground equipment.
- Speeding Hotline: A program that solicits feedback on speeding in residential streets.
- Traffic Management Plans: Funding available for neighborhoods to develop a plan to address traffic issues within their neighborhood.

Organization and Structure

The Neighborhood Program is operated out of the Department of Planning and Development.

The contact person for the City of Wisconsin's Neighborhood program is Jule Stroick, Neighborhood Planning Program at 608-267-8744 or jstroick@cityofmadison.com. The program website at www.cityofmadison.com/neighborhoods/

How this model applies to Eugene:

- The mix of available neighborhood planning models offered by Madison should be considered by the City of Eugene as a way of preserving and recognizing the previous work that was done on the neighborhood refinement plans, but also allowing for another, new neighborhood-based planning tool to be employed such as Vancouver's Neighborhood Action Plan program or Madison's Existing Neighborhood Plans.
- Eugene's neighborhood matching grant program has been popular and successful. Leveraging that success to increase involvement could be achieved in two ways by: 1) Broader advertisement of funding opportunities to business and community organizations; and 2) Expanding funding mechanisms, such as earmarking Community Development Block Grant funding for eligible neighborhoods, businesses and community organizations.
- The City of Madison provides a wide variety of self-help technical assistance guides to support more than 100 neighborhood associations without having to increase the number of staff. Eugene should focus on empowering neighborhood associations in a similar way by coordinating a variety of training opportunities, establishing awareness of existing policies and guidelines, and implementing more efficient communication mechanisms such as online newsletters and email list-serves.
- An event similar to the 2008 Mayor's Roundtable would be an effective community organizing tool for Eugene. Given the level of interest by community organizations and agencies such as LTD and EWEB, it may be possible to recruit private sponsorship and participation.
- The NRT program would be a useful tool for addressing the identified need for a feedback loop and two-way communication between the city staff and neighborhood associations. If assigning one staff person per neighborhood association became cumbersome or too resource intensive, the NRT model would be a viable alternative as opposed to the Neighborhood Liaison program in other cities.

Model Program #5: Raleigh, North Carolina

Demographics

The City of Raleigh, N.C. is governed by a Council/Manager form of government and has a population of 380,173 within 140 square miles. Raleigh is home to North Carolina State University with a population of 31,802 students. There are 18 geographically located Citizens Advisory Councils (CAC), which are responsible for reviewing issues of interest relevant to their respective community/neighborhood and expressing concerns to City Council.

Staffing and Programs

Raleigh's Community Services Department, of which Neighborhood Services is a part of, serves as a primary referral resource for human services, citizen involvement, and community relations. Neighborhood Services provides the following programs and services to residents and neighborhood associations:

1. **An online meeting calendar** – This is provided for each of the CACs with contact information, agendas and directions to meeting locations.
2. **Neighborhood Recognition Awards** - Beginning in 1977, the Raleigh Citizens Advisory Council (RCAC) has been recognizing significant efforts by property owners, community groups and individuals to enhance the health, safety and appearance of neighborhoods. The RCAC invites each CAC to select one award winner to be honored. The awards are designed to acknowledge those who work at the grassroots level to improve their communities.
3. **Latin American Services** - The City of Raleigh ensures that services are available and accessible to Latin American citizens by partnering with local government entities and if need be federal agencies. Services provided through this program include:
 - Actively seeking out members of the Latin American community in an effort to facilitate their integration into the community through city-sponsored community initiatives and community-based initiatives.
 - Providing comprehensive information as to the availability of human services in conjunction with the Wake County Human Services Department and other appropriate agencies.
 - Networking with other public and private entities to identify available community resources and services to enhance quality of life.
 - Orientating Latin American citizens to City ordinances.
 - Promoting quality neighborhood improvement through citizens' participation and civic leadership.
 - Serving as a referral agency for quality of life issues both government and non government.
4. **Citizens Participation Leadership Institute (CPLI)** - This is designed to give residents the opportunity to develop civic leadership skills. CPLI offers an educational program designed to enhance the leadership potential and talents of individuals who wish to grow stronger in their civic engagement with Raleigh's municipal government. This program is offered in partnership with Shaw University. Sessions include:
 - Developing your own personal style
 - Building your support base in your community
 - Characteristics of a good communicator
 - Recognizing neighborhood diversity
 - Basic group facilitation: tips and techniques
 - Leading from the middle
 - Citizen Participation in City Government
 - Essentials of Teamwork
 - In the Leader's Circle
5. **Community Enhancement** - The Department of Community Services supports services provided by nonprofit organizations to low-income residents or other populations such as seniors, abused children, battered spouses, severely disabled adults, homeless persons,

illiterate adults, persons living with AIDS, or migrant farm workers. Funds are distributed in an annual competition. Raleigh also provides funding for homeownership training and to allow police officers to reside in high-crime areas to aid in community policing.

- 6. Raleigh Neighborhood College** – The Neighborhood College is a program offered by the City of Raleigh in partnership with Wake County. Students in the Neighborhood College will have a chance to meet and engage with city staff, county staff and other Raleigh residents to learn new and enhanced ways of increasing citizen participation and involvement in their community. The purpose of the Neighborhood College is to promote community organization, citizen participation and local government awareness.
- 7. Neighborhood Improvement Grant Program (NIG)** – The NIG Program makes available grants of up to \$2500 for the purpose of neighborhood improvement. There is no match requirement. Grants are only available to registered neighborhood associations within defined redevelopment areas and low-to-moderate income census tract areas. The program seeks to empower and strengthen neighborhoods while fostering an enhanced sense of community within Raleigh neighborhoods. Funding through the NIG program is designed to encourage citizens to initiate neighborhood improvement projects and programs and to encourage the involvement of citizens in neighborhoods within the corporate limits of the City of Raleigh. Projects can be social or physical in nature, i.e. training for neighborhood capacity, youth programs, initial landscaping and initial neighborhood signage. Projects must be neighborhood specific.
- 8. Next Step Program** – This includes an intensive survey of residents in 19 identified redevelopment neighborhoods. There is a focus on these neighborhoods in order to help citizens identify problems and needs and help empower these Raleigh residents to seek and implement solutions. Division staff serve as facilitators and advisors to assist with the following:
 - Block by block neighborhood organizing.
 - Identifying problems and needs.
 - Designing and development of programs to address problems and needs through research, individual consultation, and attendance of block and neighborhood meetings.
 - Identifying sources and resources necessary to enjoy success.
 - Continuous follow-up monitoring and evaluation of programs, results and ongoing needs through the same mediums mentioned above in order to determine success.
- 9. Citizen Area Liaison (CAL)** – This includes any neighbor willing to work on community issues and work together to address them. A CAL acts as a contact between neighborhood residents and any organization, agency, and resource, including but not limited to the City of Raleigh. Duties may include:
 - Arranging neighborhood meetings (if and when needed)
 - Leading neighborhood discussions on issues facing the neighborhood.
 - Reporting necessary information to appropriate resources.
 - Sharing information and ideas with other liaisons.

- Seeing the neighborhood improve and thrive over a period of time.

10. Annual Neighborhood Exchange – An annual conference-style event coordinated in an effort to provide the information needed to address concerns that exist in neighborhoods. This year’s session topics are:

- Non-Law Enforcement Crime Prevention
- Community Gardens
- Senior Community Involvement
- Organizing Your Community
- Parks and Recreation

Topics for the Spanish Community (in Spanish)

- Multicultural Neighbors: Live, Learn & Build Relationships
- Community Organizing: Who, Why & How

Teen Topics (ages 13–18)

- Character Building and Self Esteem
- Youth Civic Engagement
- College Preparation

11. Neighborhood Plans - A neighborhood plan contains recommendations that are devised by the neighborhood and then adopted by the Raleigh City Council. After adoption, the neighborhood plan becomes part of the Raleigh Comprehensive Plan.

12. Community Enhancement Grant - Awarded each year to nonprofit and faith-based organizations to build human capacity within blighted or low- and moderate-income areas. Funds for this program are given through the federal Community Development Block Grant program. Applicants are judged based on the soundness of the program proposal, fiscal responsibility of the organization, the mission and track record of the organization, and other program requirements. Approximately \$175,000 - \$200,000 of Federal Community Development Block Grant money is made available each year.

13. Adopt-a-Park and Adopt-a-Greenway Project Funds for Communities - Provides a supplemental source of funding for projects that are implemented under Adopt-a-Park/Adopt-a-Greenway agreements and for major improvement projects implemented in partnership with corporate sponsors.

Funds available under the program are meant to enhance the city’s ability to build and strengthen community support of parks through increased citizen involvement. This program is not intended to be a sole source of funding for projects and requires a match from the volunteer or partner. Funding will be awarded for projects up to \$2,500. An individual or group matching component of 100 percent is required. The match can be a combination of cash donation, labor, or in-kind services and/or materials and supplies contributed to the approved project.

Organization and Structure

The Neighborhood Services Division is located within the Community Services Department at the City of Raleigh.

The Community Services Department's primary focus is on citizen involvement and volunteer services. Neighborhood Services is aligned with the following programs within the Community Services Department: Fair Housing, Foster Grandparent Program, Hope Builders, Human Services Grants, Neighborhood Quality Teams Coordination, Raleigh Neighborhood Exchange, Retired and Senior Volunteer Program, We Are Neighbors, World Changers and Youth Services provide the foundation to accomplish this.

How this model applies to Eugene:

- The City of Raleigh neighborhood services program offers a variety of robust training and education programs to inspire involvement and promote neighborhood empowerment. Their Annual Neighborhood Exchange offers intergenerational involvement and participation and brings in nationally recognized keynote speakers on neighborhood asset-based community development. Offering the Citizen's Participation Leadership Institute in partnership with Shaw University is an excellent way to build relationships with the local University as well as increase available resources for community benefit at no cost to the City. Also, investing in nationally recognized speakers for annual conferences as done in the Neighborhood Exchange demonstrates the city's value and interest in neighborhood associations and community learning.
- According to Raleigh demographic statistics, only a little more than 10 percent of the total population is Hispanic. However, Neighborhood Services offers programs targeted specifically towards the Hispanic and Spanish speaking population. As mentioned previously, other cities are focusing efforts and resources towards diverse populations, specifically through translation and interpretation services. Given that Eugene's estimated Hispanic population is approximately 12 percent of the total population, communication and outreach geared towards the Hispanic and Spanish speaking population might generate more interest and involvement in both neighborhood association and city initiatives.
- Recognizing the work that neighborhood volunteers contribute to better the quality of life and to conserve resources should be rewarded in some way. Non-traditional methods of reward could be considered by Eugene, such as sending honored volunteers to conferences, workshops or trainings. The Annual Neighborhoods USA Conference is typically held in desirable places and offers information and resources from exemplary programs across the U.S.
- Neighborhood improvement programs such as the Next Step Program and the Community Enhancement Grant should be considered for targeted efforts to improve neighborhoods that are struggling with issues such as: community involvement and participation, social and economic decline, civil inequities, crime and public safety, etc.

Other programs researched and cataloged in the appendix section are:

- Salem, OR
- Tacoma, WA
- Seattle, WA
- Portland, OR
- San Jose, CA