

# Strong Neighborhoods Initiative



*Purpose:* To build Strong Neighborhoods by developing community leadership and working collaboratively with residents to achieve the delivery of City Services and Neighborhood Priorities

This business plan outlines a pragmatic approach to building Strong Neighborhoods in an era of limited public resources. It is a truism that the City by itself will never be able to achieve all of the neighborhoods priorities. This business plan relies on a deep partnership with residents, neighborhood volunteerism, and outside resources to create action and address priorities beyond the City's capability.

The desired improvement in livability is defined by the outcomes of: delivery of neighborhood priorities, effective neighborhood services, and the development of community leadership. The core strategy is to provide meaningful and visible change in each neighborhood in FY 2004-05 through five initiatives. Each of these initiatives has a "double" bottom line, to produce results and to build leadership in doing so.

**Affordable Housing:** the preservation of existing affordable housing stock by working with non-profit groups and neighborhood leaders to implement a wide range of reinvestment strategies. Including home improvement grants, community paint days and private investments.

**Cleaner Neighborhoods:** through the efforts of the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti and anti-litter campaigns build residents capacity to make their own neighborhoods a more beautiful place.

**Safer and more attractive residential streets:** through traffic calming, sidewalk replacement and repair, street tree planting, improved street lighting, and educating citizens to take greater responsibility for the safety and attractiveness of their streets.

**Vital Business Districts** with new facades and streetscapes, and stronger business associations, support small business owners in growing their business and connecting with resources, encouraging entrepreneurship.

**New Parks and Community Centers:** Construct parks and neighborhood centers each with a cadre of dedicated residents involved in the ongoing operations and maintenance. The projects delivered next year will be those that are already well under way.

In the years three to five of this business plan, we will work toward the delivery of the more complex priorities and larger capital projects launched by the Strong Neighborhoods plans including:

- Expanded community centers in partnership with non-profits,
- Schools serving as hubs for recreation and community engagement,
- New and expanded trails, and
- Conversion of one-way couplets.

This plan can only be accomplished with dramatic organizational change through the creation of Strong Neighborhoods Teams that are flat, lean, and empowered.

## Primary Partners

Parks, Recreation, and Neighborhood Services

Redevelopment Agency

Housing

Transportation

Planning, Building & Code Enforcement

Public Works

## STRONG NEIGHBORHOODS OUTCOMES

- Deliver Neighborhood Priorities
- Deliver Effective Neighborhood Services
- Develop Community Leadership

# Five-Year Business Plan

## *Current Position*

- All Neighborhoods have formed Neighborhood Action Committees,
- All Neighborhoods have completed Neighborhood Improvement Plans and identified their top ten priorities,
- The Strong Neighborhoods Capital Budget has been approved and a financing plan is in place,
- A lead department and project manager has been assigned to each neighborhood priority,
- The top ten priorities are integrated into the CIP project tracking and reporting system,
- There is a strong desire on the part of neighborhoods to see action and delivery of projects,

## *Implementation Structure*

This business plan is a model, in structure and function, of the “one voice” approach that Council has directed for neighborhood services.

- **Strong Neighborhoods Steering Committee** chaired by the Director, PRNS and the Director, Neighborhood and Business Development, Redevelopment Agency. This committee of department directors meets quarterly to guide and direct the initiative and is sponsored by the Deputy City Manager for neighborhoods and Deputy Executive Director for neighborhoods.
- **Strong Neighborhoods Implementation Team** chaired by Strong Neighborhoods Manager, Redevelopment Agency and Strong Neighborhoods Lead, PRNS. This team of key middle management meets weekly to trouble shoot and clear roadblocks to the delivery of neighborhood priority projects.
- **Project Mangers:** Each neighborhood priority is assigned to a single project manager, who is also a member of the Neighborhood Team.

Each of the five initiatives is delivered by a team of individuals lead by a single manager who has demonstrated the passion and responsibility to get the work done.

- **Housing Rehabilitation:** Manager Housing Rehab, Housing Department
- **Clean Neighborhoods:** Code Enforcement Administrator, Code Enforcement,
- **Safer and more Attractive Residential Streets:** Deputy Director, Transportation,
- **Vital Business Districts:** Director, Neighborhood and Business Development, Redevelopment Agency
- **Parks and Neighborhood Centers:** Assistant Director, Parks Recreation and Neighborhoods Ser-

## *Trends / Issues / Opportunities*

- The extensive community process and rich neighborhood improvement plans provide an opportunity to secure grants and outside funding.
- The neighborhood volunteer base is underutilized, and current participants are in danger of burn-out.
- Reductions in basic services that were taken as a “given” during the planning process may mean a mismatch between articulated and actual priorities.
- Non-profits that are actively seeking partnerships and open to involvement with neighborhoods.
- Increasing use of the web to create virtual communities and organize action.
- Lenders for Community Development, with Redevelopment support, has secured \$25 million for its New Markets Fund to invest in Strong Neighborhoods and other disadvantaged areas.
- The current economic recession has reduced our ability to operate and maintain existing facilities and severely limits ability of City to expand any services.

# Five-Year Business Plan (cont'd)

## *Policy Framework*

- Strong Neighborhoods Initiative Redevelopment Plan (2001)
- 19 Strong Neighborhoods Improvement Plans and Neighborhood Revitalization Plans
- General Plan and specific plans
- The GreenPrint
- Neighborhood Business District Plans
- Community Outreach Policy
- Redevelopment Agency and City Capital Improvement Program
- Housing Consolidated and Homeless Plans
- Transportation Priorities
- Economic Development Strategy

## *Key Initiatives and Tactics*

Each outcome will be achieved through a combination of short and long term initiatives and tactics

### **DELIVER NEIGHBORHOOD PRIORITIES**

- **Vital Business Districts:** Director, Neighborhood and Business Development, SJRA . The improvement of businesses through facades, streetscapes, and business assistance, including training, loans and retail recruitment and retention.
- **Parks and Community Centers:** Assistant Director, PRNS. Some parks and centers will be constructed in the short term. Most parks and community centers initiated by the neighborhood plans will require innovative partnerships and extensive planning and design period to deliver.
- **School Hubs:** Assistant Director, PRNS. This long-term initiative will partner with schools to provide a central place in neighborhoods.
- **Trails:** Deputy Director, PRNS. Over the long-term this initiative connects neighborhoods through a network of trails and paths.
- **Couplet Conversion:** Deputy Director, Transportation. This initiative seeks, over time, to return the one-way couplets traversing downtown back to neighborhood friendly streets.

### **DELIVER EFFECTIVE NEIGHBORHOOD SERVICES**

- **Housing Rehabilitation:** Rehabilitation Manager, Housing. The program blends City and Redevelopment Agency resources along with the efforts of Neighborhood Housing Services Silicon Valley and neighborhood volunteers to rehabilitate and improve rental and owner occupied housing.
- **Clean Neighborhoods:** Code Enforcement Administrator, PBCE. The tools include the Driveway Team of inspectors, neighborhood clean ups, and the anti-graffiti and anti-litter campaigns. The neighborhood pride days are the showcase events for this program.
- **Safer and more Attractive Residential Streets:** Deputy Director, Transportation. Calm traffic and improve the appearance and functioning of residential streets. This includes sidewalk replacement, improved lighting, and street tree planting.

### **DEVELOP COMMUNITY LEADERSHIP**

- **Volunteer Mobilization:** Deputy Director, PRNS. This tactic connects the thousands who have participated in Strong Neighborhoods and new volunteers with opportunities to continue volunteering in their neighborhood and across the city.
- **Leadership Development and Training:** Strong Neighborhoods Lead, PRNS. This effort includes the Neighborhood Development Center and seeks to actively build the capacity of neighborhoods to achieve their own goals.
- **Communications:** The Communications Director, Redevelopment Agency and Communications Director, City Managers Office are responsible for ensuring that the Strong Neighborhoods story is told. The lead of the new Neighborhood Team is the key contact to neighborhoods to ensure consistent communication.
- **Website:** Communications, PRNS. Seeking to connect residents to each other and their neighborhoods.

### **Other Tactics**

- **Outside Investment and Grants:** City Managers Office. This tactic seeks to leverage additional financial resources and attach them to key neighborhood priorities. This includes taking an entrepreneurial approach that seeks increased corporate sponsorship and true public-private partnerships.
- **Project Management:** The Director Project Management, Redevelopment Agency and Assistant Director, Public Works are responsible for Capital Improvement Program project delivery, on time and on budget.
- **Budget Oversight:** Director Neighborhood and Business Development, SJRA. The purpose is to prepare budget recommendations for all neighborhoods guided by consistent scoping criteria.

# Organizational Structure

## Neighborhood Teams

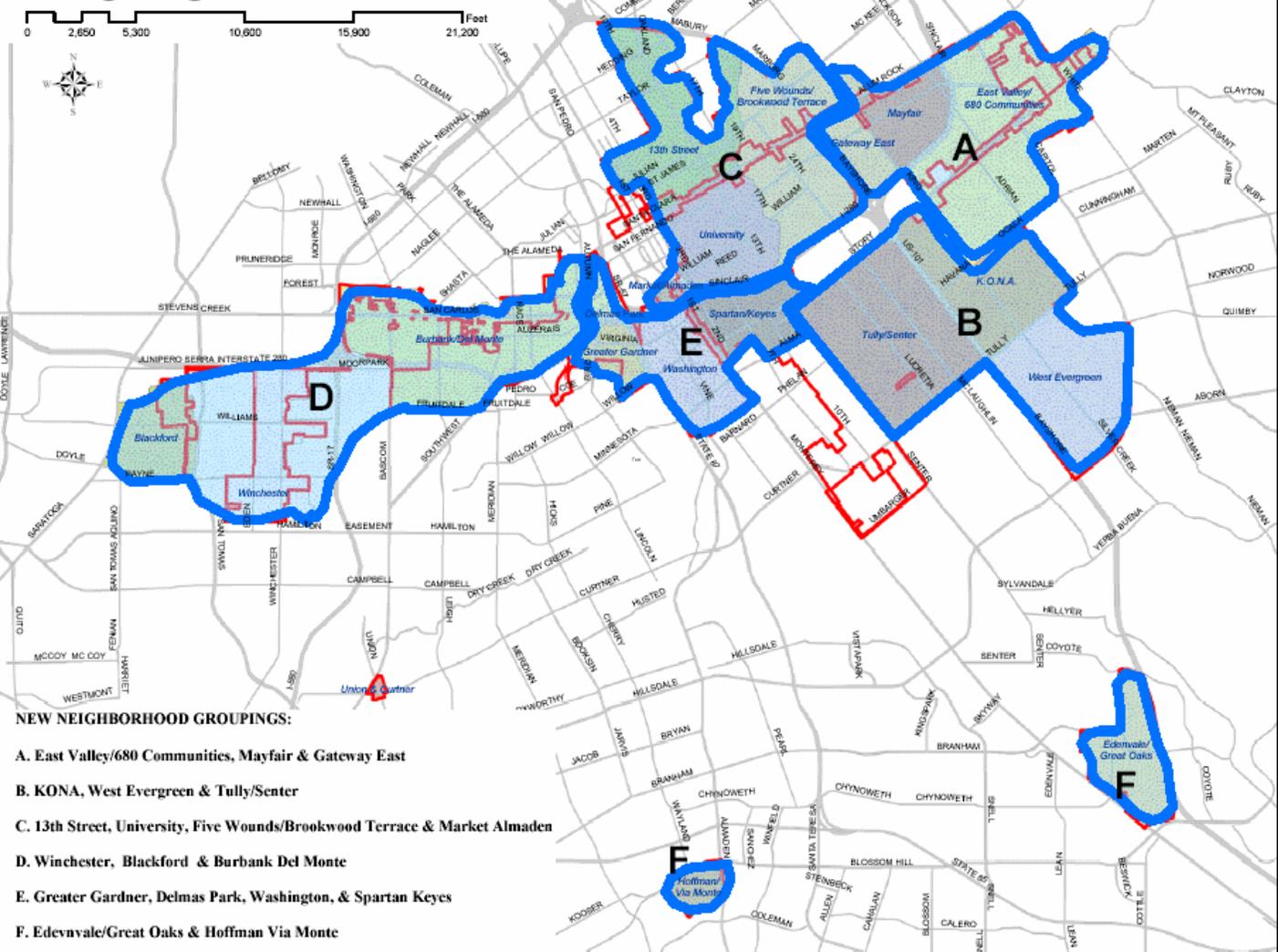
The primary role of the neighborhood team is to support community leaders and project managers in the implementation of neighborhood priorities. The neighborhood team is the steward of the top ten list. This business plan reduces the number of neighborhood teams from 19 to 6, with each team responsible for between 2 and 4 neighborhoods and 0-2 neighborhood business districts. These “new” neighborhood teams will be lead by a single individual from either Redevelopment Agency or Parks, Recreation and Neighborhood Services. In addition to the lead, the standing membership of each team will include representatives from the Council Office(s), a Planner, and a Code Enforcement Inspector.

The concept of the new neighborhood team is intended as a broad one that embraces everyone in the City who works in the neighborhoods (community center staff, traffic calming engineers, project managers, implementation planners, code inspectors, etc.). Throughout the year the core membership of the neighborhood team outlined above will pull together this larger team to problem solve, share information, network, re-energize, and re-focus action on neighborhood priorities. This will assure team focus on the Strong Neighborhoods outcomes.

The map below illustrates the possible geographic boundaries of the new neighborhood teams.

## Possible Geographic Boundaries

### Strong Neighborhoods Initiative



# Organizational Structure

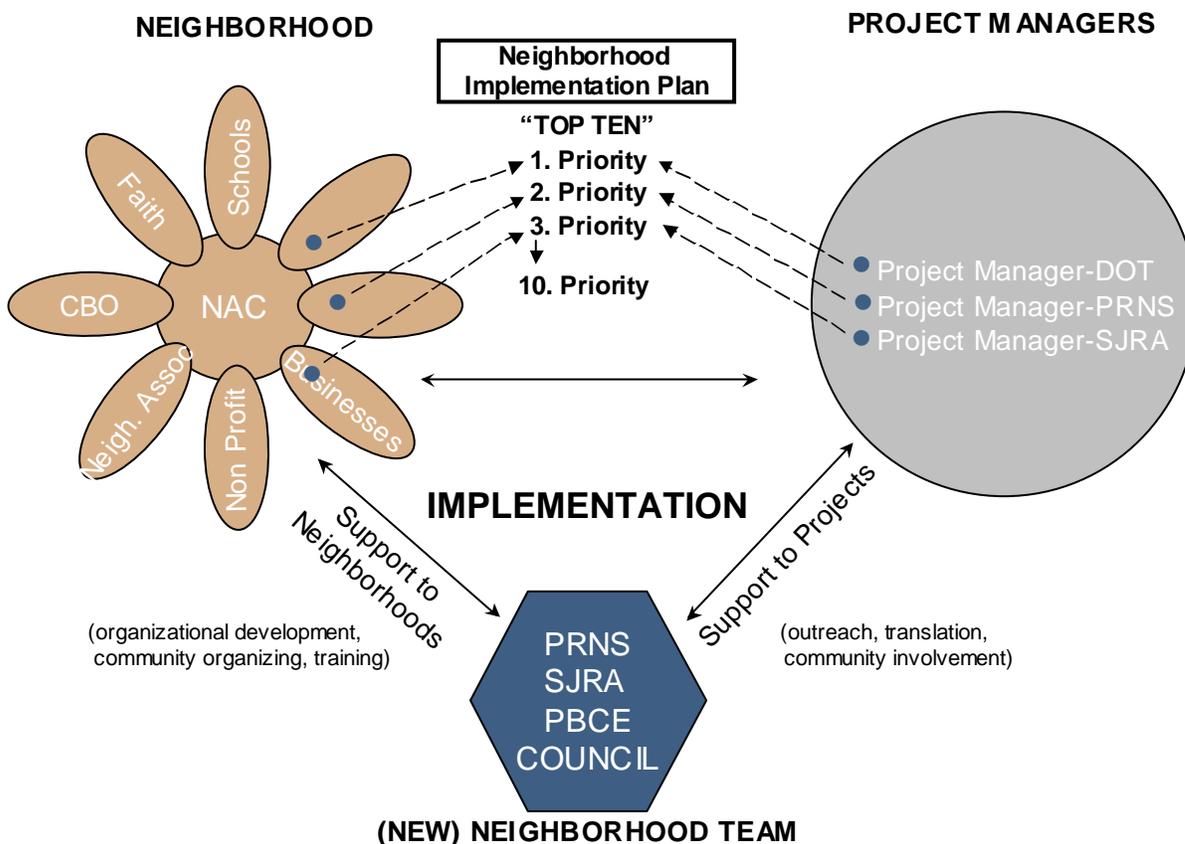
## Project Management Approach

The diagram above shows the communication flow among the key entities responsible for ensuring the successful completion of each project: the project manager, the neighborhood team, and the neighborhood action committee. It is intended to illustrate how the top ten list provides the focus for the community, project managers and the work of the City in the neighborhoods.

**The Project Manager** has primary responsibility for project implementation from conception to completion. The continual challenge facing the project manager is to balance the tension between the scope, budget, and schedule. A tension made more difficult in this case by a high level of community involvement that tends to expand both scope expectations and schedule. All neighborhood priorities now have an assigned Project Manager (see appendix). However, for capital projects only those priorities with funding can be considered as fully underway.

The Strong Neighborhoods project management approach has the following strengths:

- Clear identification of front line project managers,
- A collaborative, team based approach to implementation,
- Tight focus on action related to top neighborhood priorities
- Clear and direct connection with budget and CIP Action Team



# Investment Strategy

## Background

*Though the Strong Neighborhoods Initiative is less than four years old, it draws on over a decade of experience working with neighborhoods, beginning with Project Crackdown (community policing) in the 80's and 90's, and continuing with the Neighborhood Revitalization Strategy in the late 90's. Today the Initiative is at a cross roads as it seeks to respond to the directive of providing neighborhood services with one voice and deliver on the promises of the planning process. The recommendations outlined below are based on the lessons learned from the initiative so far including:*

- *Organize around neighborhoods, it can create a sense of place that motivates action,*
- *Flatten the organization and empower staff to deliver results,*
- *Link neighborhood priorities to the budget and other resources, and*
- *Treat residents as citizens, not just customers, and ask them to be part of the solution.*

## Key Recommendations

- **Single Neighborhood Lead:** Functionally consolidate the SJRA and PRNS Strong Neighborhoods staff into a single unit and assign staff based on the match with their skills and abilities and neighborhood issues and needs. Explore creating a new class of Neighborhood Development Officer reporting to a single manager responsible for the Strong Neighborhoods Initiative Outcomes. This structure would require fewer staff to do the job better.
- **Make real the New Neighborhood Team:** This approach will greatly reduce the number of teams and internal meetings and will create a vehicle to connect with the larger body of City staff already working in the neighborhoods.
- **One Team, one Location:** Explore the option of the Strong Neighborhoods team to be physically located together in the new City Hall. In the meantime develop a virtual team approach that brings key players into closer collaboration.
- **Confirm Programmatic Leadership:** Confirm and reinforce the leadership of staff responsible for the five key programs outlined as part of this business plan, Housing Rehabilitation, Clean Neighborhoods, Safe and Attractive Residential Streets, Vital Business Districts, and Parks and Neighborhood Centers.
- **Confirm Tactical Leadership:** Confirm and reinforce the leadership of staff responsible for the tactics supporting Strong Neighborhoods from leveraging outside investments and grants to volunteer mobilization. Just as with a project, each key tactic should have a single recognizable lead.
- **Be Entrepreneurial:** Encourage public and private sector entrepreneurship by removing regulations and barriers and thinking creatively as funds are budgeted and spent e.g. put a tot-lot in a residential shopping area to create a magnet for families and an impetus to economic development, or consider partnering with a corporation like MacDonaldis to bring their resources to building a play space.
- **Prepare for Operations and Maintenance BEFORE Building:** For parks and community centers develop partnerships with schools and non-profits that can operate and maintain new facilities. With streetscapes and drainage improvements work to create assessment districts that can support maintenance.
- **Seek to Understand the Role of Private Investment:** Track new housing and new construction, explore the role of housing rehab and code enforcement in encouraging additional private investment. Connect with local Real Estate agents to make them the sellers of Strong Neighborhoods.

# Investment Strategy (Cont'd)

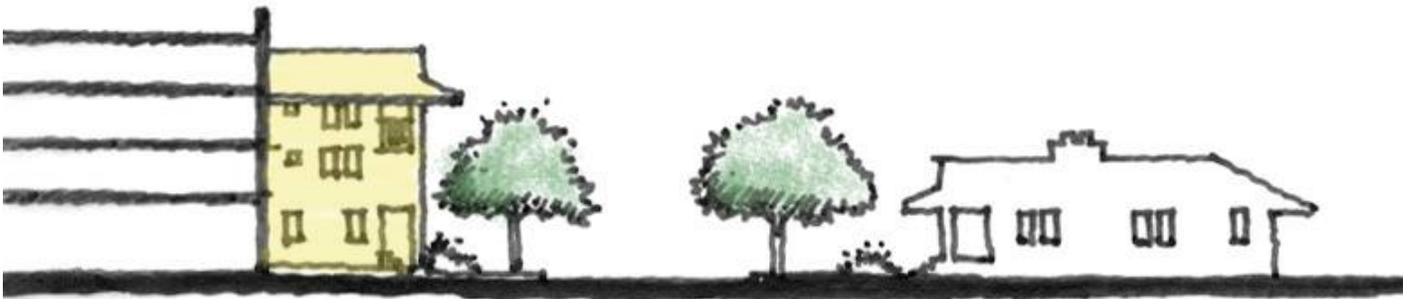
- **Single Training Center:** Consolidate training of neighborhood leaders within the Human Resources training program. This will ensure greater consistency of training and a long-term organizational home.
- **Schools and Non-Profits:** Actively pursue and create relationships with schools and non-profits to take ownership of new community facilities and parks. This strategy can expand the range of facilities available to the general public without incurring additional operating and maintenance costs. The work around community schools being undertaken in southern California can provide some useful models.
- **Consolidate Traffic Calming Funding:** Coordinate all funds available for traffic calming in Strong Neighborhoods so they can be used flexibly to meet emerging priorities.
- **Better Council Communication:** Better public reporting to the Council as a whole. Conduct regular briefings with the Mayor's Office and Building Strong Neighborhoods Committee on all of the Strong Neighborhoods and Neighborhoods Business Districts activities.
- **Re-Energize Front Line Staff:** Restart regular gatherings of project managers and front line staff to share lessons learned, network and build energy around action and celebrate successes. Look to organizations like CityYear for models on building an organizational culture that makes people a part of a team even when they do not work together on a day to day basis. The biggest motivator for staff and neighborhoods will be action on the neighborhood priorities.
- **Re-engage Neighborhoods through Action:** Refocus staff neighborhood engagement on action not meetings, revise the time we spend in the community so it is focused on making change happen. If there is no action resulting from a meeting, then that meeting need not be held. This should translate to fewer meetings for everyone.

## *Performance Overview*

The outcomes of the Strong Neighborhoods Initiative are dependent on the work of the City Service Areas and City Departments. Therefore, the goals and measures that you see in this section are largely drawn from existing measures. A few new measures have been created to gauge the effectiveness of Strong Neighborhoods as an initiative. In other words, most measures below relate to work that is already being done in the neighborhoods. The additional element in this business plan is to specifically contrast the measure within Strong Neighborhoods with the same measure City wide. This provides an accounting of performance in these neighborhoods versus that of the City as a whole.

The neighborhood priorities identified through Strong Neighborhoods that are capital projects have been incorporated into the Capital Improvement Program (CIP) and are now being tracked and implemented in coordination with the CIP Action Team and the appropriate City Service Areas.

Each of the 5 focus initiatives is a blend of construction work and service delivery. All of them seek to build community leadership. In this way each initiative contributes to all three of the Strong Neighborhoods Initiative outcomes.



# Performance by Outcome

## *Outcome 1: Neighborhood Priority Projects Delivered*

This outcome is largely concerned with Capital Improvement Program project delivery, on time and on budget. Overall leadership for project management in Strong Neighborhoods is provided by Assistant Director, PW and Director Project Management, SJRA.

### **New Parks and Neighborhood Centers**

Parks and neighborhood centers are widely understood as the heart of a great neighborhood. The 34 top ten priorities related to parks are matched with \$27.7 million in investments.

Strong Neighborhoods builds on the work of the GreenPrint which first identified park and recreation deficiencies.

Generally speaking in the next 18 months only those parks that were conceived and in planning prior to Strong Neighborhoods will be constructed. Each of these parks or centers is being constructed in collaboration with a group of community leaders who will serve an advisory and support role once the facility is open.

The longer term projects will require both significant leveraging of outside resources and creative collaboration with non-profits and school districts. This collaboration is especially important for operations and maintenance. Without significant non-City participation in operations it is unlikely that larger centers will be able to be opened. We will work toward construction of these projects in years 3-5 of the business plan.

### **Vital Business Districts**

Priorities related to vital business districts are called out 20 times in the top ten lists of the neighborhood plans. Business districts have both capital and service elements. Over the next few years \$12 million in investments will build new streetscapes, improve facades, and other capital improvements.

### **Safer and more attractive residential streets**

The capital aspects of this focus, lighting,

residential streetscapes, etc will be tracked in this outcome. Called out 61 times as a top priority in the neighborhood plans, safer and more attractive neighborhood streets are a clear concern. Strong Neighborhoods is supporting the existing traffic calming programs with \$22.5 million over the entire 5 years. The key to success will be blending these resources with the existing traffic

calming program and creating a clear reporting system that allows neighborhoods to appreciate and celebrate the changes that have taken place.



# Performance by Outcome

## Outcome 1: Neighborhood Priorities Delivered On-Time and On-Budget

SNI Strategic Goals	SNI Performance Measures	2003-2008 5-yr Goal	2002-2003 1-yr Target	2002-2003 Estimate	2003-2004 1-yr Target
1. Deliver quality CIP projects in SNI neighborhoods on-time and on-budget	1.% of SNI Priorities / Projects completed or on schedule within 2 months of approved baseline schedule	-	-	-	-
	2.% of CIP projects in SNI neighborhoods that are completed within the approved baseline budget	-	-	-	-
	3.% of top ten projects where progress is meeting or exceeding community expectations (4 or better on a scale of 1-5 as rated by NAC members)*	-	-	-	-
2. Leverage Investments in Neighborhoods	1.% of successful grants secured per Top Ten priority projects*	-	-	-	-
	2.% of Top Ten priority project funding provided by outside City funding*	-	-	-	-
3. Residents will perceive that their neighborhood has improved (that is, safer and cleaner)	1. % of residents indicating that the physical condition of the neighborhood has gotten somewhat better over the last two years	SNI-	-	-	-
		Non-SNI-	-	-	-

\* Performance measure is a work in progress

# Performance by Outcome

## *Outcome 2: Effective Delivery of City Services*

In FY 2004-05 many of the most meaningful and visible changes that can be made relate to the more effective delivery of existing City services. The delivery of these services is also a key ingredient in the long-term success of each capital project.

### **Rehabilitated Housing**

There are 11 neighborhood priorities that relate to improved and rehabilitated housing. In response the Redevelopment Agency is investing \$3 million over the next several years directly in the Strong Neighborhoods. Additionally the Housing Department has re-aligned their existing rehabilitation program to focus an additional \$1.5 million on Strong Neighborhoods. There are currently 185 approved applications for housing rehabilitation with an additional 381 applications in the pipeline. Working with community leaders and volunteers the housing rehab effort will engage community and build grass roots leadership as they preserve affordable housing.

### **Cleaner Neighborhoods**

Through the efforts of the neighbors, the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti, anti-litter campaigns, and work with non-profits, have built residents capacity to make their own neighborhoods a more beautiful place.

Cleaner neighborhoods with stronger code enforcement was called out 19 times in the top ten lists of the neighborhood plans. The response has been the formation of a Driveway Team of code inspectors dedicated to working proactively to eliminate blight in strong neighborhoods. Over 5 years the Agency has budgeted \$4.4 million to cleaning up the neighborhoods and the business areas within them.

The results speak for themselves. In the month of October 2003 as an example 810 abandoned or inoperable vehicles were towed off of neighborhood streets, 37,764 parcels were inspected for code violations, and the team is working to resolve 1,633 of the most

serious cases.

Collaboration with non-profits such as City Year, the Conservation Corps, and Our City Forest, has resulted in physical improvements such as trees planted, improved landscaping, and neighborhood clean ups in almost every neighborhood.

### **Safer and more attractive residential streets**

In addition to the capital improvements tracked in the previous outcome, safe and more attractive streets are created through the provision of traffic calming services and the behavior changes of drivers in neighborhoods. Strong Neighborhoods will support improved and expanded traffic calming and neighborhood engagement in solving traffic related issues.

### **Vital Business Districts**

Business districts are vital when they are filled with a variety of interesting and well frequented stores. Key to this will be supporting existing businesses do better and expand, and recruiting key new businesses to bring new energy to key streets.

# Performance by Outcome

## Outcome 2: Effective Delivery of City Services

### Outcome 2: Effective Delivery of City Services

SNI Strategic Goals	SNI Performance Measures	2003-2008 5-yr Goal	2002-2003 1-yr Target	2002-2003 Estimate	2003-2004 1-yr Target
<b>A. SAFE, ATTRACTIVE AND CAPABLE COMMUNITIES</b>					
1. Integrate safe design principles into development review process to create safe public spaces	1.% of residents surveyed who perceive that their neighborhood is "Very Safe" when walking: -during the day	SNI-	-	-	-
		Non-SNI-	-	-	-
	-during the night	SNI-	-	-	-
		Non-SNI-	-	-	-
2. Revitalize and rehabilitate uses, sites and structures in neighborhoods, commercial and industrial areas.	1.% of targeted properties in SNI areas with improved physical appearance as measured by the blight analysis (targets in parentheses)	-	-	-	-
3. Quality living and working environment	1.% of residents rating the physical condition of their neighborhood as good or excellent	SNI-	-	-	-
		Non-SNI-	-	-	-
	2.% of residents surveyed who are satisfied with the quality of new development in their neighborhood	SNI-	-	-	-
		Non-SNI-	-	-	-
4. Public services to meet demands of users	1.% of community residents satisfied with the overall citywide quality of services provided by the City	SNI-	-	-	-
		Non-SNI-	-	-	-

# Performance by Outcome

## *Outcome 2: Effective Delivery of City Services*

### **Outcome 2: Effective Delivery of City Services (Cont'd)**

<b>SNI Strategic Goals</b>	<b>SNI Performance Measures</b>	<b>2003-2008 5-yr Goal</b>	<b>2002-2003 1-yr Target</b>	<b>2002-2003 Estimate</b>	<b>2003-2004 1-yr Target</b>
<b>B. FACILITIES &amp; ASSETS THAT ENHANCE COMMUNITY LIVABILITY</b>					
1.Improve livability of SNI neighborhoods	1.% of residents and businesses who rate livability of SNI neighborhoods as good or excellent on a 5-point scale	-	-	-	-
2.All parks and facilities will be safe, clean and well maintained	1.% of customers that rate the physical condition of parks and facilities as good or better				
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
3.Establish San Jose as a "Graffiti-Free and Litter-Free City"	1.% of customers rating City efforts at removing graffiti as good or better				
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
4.Improve Transportation System Safety	1.% of residents rating traffic conditions as safe while driving, bicycling, and walking	-	-	-	-
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
5.Meet expectations of residents to mitigate adverse traffic impacts in the community	1.% of residents rating traffic impacts in their neighborhoods as "acceptable"	-	-	-	-
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
6.Preserve and enhance neighborhood street-scape (street lights, landscaping, and trees)	1.% of residents rating street-scapes in "good" or better condition	-	-	-	-
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
	2.% of neighborhood street trees in "good" or better structural condition				
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-

# Performance by Outcome

## *Outcome 3: Develop Community Leadership and Partnership with Residents*

Community engagement and leadership development is the heart of Strong Neighborhoods. Each of the projects and services described earlier is understood as an opportunity to build community leadership and demonstrate our partnership. In addition to these, Strong Neighborhoods is investing \$4.7 million in work related to the community building. The biggest portion of this is the \$2.5 million for an expanded matching grants program, as well as funds for outreach, and training of neighborhood leaders. Investments are also earmarked for non-profit partners that help connect neighbors to community projects. This work builds community relationship and commitment to change. Operational investments which support the New Neighborhood Team, the Neighborhood Development Center, and Volunteer San Jose further the success of this outcome to develop community leadership.

The ultimate measure of success is the people who are part of building Strong

Neighborhoods. Each and every project that is built should be able to point to a group of engaged citizens who made real that project, and who feel ownership over what has been created.

In the end Strong Neighborhoods is an initiative that believes people should be involved in the decisions that affect their lives. This involvement is the foundation of democracy and a bell-weather of the strength of a local government.

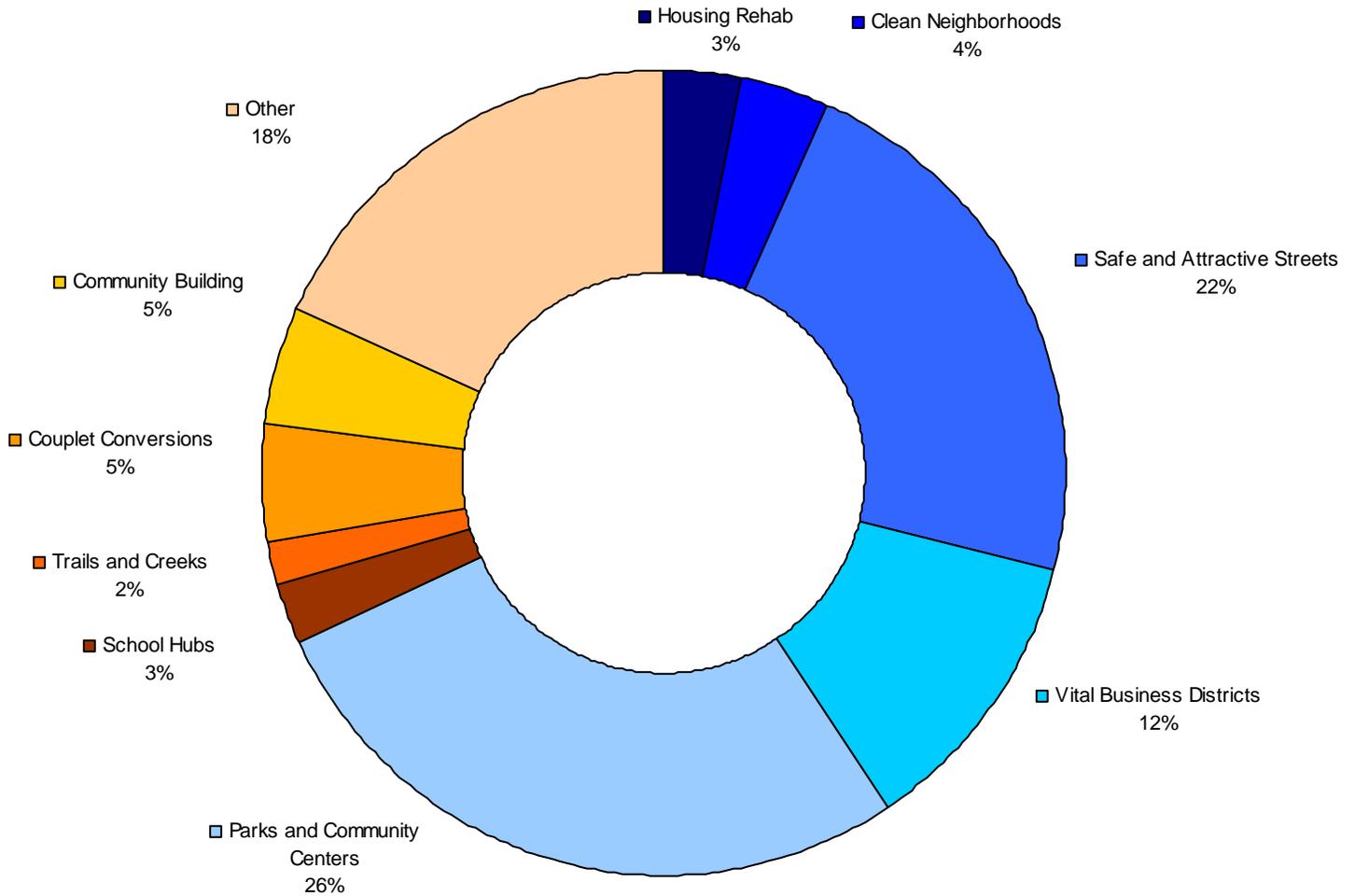
# Performance by Outcome

## *Outcome 3: Develop Community Leadership and Partnership with Residents*

### **Outcome 3: Effective Community Leadership and Partnerships with Residents**

<b>SNI Strategic Goals</b>	<b>SNI Performance Measures</b>	<b>2003-2008 5-yr Goal</b>	<b>2002-2003 1-yr Target</b>	<b>2002-2003 Estimate</b>	<b>2003-2004 1-yr Target</b>
1. Develop capable, connected leaders and strong neighborhood organizations	1. % of participants will develop successful community leadership behaviors	-	-	-	-
	2. % of residents that volunteered their time to a community or government organization	-	-	-	-
	3. Number of residents who actively participate in volunteer public safety assistance programs	-	-	-	-
	SNI-	-	-	-	-
	Non-SNI-	-	-	-	-
2. Active business and community partnerships	1. % of residents who feel that people in their neighborhood definitely or probably share a sense of local pride:	SNI-	-	-	-
		Non-SNI-	-	-	-
3. Support the development and implementation of neighborhood driven plans	1. % of resident-identified SNI plan priorities implemented	-	-	-	-
4. Improve customer service to residents	1. % of residents contacting the City who say they are satisfied or very satisfied with the timeliness, courtesy and competence of City Employees	SNI-	-	-	-
		Non-SNI-	-	-	-
5. Communicate with NACs to provide good delivery of City Services	1. % of NAC members that rate communication with City staff as good or better	-	-	-	-

# Five Year Capital Program



## Investments by Programmatic Area

The chart above lays out the percentage of investment by programmatic area.

It suggests that many of the programs which will produce the most immediate results (i.e. Housing Rehabilitation and Clean Neighborhoods which together are only 7% of the investment) are able to be accomplished with relatively modest investments. They provide a cost-effective approach to creating change in the neighborhoods, building trust, and establishing working relationships. This creates a solid foundation for the longer term bigger ticket capital projects such as parks and community centers.

## Capital Funding Programmatic Areas

Programmatic Area	5 Year Total
Housing Rehab	\$3,050,000
Clean Neighborhoods	\$3,782,915
Safe and Attractive Streets	\$22,455,398
Vital Business Districts	\$12,023,018
Parks and Community Centers	\$27,716,296
School Hubs	\$2,750,000
Trails and Creeks	\$1,524,430
Couplet Conversions	\$4,952,332
Community Building	\$4,744,830
Other	\$18,542,273
<b>Total</b>	<b>\$101,541,492</b>

## Operational Funding TBD