

GOAL	Name of action	Description of action (1-2 sentences)	How will this action reduce poverty in Nashville? (1-2 sentences)	What change occurs if this action is taken? (1-2 sentences)	Why is this a do-able action at this time? (1-2 sentences)	Would action take 1, 2, 3 or more years?	Who are the PLAYERS? Who might LEAD? (SEE also Attachment)
GOAL 1 Increase neighborhood economic vitality, including commercial services needed, diversity of housing options, etc	Action 1 Identify a framework of general categories to work from	Find or develop a <u>list of general categories of community features</u> related to Poverty, such as <i>economic conditions, transportation options, food access, crime, housing</i> , which could be used as a guide by people to assess their neighborhood assets & needs	Residents, neighborhood groups, and others will have a standardized framework for a development plan	Neighborhood groups and others will have a tool to use as a guide for development	There are currently many community collaborative efforts (e.g. Mayor's task forces, etc.) and current economic down-turn raises awareness and prompts actions	1 year or less	Lead: MDHA Metro Social Svcs., NCAC, Mayor's Ofc. Econ. Dev., Neighborhoods Resource Center, Private & non-profit Developers, Metro Planning Commission, Vanderbilt Center for Community Studies
	Action 2 Development Plan for communities	<u>Identify pilot neighborhoods</u> with existing resident group(s) & poverty reduction efforts to solicit as initial participants in a community assessment & mapping project. Assist interested neighborhood group(s) to <u>identify strengths, weaknesses, opportunities & threats</u> in their community, using general categories developed in Action 1.	Increasing impact of efforts by focusing on neighborhoods in need that have a core of interested residents and partners	After recognizing current neighborhood successes and assets, at least 1 neighborhood will achieve 1 or more specific goals from their plan	People are desperate for change	1 year or less	Same as above. Other players are the neighborhood groups and Metro Council Representatives in pilot neighborhoods

GOAL 2 Empower residents as decision makers & actors	Action 1 Coordinated effort to develop youth and adult leadership	<u>Create or strengthen neighborhood organizations and youth groups</u> in selected high poverty neighborhoods, developing leadership that is representative of the area and based upon residents' common interests. The goal is to increase the number of adult and youth leaders that take action on specific issues in these high poverty areas.	Building the capacity of residents to take action n their own problems reduces poverty.	Residents can better identify and access needed resources and organize for policy change	Government is receptive to plan from residents – People at the table	3 or more years (ongoing)	Action 1 – Youth LEAD: Oasis Center Schools, FRCs, Comm Cntrs, YMCA, Boy/Girl Scouts, Faith-Based (1 or 2, which ones?), Summer school programs, 100 Black Men, Backfield in Motion, Action 1 - Adults LEADS: Mayor’s Ofc. of Neighborhoods ; The Neighborhoods Resource Center FRCs Neighborhood Assoc, Neighborhood Watch, PTA/PTOs
	Action 2 Build coalitions to respond to issues beyond one neighborhood	<u>Build coalitions of neighborhood groups</u> that can engage outside stakeholders in relationships of accountability and trust in improving high poverty neighborhoods. The goals are 1) to link neighborhoods that have similar concerns and 2) to encourage key decision-makers to respond to neighborhood issues as expressed by these groups.	Since poverty issues are bigger than one neighborhood, a coalition of neighborhoods can make a bigger impact on reducing poverty	Neighborhood linkages will be developed and the capacity for neighborhoods to coordinate their efforts together in a more effective manner. Broader change will take place and resources will be used more efficiently	Resources are becoming more limited while need is increasing. There is power in numbers.	3 or more years	Action 2 LEADS: United Way, Mayor’s Office Neighborhoods, & Resource Center Nashville Neighborhood Alliance (coalition of neighborhood associations), Planning Commission, Metro Social Services, Center for Community Studies @ Vanderbilt, Belmont Service Learning Dept.

<p>GOAL 3 Improve neighborhood infrastructure, including public works, transportation and public safety</p> <p>*By “Neighborhood infrastructure”, we mean</p> <ul style="list-style-type: none"> • Public Works, • Police and other safety agencies, Sidewalks, • Neighborhood condition issues which need a response from Public Health & Codes, • Enforcement of landlord issues, • Abandoned properties 	<p>Action Increase access to transportation for isolated populations and walkability to promote neighborhood interconnectivity</p>	<p>Find or develop a <u>cohesive transportation system</u>, which could include discounted bus fare, a carpooling network, or a bicycle sharing program, that provides opportunities for isolated populations to engage in social and community enrichment. This transportation system should be supplemented with a <u>fully integrated and functional sidewalk system</u> that maintains and improve the city’s sidewalk system to promote walkability and neighborhood connectivity. Proper maintenance of public amenities, such as sidewalks/crosswalks, lighting, landscaping, and both public and private properties is important in the development of safe, walkable communities.</p>	<p>Improved access to methods of socialization and interaction with the rest of the community, jobs, educational opportunities, and an increased quality of life – all of which can reduce poverty.</p>	<p>Mobility is key to accessing the tools needed to bring oneself out of poverty. Transportation provides access to socialization in the community as well as mentorship opportunities, jobs and career advancement, and educational opportunities. Increasing walkability will also increase the sense of pride and ownership of an individual’s community.</p>		<p>3 or more years</p>	<p>LEAD – MTA? MTA, RTA, Public Works, MPO, Metro Historical Commission?, Walk/Bike Nashville, Council on Aging, JUMP, NCAC, Metro Social Services</p>
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ATTACHMENTS – ACTION STEPS DETAIL

<p><u>ACTION STEPS:</u> Goal 1 Action 1 - Identify a framework of general categories to work from</p> <p>Find or develop a <u>list of general categories of community features</u> related to Poverty, such as <i>economic conditions, transportation options, food access, crime, housing</i>, which could be used as a guide by people to assess their neighborhood assets & needs</p>				
<p><i>What are the STEPS to carry out the action?</i></p>	<p><i>WHO might do this step? WHAT would they do?</i></p>	<p><i>What RESOURCES are needed (staff, programs, funding)? Existing? New?</i></p>	<p><i>Any POLICY CHANGES – local, state, federal?</i></p>	<p><i>TIMELINE for step? How know accomplished?</i></p>
<ol style="list-style-type: none"> 1. The lead agency will research relevant categories and develop draft of suggested list 2. Lead agency will meet with an ad hoc group of neighborhood leaders to refine the list and customize it for each pilot neighborhood, with help from Neighborhoods Resource Center 3. Convene a group of Metro agencies & other groups for info and data (a Resource Team) 	<p>Lead agencies: MDHA & Civic Design Center with help from Neighborhoods Resource Center, Metro Planning Commission, & other groups TBA</p>	<p>Existing staff – May require an additional FTE dedicated to this initiative, or assignment of existing FTE</p>	<p>None, but Mayor would need to encourage agencies to provide data</p>	<p>3 months to gather data</p> <p>9 – 12 months total</p>

<p><u>ACTION STEPS:</u> Goal 1, Action 2 - Development Plan for communities</p> <p>Identify <u>pilot neighborhoods</u> with existing resident group(s) & poverty reduction efforts to solicit as initial participants in a community assessment & mapping project. Assist interested neighborhood group(s) to <u>identify strengths, weaknesses, opportunities & threats</u> in their community, using general categories developed in Action 1.</p>				
<p><i>What are the STEPS to carry out the action?</i></p>	<p><i>WHO might do this step? WHAT would they do?</i></p>	<p><i>What RESOURCES are needed (staff, programs, funding)? Existing? New?</i></p>	<p><i>Any POLICY CHANGES – local, state, federal?</i></p>	<p><i>TIMELINE for step? How know accomplished?</i></p>
<ol style="list-style-type: none"> 1. Four to six possible pilot neighborhoods will be identified, to have cross-section of neighborhoods at various development levels 2. Contacts/groups for the selected neighborhoods will be identified and contacted for an initial meeting to help them identify needs and initial actions 3. Support the neighborhood groups in developing a simple neighborhood plan 	<p>Lead: Neighborhoods Resource Center MDHA, MAC, Mayor’s Ofc. of Neighborhoods, UW, neighborhood groups, Council Representatives, Metro Health Dept.</p> <p>Partnering agencies: Interested Educational Institutions, colleges & high schools, in the areas of the pilot neighborhoods</p>	<ul style="list-style-type: none"> ▪ Funding for Neighborhoods Resource Center ▪ Existing Staff ▪ Volunteers ▪ FRCs 	<p>Menu of government economic development resources & collaboration opportunities for neighborhood econ. Dev.</p>	<p>9 - 12 months development & implementation</p> <p>1 year</p>

<u>ACTION STEPS:</u> Goal 2, Action 1 - Coordinated effort to develop youth and adult leadership				
<u>Create or strengthen neighborhood organizations and youth groups</u> in selected high poverty neighborhoods, developing leadership that is representative of the area and based upon residents' common interests. The goal is to increase the number of adult and youth leaders that take action on specific issues in these high poverty areas.				
<i>What are the STEPS to carry out the action?</i>	<i>WHO might do this step? WHAT would they do?</i>	<i>What RESOURCES are needed (staff, programs, funding)? Existing? New?</i>	<i>Any POLICY CHANGES – local, state, federal?</i>	<i>TIMELINE for step? How know accomplished?</i>
1. Identify specific high poverty areas	Data from Metro Social Services, Chamber of Commerce, Neighborhoods Resource Center, Metro Planning Dept	Existing staff and resources		
2. Locate example of success in (a) these high poverty areas; (b) other areas of the city	Neighborhoods Resource Center / United Way FRCs	Some staff and resources exist in Family Resource Center areas and where NRC is presently working.	Needs: access to data, additional funding	
3. Contact residents and stakeholders to find initial groups of adults and youth	Neighborhoods Resource Center / United Way FRCs	Some existing staff and resources. New areas take new resources.		
4. Hold a Community Meeting and make plans for more than one issue to increase sustainability <i>[Mike's note: This is actually several steps, including holding a small meeting of potential leaders and helping them plan the Community Meeting – which they run. Otherwise, it is seen as "Mike's Meeting" or "Metro's Meeting.]</i>	Neighborhoods Resource Center / United Way FRCs	Some existing staff and resources. New areas take new resources.		

ACTION STEPS: Goal 2, Action 2 - Build coalitions to respond to issues beyond one neighborhood

Build coalitions of neighborhood groups that can engage outside stakeholders in relationships of accountability and trust in improving high poverty neighborhoods. The goals are 1) to link neighborhoods that have similar concerns and 2) to encourage key decision-makers to respond to neighborhood issues as expressed by these groups.

<i>What are the STEPS to carry out the action?</i>	<i>WHO might do this step? WHAT would they do?</i>	<i>What RESOURCES are needed (staff, programs, funding)? Existing? New?</i>	<i>Any POLICY CHANGES – local, state, federal?</i>	<i>TIMELINE for step? How know accomplished?</i>
<ol style="list-style-type: none"> 1. Identify active neighborhood groups and group them regionally. 2. Create the process for organizing the coalitions and gather information needed 3. Bring together groups (from step one) and define common purpose and priorities 4. Capacity building through partnerships (Metro agencies, United Way, NRC, etc.) 	<p>United Way, Mayor’s Office of Neighborhoods, Neighborhood Resource Center. The organizations would work together in all steps.</p> <p>They would :</p> <ul style="list-style-type: none"> • send invitation to identified groups • coordinate meeting times and locations • use information collaboratively to assist each coalition in developing action steps 	<ul style="list-style-type: none"> • Staff time (existing) • Staff time and funding (must be available on neighborhood time) • Food • Meeting locations in neighborhoods • Childcare • At the end? 	<p>To be determined</p>	<ul style="list-style-type: none"> ▪ Identifying and forming groups: 1-3 weeks ▪ Developing process: 4-6 months ▪ Identifying priorities: 4-6 months ▪ Implementation?

ACTION STEP: **Goal 3, Action [1 of 1]:** Increase access to transportation for isolated populations and walkability to promote neighborhood interconnectivity

Find or develop a cohesive transportation system, which could include discounted bus fare, a carpooling network, or a bicycle sharing program, that provides opportunities for isolated populations to engage in social and community enrichment. This transportation system should be supplemented with a fully integrated and functional sidewalk system that maintains and improve the city’s sidewalk system to promote walkability and neighborhood connectivity. Proper maintenance of public amenities, such as sidewalks/crosswalks, lighting, landscaping, and both public and private properties is important in the development of safe, walkable communities.

<i>What are the STEPS to carry out the action?</i>	<i>WHO might do this step? WHAT would they do?</i>	<i>What RESOURCES are needed (staff, programs, funding)? Existing? New?</i>	<i>Any POLICY CHANGES – local, state, federal?</i>	<i>TIMELINE for step? How know accomplished?</i>
1. Identify neighborhoods which have transportation needs	WHO: Metro Social Services (or other appropriate agency that would know what agencies provide transportation to those in need now— <i>i.e.</i> Meals on Wheels, Faith Based Institutions/Organizations, etc.) WHAT: Find out what areas need transportation the most from agencies serving those in need as their mission.	Existing staff; Council on Aging	Needs to be a focus on access to transportation through local initiative	6-12 months
2. Form coalition between neighborhood groups and transportation partners, agencies	WHO: Mayor’s Office of Neighborhoods WHAT: Contact participating neighborhood groups and transportation partners with meetings			12 months
3. Develop a pilot program similar to Jefferson Street United Merchants Partnership Senior Shuttle, for transportation needs identified by neighborhoods	WHO: Neighborhood orgs, COA, MSS, MTA/RTA, Council Reps, and case managers would assist neighborhoods to identify achievable goals	Existing staff and, depending on demand from groups or partners, may need additional staff Government funding	Needs to be a focus on access to transportation through local initiative. Need it to be publicly advertised as an initiative Variations in restrictions (e.g. eligibility) of current public transportation Connect past resources with present needs and future development	

Action Group specific actions, people/groups, info needed:

Goal 1, Action 1

ADDED Step 3: Name agencies to convene for information

Add Planning Commission

Resources may need one FTE assigned from the existing network of agencies

No policy changes, Mayor needs to encourage agencies to give/share data

3 months to gather data

3-6 months for neighborhood work

Total of 9 – 12 months

Goal 1, Action 2

Tweaked Step 1: Select 4 – 6 pilot neighborhoods...Need cross-section of neighborhoods that are in various stages of development

Add Health Dept. as a lead agency, add higher education agencies as partner (which ones might depend on which neighborhoods were selected)

9-12 months

Step 2 starts after Step 1 completed...undetermined length

Goal 2 – intertwined with Goal 1

Action 1: Needs to be done with action 2 in Goal One – Choose the same neighborhoods - Should start after neighborhoods are selected and Identify their own goals

Select 2 neighborhoods which are already successful, 2 neighborhoods in middle of development, and 2 neighborhoods which need a lot of help/are just starting

Policy change...data collected by Metro needs to be available to citizens

Need money for neighborhoods actions & activities from other sources too, to help the neighborhoods get started

Maybe we should compare selected neighborhoods with neighborhoods outside TN...Maybe use the outside data gathered as examples

>>>Follow-up group will meet to link with Goal 1

Action 2: Staff...The Center for Community Studies at Vanderbilt may give a part time staff person

Goal 3

Like Goal 2...Get the neighborhood association or group to Identify their own transportation needs and initiate a pilot program

May need to add steps...*e.g.* start a pilot program

Who...Neighborhoods, Council on Aging, Metro Social Services, Metro Transit Authority/Regional Transit Authority

Policy changes...Maybe eligibility changes in current transportation services, *e.g.* Use AccessRide to also serve working mothers, working poor, *etc.*?