SALEM NEIGHBORHOOD ASSOCIATIONS

STRATEGIC COMMUNICATIONS & CITIZEN ENGAGEMENT

SUMMARY & ACTION PLAN

APRIL 2016

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FOREWORD

This plan was created by a collaborative team of Chairpersons of Salem's Neighborhood Associations (NAs), with staff support for meeting facilitation and report writing provided by the City of Salem.

Many of the ideas presented during these meetings represent challenges that affect the majority of Salem's NAs, but also some that are unique and specific to the NAs that were represented at the meeting. As well, the recommended solutions to those challenges are provided as examples of activities that may be useful for the NA to address the outlined challenges.

We acknowledge the uniqueness of each NA and understand that some may have greater resources and capacity to implement some or all of the ideas presented within this report. These action plans were created, as a resource, to provide the NAs with some ideas for addressing common challenges. Creating action plans for your NA or implementing the action plans in this document is not a requirement for City recognition.

Each action plan can be used as a whole or each NA can choose pieces of the action plans to assist in annual goal-setting. Aside from the action plans, other documents in this report can be a useful resource to assist your NA in annual goal-setting, such as the document titled *Identified Solutions*, which outlines many additional solutions that are not presented in the action plans.

If your NA would like to use the Action Plan Template in Appendix B of this report and would like some additional assistance for using this document to help plan your goals, contact the Neighborhood Services Staff for support.

THANK YOU

Thanks to the entire NA Communications Team for their dedication, passion, and creativity in developing this document. Their commitment to and concern for the success of all Salem's NAs is highly admirable.

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SUMMARY

OVERVIEW

Salem's Neighborhood Associations (NAs) strive to involve citizens in local government planning and decision-making that affects their neighborhoods and the City as a whole. The NAs seek to keep neighbors informed of projects and issues that may impact the livability of the neighborhoods and engage them to actively participate in all aspects of improving their communities.

During the Neighborhood Associations Chairs Meeting in June, 2015, it was discussed that some of the Chairpersons would like to collaborate to create a strategic plan to address many of the obstacles that exist to communicating effectively with their neighbors. City staff was asked to assist with the facilitation of this process.

While a number of NA Chairpersons expressed interest in participating in this project, five chairpersons were selected to contribute to the facilitated discussions, including Central Area Neighborhood Development Organization (CANDO), Grant NA, Faye Wright NA, Morningside NA, and North Lancaster NA (NoLA). These team members were selected based on their duration of service as well as specific skills, experience, and knowledge that would contribute to the topic of discussion.

The team held seven collaborative work session meetings, totaling thirteen hours. During this time, the team identified the challenges that the NAs have to effectively communicate with and engage neighbors, as well as the root causes of those challenges, and potential solutions.

Working from the list of solutions, the team formed eight goals. For each goal an example action plan was developed to offer suggested objectives and activities that will assist the NAs in reaching and measuring the goal(s). To learn more about how to use the action plans, review page 5 of this document along with the documents provided in Appendix B. To review all the solutions that were presented by the team, see the document titled, *Identified Solutions*, on pages 16-17 of this document.

The following section, *Key Findings & Opportunities*, presents a summary of each of the eight action plans. The detailed action plans are provided in Appendix A of this document.

KEY FINDINGS & OPPORTUNITIES

Finding: The NAs strive to be successful as independent organizations, but often face capacity barriers which can impact their growth and ability to be as effective as they would like to be. Some of these barriers include limited capability to recruit and retain board members, especially those with the specific skills needed for the NA, limited training opportunities for new or existing board members to learn basic NA operations and necessary NA leadership skills, and limited funding that impairs their ability to

achieve their communication and project goals. *(See Example Action Plan 1 in Appendix A for more details).*

> **Opportunities:** Survey the board and membership to determine which skills are present and what types of skills and knowledge are needed to help the board reach its goals. Use this information to establish training opportunities for new and ongoing board members and to research free or low-cost training opportunities with Salem-based organizations or web-based training. Specific training topics were identified that would help all of the NAs to recruit new board members, such as meeting facilitation, agenda creation, goal-setting, and an in-depth NA Board Orientation. It was suggested that the NAs collaborate with City staff to help create and implement these board member trainings. In addition, seeking alternative methods to increase funding can assist the NA in obtaining the resources needed to meet their annual goals. Exploring grant opportunities, in-kind donations from local businesses, or hosting fundraising events like a calendar sale can help to supplement the funds received by the City.

Finding: Meeting participation continues to represent only a small minority of the city's population. The average monthly meeting attendance among all NAs from 2009 – 2015, was approximately 14. Despite great efforts on behalf of the NAs and the City, attendance at meetings has not seen a significant increase. Some of the challenges to meeting attendance presented by the team are lack of child care, transportation, length of meetings, and scheduling conflicts. Greater participation and engagement is vital for the NAs to help delegate responsibilities to meet their goals and to be effective in impacting the livability of their neighborhoods. *(See Example Action Plan 2 in Appendix A for more details).*

> **Opportunities:** To increase participation in NA meetings, offer incentives such as food or prize drawings, build personal relationships with neighbors by challenging each board member to personally invite neighbors to the meetings, collaborate with youth groups to build an NA Youth Committee to involve the next generation of leaders, and engage and invite community leaders, like church pastors, youth leaders, and directors of local organizations, to attend and speak at the meetings. The opportunity also exists to engage neighbors outside of meetings in community events like neighborhood walks or park clean-ups and to research electronic opportunities that could allow neighbors to voice their opinions or participate in meetings outside of a physical meeting location.

Finding: The NAs are committed to recruiting board members who reflect the diversity that exists within the neighborhood boundary. Currently, diverse representation on NA Boards represents a small percentage of the diversity of Salem's population. Strategies for engaging diverse communities are needed to assist the NAs in this effort. *(See Example Action Plan 3 in Appendix A for more details).*

Opportunities: Build partnerships with city-wide groups or organizations that work with people of diverse cultures to distribute NA information, translate materials, and extend invitations to meetings and events. Some partnerships might include the Mayor's International Council, World Beat, connect with diverse youth in local high schools for interest in a Youth Committee or various neighborhood activities and events, and business leaders in the local community. Collaborate with organizations to host or participate in events that celebrate the unique diversity within the neighborhood boundary or provide NA support and resources to an event or celebration hosted by diverse members of the neighborhood.

Finding: The NAs seek to be a relevant resource to a wide audience, including property owners, renters, business owners, and community organizations. Often these groups have differing interests and responsibilities in the neighborhood and vary greatly on the types of information that will be most useful to encourage their participation. *(See Example Action Plan 4 in Appendix A for more details).*

Opportunities: Determine what information is most relevant to the various audiences within the neighborhood boundary. Update the NA website and social media sites to provide neighbors with the most current information, including meeting agendas and minutes and any events or activities of the NA. Increase activity on social media sites, like Facebook, to inform neighbors of current information, engage with them on relevant issues, and invite them to participate in a variety of activities. In addition to web-based activities, compiling a directory or inventory of local resources for neighbors can be a great way to increase the NA's relevancy, provide neighbors with needed resources for services, and advertise for local businesses and organizations.

Finding: While a [Pew Research Center Report](#) from 2015 shows that 84% of adult Americans are using the internet, the report also found that only 58% of senior citizens, aged 65 and over, are currently using the internet. There is a need for the NAs to use multiple mediums of communication to inform neighbors of all ages of NA activities. *(See Example Action Plan 5 in Appendix A for more details).*

Opportunities: Target an information and awareness campaign to neighbors who are 50+ and those without internet access through the use of printed materials, personal relationship-building, verbal communication, and partnerships with organizations like Center 50+. Providing relevant training, information and resources, such as emergency preparedness, will also engage people of all ages and demographics to participate.

Finding: The NAs are challenged in creating partnerships with neighborhood businesses and organizations, as some business owners and staff do not reside in the neighborhood, they may not feel fully invested in neighborhood issues or activities, and businesses often do not feel that their interests are represented by the NA. A stronger

partnership between the NAs and neighborhood businesses could create mutual benefits for both. *(See Example Action Plan 6 in Appendix A for more details).*

Opportunities: Connect with businesses and organizations to determine their needs and opportunities for both parties to be supportive of each other, invite businesses and organizations to present at NA meetings about their work and their interests in the neighborhood, choose businesses within the community to spotlight through the NA media sources, connect with businesses through social media by liking their pages, sharing their posts, and engaging on their pages, and create supportive partnerships with organizations hosting events to assist with their efforts.

Finding: The NAs prioritize participation in the City's Land Use Process, however, they often face barriers to fully engaging in the process. The NA meeting schedule, generally monthly, does not allow for the time needed to receive notification, review and discuss the project, and generate and submit comments before the appropriate deadlines. As well, there is a need to provide notices and information on projects to board volunteers and neighbors that is easier to read and comprehend. *(See Example Action Plan 7 in Appendix A for more details).*

Opportunities: Collaborate with the City to more fully understand the City's policy and practices for timelines of notification and to suggest changes that work for all parties, review the NA meeting structure and research options that would allow for the time needed to fully participate in the process, like using electronic communications to continue discussions and vote or creating subcommittees to review projects outside of monthly meetings, and work together with the City to make suggestions that will increase the understanding of notifications and other materials.

Finding: In an effort to stay informed of neighborhood and city-wide projects, to receive timely responses to neighbors' questions and concerns in order to make informed decisions, and to increase partnership opportunities between the NAs and the City on projects, the NAs need access to consistent and expert channels of communication. *(See Example Action Plan 8 in Appendix A for more details).*

Opportunities: Communicate with the City to discuss the possibility of reintroducing the Liaison Program to provide a knowledgeable City staff person to attend NA meetings and communicate with NA board members between meetings, or collaborate to find an alternative communications strategy, and increase NA participation on City Boards and Commissions to be more informed of city-wide issues and to contribute to the discussion. Requesting an increase in the Neighborhood Partnership Program to expand the number of areas receiving direct assistance would help NAs to build more consistent partnerships that would allow them greater communication channels with other NAs and with the City

ACTION PLAN

DESCRIPTION

The action plan is a strategic tool that can be used to assist the NA in meeting its annual goal(s). Breaking down the goal(s) into action steps, setting a timeline for each activity, and assigning a volunteer to the task will help to make the goal more manageable and easier to achieve.

The 8 Action Plans provided in Appendix A of this document serve as examples of how to format a plan and what types of information to consider that may be useful to help reach the goal(s). It is not a requirement that the NAs create an action plan or use the documents and ideas provided in this report, but we hope that it will be used as a guide to assist the NAs in planning and achieving success.

HOW TO USE

The information in this report can be used in a variety of ways. The action plans created by the five NA Chairpersons are a great foundation, as many of the goals that were identified are shared among most of Salem's NAs. Below are some options for using the action plan format to help in planning NA goals.

1) The action plans provided in Appendix A of this document may be used as is. The NA can adopt all or some of the goals that are listed in the action plans along with the existing objectives and activities. In addition, the *Action Plan Template* (Appendix B) can be used to identify who will be responsible for each activity and when the activity is due.
2) The NA can create its own action plan(s) using the instructions below and the documents found in Appendix B: *Identified Solutions, Action Plan Definitions, and Action Plan Template.*

INSTRUCTIONS FOR CREATING AN ACTION PLAN

1) **Identifying Goals:**
   a. Review the document *Identified Solutions* (pgs. 16-17) with the NA Board to pick out 1-3 topics that the NA would like to accomplish.
   b. During review, measure each topic by asking if the activity will create significant and positive impacts for the NA and if the activity is achievable for the NA. If it doesn't seem achievable, ask if the topic needs to be eliminated or if it's possible for the NA to acquire the resources needed to achieve the activity.
   c. If the board is challenged to agree on 1-3 topics, add everyone's top priorities to a list and ask all board members to vote on the ones that will have the greatest impact and will be most achievable.
   d. When the topics have been identified, review the document *Action Plan Definitions* (pgs. 18-19) to assist in turning the topics into goal statements.

2) Setting Objectives:
   a. ***It is not necessary to set objectives***, however if the NA Board would like to measure the impact of the goals, setting an objective is helpful to determine how much progress has been made.
   b. To create objectives, the NA can use the *Identified Solutions* form to see if any topics on the list can be transformed into objectives. To transform one of the identified solutions into an objectives statement or to create a new objective, review the document *Action Plan Definitions* for tips on how to write an objectives statement.
   c. A general rule of thumb is to create at least one objective for each goal, but no more than three to keep the tasks manageable.
   d. If the board is challenged to agree on 1-3 objectives, use the voting technique described in 1)c. of these instructions (pg. 6).

3) Creating Activities:
   a. Activities are important to help the NA have a good understanding of what steps will be taken to reach the goal.
   b. To create activities, the NA can use the *Identified Solutions* form to see if any topics on the list can be used as activities. Most of the topics listed may already be written in a way that communicates an activity and may not need to be changed.
   c. Use the form *Action Plan Definitions* to better understand activities and how to create them.

Continue to use the *Action Plan Definitions* form to assist in completing the categories in the *Action Plan Template*.

If you would like assistance on these instructions, please contact Rose Walker, Neighborhood Services Counselor, at 503-540-2303 or rwalker@cityofsalem.net.

APPENDIX A

EXAMPLE ACTION PLANS 1-8

GOAL: INCREASE NA CAPACITY TO ACHIEVE SUCCESS

OBJECTIVES	ACTIVITIES	AUDIENCE	MEDIUM	RESOURCES NEEDED
1) Provide training opportunities twice per year to board members	**1a)** Identify skills or knowledge needed on board **1b)** Identify topics for training **1c)** Offer training on agenda creation and meeting facilitation **1d)** Collaborate with City and other community partners for training opportunities	**1a)** NA Board Members & Potential board members	**1a, 1b)** Survey • Email • US Mail • Door to Door • At the meeting **1c, 1d)** Trainings: • Web-based • Written resources • In-person	**1a, 1b)** Create a survey **1a, 1b)** Volunteers to create/administer surveys **1a, 1b)** Funds for printing **1a, 1b)** Funds for postage **1a-c)** Meeting space with technology capacity **1a-d)** City staff time for training &/or researching & providing resources
2) Set attainable goal(s) once per year	**2a)** Hold a Board meeting specifically to set goal(s) **2b)** Survey the community to determine their goal(s) for the neighborhood **2c)** Revisit goal(s) & progress quarterly **2d)** Report on progress of annual goals on the Annual Review Form.	**2a)** NA Board members **2b)** Neighbors	**2a)** In person **2b)** Survey (can be combined with survey from item # 1 above)	**2a)** Meeting facility **2b)** Survey, mailing and postage (as stated in item #1 above)
3) Increase community engagement in board positions and NA activities by 10% each year	**3a)** Create events, like a BBQ to appreciate volunteers **3b)** Advertise training opportunities to potential board members **3c)** Provide an in-depth board orientation training for new board members	**3a)** Volunteers **3b)** Potential board members **3c)** New board members & existing members as needed	**3b)** Email, US Mail, At the meeting **3c)** Web-based, Written, In-person	**3b)** Printing of ad. materials **3b)** Postage for mailings **3c)** City staff time to collaborate on development of training **3c)** NA Board volunteer to provide training
4) Increase funding, independent of City resources, for NA projects & operations	**4a)** Create fundraising projects & events, like yard sales/calendar sales **4b)** Sell ad space to businesses on NA agendas & electronic media **4c)** Seek options for funding, like grants, in-kind & monetary donations	**4b)** Local businesses		

GOAL: INCREASE PARTICIPATION IN NEIGHBORHOOD ASSOCIATION				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RSOURCES NEEDED**
1) Increase citizen attendance by 10% at NA meetings quarterly	**1a)** Determine average meeting attendance over last quarter **1b)** Offer incentives for attending meetings. **1c)** Encourage each board member to invite at least one neighbor to attend a meeting and/or join the mailing list each month. **1d)** Seek meeting facilitation training for board members who lead meetings. **1e)** Collaborate with youth groups & high schools for youth involvement			**1a)** Data from City on meeting attendance **1a)** Tool for tracking increased attendance
2) Engage one community leader every quarter to attend NA meeting	**2a)** Identify & develop a checklist of community groups & leaders to invite **2b)** Develop talking points that address the mutual benefit of their involvement **2c)** Create & provide a training on requesting leader involvement	**2)** Organizations & Businesses		**2a)** Checklist **2a)** Contact info/points of contact **2a-b)** NA members with time and motivation **2c)** Script or training
3) Create at least two opportunities for neighbors to participate outside of meetings this year	**3a)** Research electronic opportunities (Social media, Surveys, etc) for neighbors to voice opinions or vote on issues **3b)** Host an informal neighborhood gathering such as a walk, litter pick up or park clean up			

GOAL: DIVERSIFY MEMBERSHIP OF NEIGHBORHOOD ASSOCIATION BOARD TO BETTER REPRESENT POPULATION OF NEIGHBORHOOD				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RESOURCES NEEDED**
1) Invite at least one neighbor per month from a group not currently represented on NA Board	**1a)** Collect demographic information for Salem and NA boundary **1b)** Collect information on Mayor's International Council **1c)** Connect with World Beat organizers **1d)** Connect with schools to incorporate diverse youth membership **1e)** Invite businesses & organizations supporting diverse populations	**1)** Unrepresented groups in NAs	**1a, 1b)** Email **1c)** Email or in person **1d)** Social Media & in person	**1a)** Data and census information by neighborhood **1d)**School ethnicity report
2) Host at least one neighborhood activity within the year that celebrates a culture of a group not currently represented on NA Board.	**2a)** Connect with groups already working with diverse cultures. **2b)** Identify at least 3 neighbors to begin planning the activity including at least one with knowledge of the culture you wish to celebrate. **2c)** Provide information in various languages at events like Natl. Night Out			**2b)** Volunteers that speak languages other than English **2c)** NA materials in other languages

GOAL: ENGAGE NEIGHBORS BY BEING THE LOCAL INFORMATION & RESOURCE HUB				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RESOURCES NEEDED**
1) Increase hits on website by 10% within the quarter	**1a)** Collaborate with City staff to determine desired attractive content, design, & location of NA pages **1b)** Update NA websites frequently with relevant and timely content **1c)** Develop a tracking tool for website analytics **1d)** Inventory, share and update neighborhood resources and opportunities to serve.	**1a, 1b)** Neighbors	**1a)** In person meeting	**1a)** City staff time & NA leader time & input **1b)** Internet connection **1b)** Volunteer with IT and content skills **1b)** Guidelines for content & updates **1c)** Access to analytics on website
2) Increase social media followers by 10% within the quarter	**2a)** Create NA best practices for social media **2b)** Collaborate with other NAs to make a recommendation of social media platform w/ greatest impact **2c)** Recruit one volunteer to manage social media **2d)** Pay for sponsorship or boosting posts on social media platforms		Social Media	**2a)** Collaboration of NA members to develop best practices **2c)** Social Media Volunteer Description **2c)** Social Media Content Policy for engaging & informing neighbors
3) Provide residents with current information on neighborhood resources	**3a)** Develop & distribute an inventory of neighborhood-based resources & services on website, social media, & other communication sources			

GOAL: INFORM PEOPLE OF ALL AGES & THOSE WITHOUT INTERNET ACCESS ABOUT THE NA & ITS ACTIVITIES				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RESOURCES NEEDED**
1) Increase outreach to at least 10% of neighbors over age 50 and those without internet access on a quarterly basis	**1a)** Survey neighbors to determine how people want to be informed **1b)** Identify materials needed **1c)** Assemble mailing list **1d)** Partner with Center 50+ and local senior centers/retirement communities	**1a)** Neighbors **1c)** Neighbors 50+ and those without internet who specify that they would like written materials	**1a)** Printed survey mailed to homes	**1a)** Volunteers & funds for printing and mailing surveys **1a)** Volunteers & funds for developing and mailing quarterly materials **1c)** Electronic or hard copy of mailing list
2) Distribute monthly updates to board members without internet access	**2a)** Survey board to determine how they'd like to be informed & on what information		**2a)** At meetings **2a)** Printed Materials	**2a)** Funds for printing materials **2a)** Funds for printer cartridge
3) Provide at least one training or information session relevant to people of all ages	**3a)** Offer CERT & other Emergency Preparedness training			

GOAL: INCREASE AWARENESS AMONG, & PARTNERSHIPS WITH, BUSINESSES & ORGANIZATIONS				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RSOURCES NEEDED**
1) Invite one new business or organization to each NA meeting to spotlight their organization & work	**1a)** Visit businesses **1b)** Create a script with points to touch on **1c)** Develop or update concise NA handouts, such as business cards or brochures	**1)** NA businesses and organizations	**1a)** In person, email, or social media **1c)** Printed & electronic materials	**1a)** Volunteer time **1b)** Script **1c)** Volunteer time and/or funds for design of materials **1c)** Funds to print materials
2) Invite 3 businesses to follow or connect via social media each month	**2a)** Spend time on social media/invite **2b)** Acquire business emails and add to NA mailing list	**2a)** Business & organizations	**2a)** social media **2b)** email	**2a)** internet access **2a)** list of businesses to follow/invite **2b)** email database **2b)** internet & email access
3) Participate in 4 community events within a year	**3a)** Connect with schools, churches, & other organizations and find out what events they are planning **3b)** Recruit a board member to lead NA involvement **3c)** Advertise the event	**3a)** Local NA neighbors and Salem population	**3a)** In person contact **3c)** NA website, social media, agendas, local media outlets, & businesses	**3a)** list of organizations and events **3a)** spreadsheet to delegate volunteers to contacts

GOAL: INCREASE THE NA CAPACITY TO BE INFORMED OF, TO REVIEW, & TO MAKE COMMENTS ON LAND USE PROJECTS & OTHER PERMITS				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RESOURCES NEEDED**
1) Receive notification of Land Use (LU) applications within 24 hours after received by City	**1a)** Review current City policy & practices for notifications **1b)** Collaborate with the City to request changes to the notification timeline, if in accordance with policy guidelines **1c)** Request that the City state clearly in email subject line the intended NA so notification is not overlooked	**1)** NA Chair or Committee Member(s) to receive notification	**1)** Email & City Website	**1a)** Information on current City policy and practices for notification
2) Expand timeline options for reviewing & commenting on permits & applications	**2a)** Review City application timeline policy to see if changes can be made **2b)** Collaborate with City to request changes, if in accordance with policy guidelines **2c)** Review NA meeting structure & options for more inclusivity of LU timelines & reaching decisions between meetings			**2a)** Information on current City policy for application timeline
3) Increase understanding of materials & notifications for volunteers	**3a)** Collaborate with City to suggest user-friendly language and brief, easy-to-understand summaries of information			

GOAL: ENHANCE COMMUNICATION BETWEEN THE CITY & THE NA ON CITY PROJECTS & POLICIES				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**RESOURCES NEEDED**
1) Request a City staff representative/liaison, knowledgeable of all projects, to attend each NA meeting	**1a)** Collaborate with the City on feasibility of Liaison Program and/or alternative options **1b)** Invite other City staff as needed based on agenda topics & neighborhood projects **1c)** Request that City Department Heads submit weekly notes & information for Liaison's to present	**1c)** NA Board & Membership	**1c)** Liaison to present at NA meetings	**1a)** NA representative(s) to collaborate with City staff on discussions **1a)** Resources dependent upon City resources & capacity **1c)** City Staff time
2) Participate on City Boards and/or Commissions as NA representative	**2a)** Attend Board & Commission meetings to evaluate interest **2b)** Invite members of the City Boards & Commissions to NA meetings			
3) Increase the number of Neighborhood Partnership Program Grants to expand groups city-wide	**3a)** Collaborate with City on the community need and City capacity			**3a)** City Staff time **3a)** City funding

APPENDIX B

IDENTIFIED SOLUTIONS
ACTION PLAN DEFINITIONS
ACTION PLAN TEMPLATE

EDUCATE:

- Inform neighbors of impacts or consequences of their inaction
- Improve accessibility to board resources and provide online resources for neighbors
- Provide training and materials for volunteers and volunteer management training to boards
- Provide training to NAs for best practices in communicating with and engaging neighbors
- Provide training for board members and chairs to develop skills important to their roles
- Provide training on Landlord and Tenant laws so that NAs can be advocates for renters
- Create agenda items and provide training for high concern issues (such as safety)
- Provide neighborhood or city-wide emergency exercises (earthquake, shooter, other disasters)

ENGAGE:

- Recruit more volunteers to canvas neighborhood door to door
- Provide something of value or meaning when approaching or engaging neighbors
- Develop a neighborhood inventory of existing networks both inside & outside of NA boundaries
- Provide more engaging content on social media
- Address the "What's in it for me" approach to engaging neighbors
- Build a neighborhood culture of fun, relationship-building, and neighborhood pride
- Expand membership to those outside NA boundaries who have an interest in the neighborhood
- Survey neighbors to understand what is important to them/their concerns & develop opportunities based on feedback
- Provide opportunities for neighbors to participate without being at a meeting
- Provide alternate ways to attend meetings, like sub committees, video chats, email
- Provide food & other incentives at meetings
- Keep meetings timely – start & end on time & keep speakers on schedule
- Engage with other youth organizations, like Cub Scouts & 4-H
- Door to Door Outreach
- Offer incentives to attend meetings such as raffles, gift cards, etc
- Encourage volunteers
- Connect their singular issues with how they can & why they should contribute to bigger issues on an ongoing basis
- Acknowledge leaders of the NAs (monuments, etc)
- Open dialogue with businesses to find out what needs they have and how the NA can be of assistance

INFORM:

- Collaborate with businesses & other events to advertise for the NA
- Publicize the positive impacts of the NAs, possibly a web-based interactive map that acknowledges the projects and successes
- Publicize events as well as meetings
- Send NA welcome letter to new homeowners, tenants & businesses
- Provide NA information on City's 311 service (soon to come)
- Stock materials in kiosks in businesses and schools
- Post highly visible neighborhood signs advertising the name of the neighborhood (similar to historical street sign toppers in Grant NA)

COLLABORATE:

- NAs collaborate to review LU policy and procedure & work with the City to help make changes
- Host NA meetings at various business locations
- Have business spotlights at NA meetings or in NA materials
- Utilize churches as marketing partners
- Collaborate with Statesman Journal for interview focus & coverage of NAs on Communities Page

FUND:

- Find money to augment NA Communication Funds
- Employ a graphic designer to assist the NAs with materials and branding

SUGGESTIONS FOR CITY SUPPORT:

STAFF SUPPORT & RESOURCES:

- Collaborate with schools to provide civic engagement/education & opportunities, specifically for service learning requirements
- Host student/youth days at City Hall
- Provide assistance, training, & resources to NAs to help build & measure goals & to build capacity
- Increase citizen advocacy prior to issues arising so that citizens are informed of processes
- Increase City staff presence at meetings to provide answers & info on projects
- Staff could be more concise in their presentations at NA meetings, providing a description of project, potential impacts, and how to get involved
- City Councilors could share more information at meetings
- City-wide marketing campaign for NAs

LAND USE & OTHER PROJECTS:

- Provide information on projects in a simpler format
- More timely notifications from the City on projects & appear at the NA meeting to discuss the project
- Provide an online map that lists projects across the city (possibly 5 years in advance) and can be searched by NA, Ward, others
- Expand the boundary of LU notification beyond 250 feet
- Provide mechanisms or structures to protect citizens in LU matters
- Require developers to discuss projects with the NA before submitting an application
- Build better relationships with City staff, particularly planners, to attend more meetings and provide continuous and timely updates
- Notify & solicit input from businesses within the NA on LU decisions & business issues
- Provide mediation process between applicants/businesses and the NA to help both parties "get to the best yes" on projects
- NAs could be allowed to comment on renewal of Multi-Family Use Licensing
- Inform NA of all city-wide projects in addition to neighborhood-specific projects
- Provide brief, executive summaries on projects and issues

GOAL:

- A broad statement of the <u>vision</u> or <u>ideal</u> of what the NA would like to achieve. Goals are generally more long-term visions.
- The goal statement always begins with an action verb, i.e., increase, engage, inform, educate, cultivate, etc.
- Not measurable or specific. <u>Objectives</u> are <u>measurable & specific</u>, but <u>goals</u> are more <u>idealistic</u>.

OBJECTIVES:

- Well-defined, <u>specific</u> and <u>measurable</u> actions that state how the NA will meet the <u>goal</u>.
- Objectives are quantitative, meaning they should generally include a number that will answer questions like, "How Much," "By When," etc.
- The objectives are used to help the NA measure its success toward the goal. If, for example, your objective was to host 2 community events within a year, at the end of that year you can determine if you met 0%, 50% or 100% of that goal.

ACTIVITIES:

- Efforts that will be done to <u>achieve the objectives</u>
- Answers the question, "What are the actions that we can take to achieve the greatest impact toward the objective?"
- Create activities that are achievable and concise. Too many or too complicated activities can be overwhelming for the group.

EXAMPLE:

GOAL: Cultivate a strong culture of fun and neighborhood pride within the NA boundary.	
OBJECTIVES: 1) Host neighborhood events quarterly 2) Engage volunteers in beautification projects twice per year 3) Secure & hang two signs at neighborhood boundaries to identify the neighborhood	**ACTIVITIES:** 1) a. Identify current events & organizers in neighborhood. b. Meet with event organizers for partnership opportunities. 2) a. Survey the community to prioritize beautification projects. b. Recruit for volunteers while surveying 3) a. Meet with City staff to determine code for hanging signs. b. Create a Go Fund Me Account to fundraise for purchasing signs.

TARGET AUDIENCE:

- A specific group of people that you would like to include in your efforts.
- Target audiences are generally defined for purposes of outreach, engagement, recruitment, and other media or advertisement.
- Not all activities will require an audience to be defined.

MEDIUM:

- The format with which you will communicate with your target audience.
- Based on the audience you are trying to reach, determine how they generally receive their information: website, social media, newspaper, word of mouth, etc.

MESSAGE:

- What information is the target audience going to be interested in? What is important for your audience to know? Is the goal to inform them of a topic or engage them in a conversation? How can the messaging be phrased to be catchy to your audience?
- What type of language do they prefer? Youth may prefer shorter messages with visuals, while older audiences may prefer more in-depth information.
- Does the message need to be in languages other than English?

RESOURCES NEEDED:

- What assets are needed to complete the specific activity? Volunteers, money, printed materials, office space, and access to the internet can all be resources.

ASSIGNED TO: Person or persons responsible for completing the task and reporting progress.

TIMELINE: When the activity is scheduled to be completed.

OUTCOME:

- What was achieved?
- <u>Measure the outcome based on the objective</u>. If the objective was to host one event each quarter, how many events were hosted and when?
- Were there barriers that prevented the NA from meeting the objective? If so, these barriers can be noted in this section to be discussed at the next action planning session to see if adjustments can be made to the activities to better assist the NA to meet the objective.

GOAL:				
OBJECTIVES	**ACTIVITIES**	**AUDIENCE**	**MEDIUM**	**MESSAGE**

GOAL:			
RESOURCES NEEDED	**ASSIGNED TO**	**TIMELINE**	**OUTCOME**