

INVEST IN NEIGHBORHOODS, INC.

STRATEGIC PLAN 1997-- 2003

Neighborhood Leadership Development

Committee: Elliott Ellis, Chair
Betty Burns
Kevin Celarek
Pauline Van der Haer
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Overall Strategy:

A strong adult/youth leadership base is needed in Cincinnati at the neighborhood level. Invest will assess and analyze neighborhood leadership needs to develop processes, practices and programs for grassroots leadership training and skill building.

Action Item #1: Processes, Practices & Programs

Invest will help develop with community councils processes, practices and programs that will assist them in their day-to-day interactions with local government and the community.

Description: Invest will collect/create, from public and private resources, processes, practices and programs that will assist neighborhoods in their day-to-day interactions.

Action Plan:

1. Collect information.
2. Create processes, practices and programs - Invest staff, public/private resources.
3. Assist neighborhoods in their ability to problem solve, communicate, negotiate and interact with various groups in their day-to-day operation.
4. Track successes.

Action Item #2: Identify and Prioritize Neighborhood Needs

Invest will assist Cincinnati's neighborhoods in an effort to determine what each neighborhood needs/wants in terms of developing viable neighborhood leadership.

Description: Invest will develop a survey piece to determine neighborhood leadership needs and inventory neighborhood assets.

Action Plan:

1. Send out survey
2. Collate information from surveys Identify neighborhoods' assets. Identify
3. Provide assistance when and where appropriate

Action Item #3: Training and Skill Building

Invest will identify ways to provide or facilitate meaningful and efficient methods of leadership and skill-building training.

Description: Invest will assist community councils with neighborhood leadership development and skill-building training.

Action Plan:

1. Identify leadership/skill building needs.
2. Sponsor or facilitate leadership/skill-building training with universities, social service agencies, and other interested organizations.
3. Provide various workshops for new leaders and experienced leaders. Possible workshops include:
 - Maneuver through City Hall
 - Work effectively with CNAS
 - Interact and communicate between residents and City Hall
 - Get your story out
 - Build coalitions
 - Publish newsletters
 - Conduct meetings and build membership
 - Design and run fund-raising events
 - Negotiate (i.e., City administration)
 - Surface and resolve conflict
 - Fund-raising strategies
4. Develop a mentoring program with Community Council presidents
5. Evaluate each workshop and produce report at the end of the year.

Action Item #4: Youth Leadership

Invest will continue the Cincinnati Youth Advisory Council (CYAC), a network of Cincinnati-based youth groups that share many common goals.

Description: Invest, through CYAC, will provide opportunities to accomplish the following objectives:

- A. Networking, exchange of ideas and training of CYAC member groups
- B. Recruit young people to engage in community service activities within their neighborhood and on a city-wide basis
- C. Promote positive aspects of young people and tap into the ideas, abilities and enthusiasm of youth;
- D. Provide a forum for the exchange of ideas between youth and officials at the city and neighborhood leaders.

Action Plan:

1. Hold monthly planning meetings.
2. Establish the following committees:
 - Entertainment/Team Building

Finance/Fund-Raising and Special Events
Community Service

3. Work through committees to achieve objectives.

Neighborhood Collaboration/Working Together

Committee: Mary Jo Bazeley, Co-Chair
Barbara Milon, Co-Chair
Rose Nelson
Regina Livers

Overall Strategy

A strong collaboration is necessary to create solutions and implement strategies to accomplish common goals. Invest will develop, maintain and update in a timely manner a database that identifies key neighborhood issues, concerns and needs, as well as organizations and outside resources available to the neighborhoods.

Action Item #1: Collect, Coordinate & Communicate

Invest is the logical collector, coordinator and communicator of neighborhood information. Invest will survey Cincinnati neighborhoods and other community groups to gather information on neighborhood issues, concerns and needs. Invest will then collate that information and store it in a database accessible to all interested parties.

Description: Invest will identify and prepare a survey piece to determine key neighborhood issues, concerns and needs. Invest will send this survey to all Cincinnati neighborhoods, as well as other associated community groups.

Action Plan:

1. Send out survey
2. Review any similar studies that have been conducted by City or Invest over the past two years
3. Collate information from surveys and identify Top Ten Issues
4. Identify outside groups to help address common issues.

Action Item #2: Identify Organizations, Resources and Contacts

Invest will identify organizations, resources and contacts that are available to collaborate with neighborhoods on key issues, concerns and needs. Invest will send out a questionnaire to identified organizations, resources and contacts. Invest will create and maintain a database of

organizations, resources and contacts.

Description: Invest shall prepare a questionnaire taking into account such things as prioritizing issues highlighted in the survey, developing a top ten list of those issues, concerns and needs that can be accomplished with the resources (both financial and human) available to the neighborhoods. Invest should collate information of all organizations, resources and contacts into a database organized by area of specialization (i.e., housing, youth, education, etc.)

Action Plan:

1. Identify potential partners, such as social service, governmental, religious, and educational organizations to address identified needs in the community.
2. Secure pertinent information from potential partners (i.e., contact name, address, phone, area of specialization; services provided; geographic service area; resources available to neighborhoods --funding, mentoring, facilities, equipment, etc.)
3. Collate information and input into a user-friendly database.

Invest disseminates information to neighborhoods on what Community Councils and Invest are doing to address key neighborhood issues, concerns and needs.

Description: Invest will be responsible for gathering and maintaining information from potential partners/sources and providing several avenues of access for neighborhoods and participating groups, organizations and outside resources.

Action Plan:

1. Establish a complete database of organizations who deal with issues identified in survey.
2. Update and maintain data through periodic questionnaires that provide: contact name, address, phone, area of specialization; services provided; geographic service area; resources available to communities (i.e. funding, mentoring, facilities, equipment, etc.)
3. Explore use of an Internet page to disseminate information.
4. Establish a common physical facility that can provide access to information.
5. Re-establish Presidents Forum as a means of exchanging and updating information.
6. Align with city to obtain ongoing access to City Cable for discussion of issues, concerns and needs from the neighborhoods.
7. Utilize local and daily newspapers as a means of updating and informing the public of any progress or collaborative opportunities.

Action Item #4

1. Foster communication and collaboration between and among neighborhoods, when appropriate.

Neighborhood Resource Development

Committee: Rick Dieringer, Chair

Agnese Brienza
Robert Taylor
Peg Moertl

Overall Strategy

Community councils work with limited resources but still deliver a high level of service and representation. Their effectiveness can be greatly enhanced with more financial resources and greater self-sufficiency. Invest shall strive to provide more funds through growth of the endowment fund and shall provide assistance to neighborhoods in identifying and pursuing monies available through private and public foundations.

Action Item #1: Administering NSP/City Funds

Invest will administer NSP/City funds to neighborhoods as the core of Invest's operations. Invest will pursue additional city funds to support community councils at the same time ensuring that NSP continues and that Invest manages it.

Description: This action item recognizes that NSP/City funds are critical to the health of Cincinnati neighborhoods and that Invest will take measures to ensure that these funds will continue to be available to Community Councils. Community participation and assistance in these areas are vital to the sources of this action item.

Action Plan

1. Talk with community councils:
 - Re-evaluate "appropriate" funding levels
 - Consider inflation adjustments
 - Explore allocation methods (i.e., head count vs. \$10,000 per community)

2. Advocate for appropriate changes with these organizations:
 - City Administration
 - City Departments
 - Community Councils
 - Community Council Presidents
 - Community Council NSP Managers
 - Community Council Presidents Forum

Action Item #2: Create/Grow Non-City Funds

Invest will develop a plan to increase private non-city funds which generate additional cash flows to neighborhoods, and increase the Endowment Fund.

Description: This action item recognizes that neighborhoods look to Invest for cash funding and they view this funding as very important.

Action Plan:

1. Increase the Endowment Fund by implementing a strategy to attract other private and public foundation funding.
2. Expand the Merit Grant Program by establishing and implementing development plan for this program.

Action Item #3: Applying for Grants

Invest will create a resource to help neighborhoods apply for and secure additional money through the grant writing process.

Description: This action item will allow neighborhoods to acquire additional financial resources to improve their self-sufficiency.

Action Plan.

1. Create a list of grant resources.
2. Assist neighborhoods with grant writing, proposal preparation and technical assistance.

Action Item #4: NSP Training

Invest will assist community councils with the NSP grant process. This includes preparation, writing, pre-reviewing, submitting for approval and signing of an NSP contract with Invest.

Description: This action item will allow Invest to increase neighborhood utilization of the NSP dollars available to them.

Action Plan:

Continue to improve the NSP Training Workshop(s)
Preparation
Writing
Pre-reviewing
Submitting for approval
Contract signing -- Invest staff

Neighborhood Partnerships with City Government

Committee: Marvin Kraus, Chair
Michael Daly
J. R. Steelman
Marjorie Klusmeyer

Overall Strategy.

Community Councils receive extremely strong support from the City Administration. Community councils are viewed as highly representative of their neighborhoods and provide City Council and the Administration with a databased viewpoint from neighborhoods. City Administration and neighborhood positions are frequently in alignment and they obtain broad publicity and credit for working together to improve neighborhoods. Invest will enhance, improve, and provide assistance in strengthening this relationship through by providing data

collection, problem solving, publicizing information, and other measures.

Action Item #1: Tracking and Publicizing

Track and publicize the degree of agreement between City Administration and neighborhood positions.

Action Plan:

1. Gather information from each Community Council of successes and failures with the city.
Invest will set up a uniform reporting format.
2. Create a consistency and citywide uniformity in policy and operations.
3. Take the lead in getting the city to be responsive to neighborhood and Community Councils.

Action Item #2: Identify Specific Objectives

Work with the City to identify their specific objectives for neighborhoods and tie in with neighborhoods' objectives.

Action Plan:

1. Maintain the integrity of zoning in the land use master plan for each neighborhood driven by the neighborhood, put them all together into one City Master Plan.
2. Identify the neighborhoods with Master Plans. Look at the existing City Master Plan.

Action Item #3: Database Feedback

Provide City Administration with a data-based viewpoint from neighborhoods.

Action Plan

1. Obtain census data from the City after the Administration identifies its boundaries by census blocks and census tracts.
2. Conduct surveys to identify problems by surveying satisfaction with city services recreation, parks, police, fire, sanitation, street repairs, abandoned cars, and satisfaction with Council members, Mayor and City Manager.
3. Structure surveys and gather census data to strengthen neighborhood positions.

Action Item #4: Problem Resolution

Establish ways for problems between individuals and groups and their Community Councils get resolved.

Action Plan:

1. Seek to establish a dispute mediation resolution plan/process.
2. Assist community councils in representing all their constituents.
3. Maintain community boundaries and have them respected by the City.
4. Provide an overlay map of the City to identify Community Council boundaries which may overlap or leave an area out.

5. Identify and honor community boundaries as defined in the City's Master Plan.
6. Discuss future trends and problem-solving techniques to enhance community council effectiveness, if funding and people power are available.