

NeighborWorks[®] Training Institute
Professional Certificate in Community and Neighborhood Revitalization

Final Revitalization Practicum

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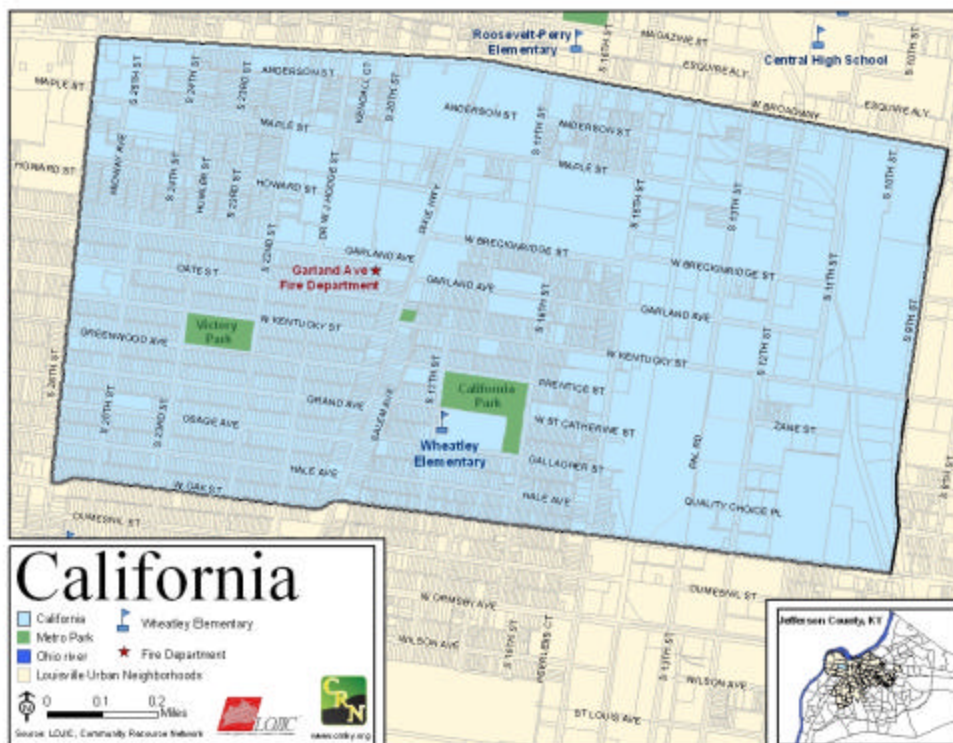
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NeighborWorksâ Training Institute

Professional Certificate in Community and Neighborhood Revitalization Final Revitalization Practicum

Part 1: Understanding and Analysis of the Subject Neighborhood- Neighborhood Profile

1. **Neighborhood:** California Neighborhood, Louisville, Kentucky.
2. **Boundaries:** Broadway on the north, 9th Street on the east, Oak Street on the south, and 26th Street on the west.
3. **Map of the Neighborhood:**



4. Neighborhood Analysis

History and Historic Preservation

California was settled by German immigrants around the time of the 1849 Gold Rush; at the time it was Louisville's western-most neighborhood.

The neighborhood's original boundaries were 14th to 18th Streets and Broadway to Oak. It was originally referred to as the Henderson subdivision. The houses were sold to "Negroes" so cheaply that they considered it equal to the California Gold Rush; thus the subdivision was renamed California.

By 1870 California had become a working class neighborhood filled with shot-gun cottages. The neighborhood developed as a solid, stable community of homeowners. There was a mixed Black and White population with no apparent ethnic concentration. One German family, the Brintstews, lived on Hale Avenue (named Bismarck before World War 1), from 1881 to 1917. The California Colored School at 15th and Prentice and the Freedman's Bureau served as two anchor institutions.

Due to segregated housing patterns, over time California became nearly all Black. As early as the late 1870s, the "Negro" population had increased, reaching nearly 15,000. (The total population of California today is about 7,000.)

In the latter part of the last century California's population declined steadily. Over the last decade the decline has stabilized to some degree, although its population has aged. The rate of homeownership, stabilizing at 48% in the past ten years, remains higher than many inner-city communities.

The California neighborhood is home to a number of major corporate citizens, the most prominent of which is the Brown-Forman Corp. This Fortune 500 Company, whose bourbon production plant has been there since 1889, has recently funded \$250,000 in renovations and housing projects in the area. Another major employer, Philip Morris, closed its cigarette plant in 2000 and deeded this major industrial site to the city for redevelopment.

A group known as the "Park Hill Corridor Group" has been working with an EPA grant to plan for Brownfields redevelopment in an area that transects the California neighborhood and encompasses the old Philip Morris site.

Today, California is a relatively large neighborhood for Louisville, with Broadway and Oak as its north-south boundary and 9th and 26th its east-west boundary. It is a mixture of industry, small businesses, churches, residential homes and historic green space.

No historic preservation guidelines exist for California.

Neighborhood Culture and Values, Standards and Norms

California is an historically black community with a strong sense of place. A decrease in home ownership rates and middle class flight from the neighborhood have made its mark on the neighborhood. Some properties are grand and beautifully kept; others are deteriorating. The neighborhood periodically holds park clean up days.

Demographics

The California community is home to approximately 7,641 residents of Louisville, Kentucky. According to the U.S. Census-Geolytics v2.04p- 2007 estimations the largest demographic groups living in the California community are African Americans, females, individuals between the ages of 6 years of age to 17 years of age, and families living below the poverty level. In comparison to the entire Jefferson County area with a 21.44% population of African Americans, 93.99% of the California population is African American. Within the entire Jefferson County area 10.5% of families have annual household incomes below \$10,000 and 9.5% of families live below poverty level. In the California community 30.9% of the families have annual incomes below \$10,000, and 34.7% of the families live below the poverty level. The California community has 28.1% females that head households with no husband present and 27.3% of females who head households with no husband present with children under the age of 18 years old. These numbers are considerably higher than for the entire Jefferson County area were 6.3% females household have no husband present and 5.8% of female households have no husband present with children under the age of 18 years old.

Social Conditions and Networks

The California Neighborhood Coalition (CNC) was founded in 2005 by a small group of residents in the California Community who had concerns about their community. Mr. Michael Brooks, president and co-founder of California Neighborhood Coalition, worked with eight other California community residents whose mission was to improve the present atmosphere and the physical appearance of the California community. The mission statement of the CNC is to revitalize, renew, and reestablish the community. The once historic area that exuded confidence, culture, and character was in danger of being swallowed up by the ills of urban life. The streets and parks that were once gathering places for family and friends were now places residents felt unsafe to walk and dwell. The residents feared that the needs of their beloved California were not held in the same regard as other neighborhoods by city leadership and decision makers. Organizers realized there was strength in numbers and that the neighbors had to stick together. California residents wanted representation in meetings that were to decide the fate of their community and they wanted the members of their community to feel proud to live in the California area.

One issue that was a main concern for the California Neighborhood Coalition was the image of the California community to its residents and to other residents of Louisville. The high crime rate of the area was a reality and the residents did not feel safe in their community. The California Neighborhood Coalition set about contacting property owners whose tenants were identified as drug dealers. The result was that some of the property owners cleaned up bad situations with their tenants and the residents of the

California community started to feel empowered. A second, but equally important issue was the concern that neighborhood groups were in competition with one another and that they could not work together. The residents of the California community had to unite in a mission to recapture what they once had and to work as a collective in their mission. With the California Block Club Federation, Inc already in existence there had to be clear statements and actions that the groups were not in opposition to one another.

As the confidence of the community and community group grew they took on other problems impacting the residents. The California Neighborhood Coalition advocated for home owners whose property was being covered by black debris from the Heaven Hill Distillery, a factory in the neighborhood. The Coalition worked with Haven Hill Distillery representatives to gather the names of home owners affected by the debris to have their homes power washed.

Mr. Brooks stated that one of his tools in advocating for the California Community has been the use of the press. Early in their work, the Coalition noticed that the Louisville Courier Journal took an interest in their plight. In negotiation tactics, Mr. Brooks has used the power of the press to get the needs of the community met. Although Mr. Brooks has acknowledged that some persons in city government have labeled him a bully, too outspoken, and demanding, he has felt it that his approach was necessary for the community that he loves.

Educational Attainment and Opportunities for Additional Education

Of the 4,700 adults (25 or over) surveyed by the 200 Census, 64% had earned at least a high school diploma, compared to 61% of the total population of Making Connections neighborhood (Smoketown, Shelby Park, Phoenix Hill, and California) residents.

Simmons Bible College, located at 18th and Dumesnil, is revitalizing its course work and curriculum, offering degrees and certificates in theology and religious studies.

Financial Fitness

Residents of California have access to some programs addressing financial fitness and education. Making Connections Louisville has developed a training/mentoring program, the Center for Women and Families hosts an IDA program, and credit counseling is available through the Louisville Urban League.

However, program capacity is limited and marketing of the programs is spotty. Several banking facilities make their home in California, but are on the periphery on Broadway.

Land Use and Zoning

California is a checkerboard of single family residential, multi-family residential, commercial, and business zoning districts.

Commercial zoning covers almost a third of the California neighborhood—the area from Ninth to 15th Streets. Broadway to Oak, is entirely commercial and is designated an “Enterprise Zone.” A network of railroad tracks covers that area, as well. In addition, a

section south of Broadway to Breckinridge from 15th to 22nd is also commercial. The 18th Street corridor that cuts a swath through California is also zoned commercial; with small blocks of residential zoning checker boarding that corridor. One small block of R1, the least dense residential zone, is bordered by Kentucky and Greenwood on the north and south, and runs from 22nd to 23rd. The rest of the neighborhood is spotted by various residential categories, from R1 through R7, and a few commercial areas.

The two parks are bounded by residences.

Housing and Real Estate Market

According to the U.S. Census -2000-SF3, the median year of the housing structures built in the California community is 1944. The largest percentage of homes in the California community were built between 1939 or earlier (36.8%) and the smallest percentage of homes built between the years 1999 to 2000 (1.3%). These figures closely relate to the housing market in other Making Connection Neighborhoods in Louisville, Kentucky with 1945 as the median year for housing structures built and a higher percentage of the houses built 1939 or earlier (40.2%). For the entire Jefferson County area the median year of housing structures built is 1961 with the largest percentage of homes constructions 1960-1969(18.4%).

The housing occupancy in the California community has an 83.1% total occupancy rate with 42.8% renter occupancy and 40.3% owner occupancy. The high percentage of renters in comparison to owner occupancy is similar in the other Making Connections Neighborhood with 59.4% renter occupancy and 27.1% owner occupancy.

Property Conditions

The property in California is one of its strengths: the neighborhood is filled with large, beautiful homes. The properties themselves include many great homes with views onto either Victory Park or California Park. Unfortunately, a lot of homes need restoration work that would bring the neighborhood back to its prime. Due partially to the current sub prime mortgage crisis, many properties have become and many more are already abandoned, and are blighting influences on the neighborhood.

Infrastructure Conditions

Infrastructure in the neighborhood is, like the property conditions, mixed. In some places sidewalks are cracked or missing; other places are in good repair. Main roads are generally in good repair with few potholes. More lighting around the parks would be a good use of funds. Sewers in Louisville are old; the Metropolitan Sewer District raised its rates to begin replacing worn out structures.

Capital Improvement Program

No capital improvement programs or plans exist at this time.

Urban Design and Architecture

The neighborhood is roughly divided architecturally—east of 18th one is likely to find smaller residences and shotgun houses. West of 18th are larger bungalows and arts and

crafts style houses. The 18th Street corridor is a mix of residential and small businesses—barber shops, beauty shops, and small corner stores. The Broadway corridor has more commercial buildings.

Public Buildings and Community Institutions

The public buildings and community institutions of the California community can best be described as “essential places” for residents. The physical presence of these buildings and institutions symbolize positive examples of learning environments, centers of spiritual growth, and places for intergenerational interaction for California residents. The most important of them are:

Wheatley Elementary; California Community Center; Brandeis Apartments and Learning Center; California Square Apartments (elderly and disabled); L&N Building—social Services, but not embedded in neighborhood, which is GOOD for the neighborhood’s image; More than 25 churches and church institutions, including St. Stephen's Church campus and properties—the largest black church in Kentucky, Simmons College, Eastern Star Baptist Church, Friendship Baptist Church

Transportation Networks

California is served by many TARC bus lines; the neighborhood is in close proximity to the downtown area. Bus lines provide a broad area of service, although public transportation tends to be complicated, especially in services to outlying areas of Metro Louisville.

A “bikeway” runs north and south on 15th St. from Algonquin to Broadway, although no designated bicycle lanes have been marked on the street. In addition, marked bicycle routes meander throughout the neighborhood and are featured in a “Neighborhood Tour” in Joe Ward’s book for cyclists, Wheeling Around Louisville.

Residential areas of California are eminently walk-able; streets are wide enough for cars and bicycles.

Economic Development

Few opportunities exist for job development in the California neighborhood. The Urban League and Making Connections developed a program called “California Works” for ex-offender job training and placement. A commercial building on 25th and Broadway called the 2500 housed a Quizno’s restaurant and video store, which have recently closed. A farmer’s market is active on Saturday afternoons during the summer.

Environmental Quality and Resources

The California neighborhood, like many inner city neighborhoods in American cities, struggles with environmental issues. In past years the topic of Brownfields and the old Phillip Morris plant site has been in discussion with city leaders. Louisville-Jefferson County Metro Government was selected by the Environmental Protection Agency for a Brownfields assessment grant. This grant was to cover the southeastern corner of West Louisville, Park Hill Industrial Corridor, Louisville’s former manufacturing center.

Safety and Security

Safety has been a concern in the neighborhood. Residents report seeing illegal activity—drug deals and loitering—on the streets, but the neighborhood is actively seeking solutions. A recent police initiative resulted in arrests of drug traffickers and more police presence in the neighborhood.

Recreation and Greenspace

The two parks located within the California Neighborhood, California Park, and Victory Park, are incredible assets to the neighborhood, and serve to give a place to the community to experience walking in a non-urban, green environment. Regrettably, the park infrastructure has not been properly maintained as many of the sidewalks around the edges and throughout the park are in a state of disrepair. The maintenance of the greenery is also lacking and could also need some assistance, be it with the height of the grass, the removal of weeds around trees, and the upkeep of shrubbery.

Arts and Cultural Resources

Things to do in the neighborhood include participating in ArtsReach activities like the free weekly jewelry making studio, violin lessons, art workshops and outings. Participants receive a “K-card” which is good for heavily discounted tickets to a wide variety of Kentucky Center for the Arts performances. Councilman Unseld recently initiated the annual Jazz in California Park event.

Community Assets

One of the largest assets for the California community is its people and their desire to make the California community a place of choice. A group of residents from the community have come together with other neighborhood stakeholders in an effort to create a robust neighborhood. Within the neighborhood there are institutions like St. Stephens Church, the largest African American church in the Commonwealth of Kentucky, has made a concise decision to stay in the California area and grow ministries in the community. The Brown-Forman Corporation has a community relations policy that advertises grants for nonprofit community groups and encouragement of employee volunteerism in the community. New Directions Housing Corporation Inc. is one such community stakeholder who has opened its property, Brandeis Apartment and Learning Center, for the use of community collaborative. The community has the assets of business and industry with property in the California area who are able to make financial and in kind donations to programs in the area.

Collaboration Analysis

In forming the California Collaborative, the two largest neighborhood associations came together and signed a memorandum of understanding.

“We, the members of the California Neighborhood Coalition Inc., and The California Block Club Federation Inc., want to make it clear to all that we are for the betterment of the whole California Neighborhood. This is an effort that both organizations have taken on separately and together. We are committed to making sure resident voices are heard.

We are dedicated to working with the California Collaborative as neighborhood partners. We are determined to working hand in hand to make this vision of the Collaborative a reality.”- Signed by Michael Brooks, President of the California Neighborhood Coalition Inc., and Robbie Bell, President of the California Block Club Federation.

There is much collaboration potential and cooperation in the California Neighborhood. The residents are able to put aside their differences and work for the common good of the neighborhood. Within the past year, for instance, two of the most prominent neighborhood groups in the community, the California Block Club, and the California Neighborhood Federation, came together to apply for a grant from the Community Foundation of Louisville as part of the 2008 Change Makers program. The ability to collaborate for the program has inspired many other agencies to join in the efforts, including New Directions Housing Corporation, Kentucky Center for the Arts, Brown-Foreman, Heaven Hills, University of Louisville, Louisville Habitat for Humanity, Youth Build, and a number of church congregations in the neighborhood, spawning the formation of the California Collaborative. The ability of and future potential to collaborate and to cooperate in this neighborhood is unprecedented, and will serve the neighborhood well for revitalization purposes.

Political Environment, Neighborhood Leadership, Power Analysis

The neighborhood has two main neighborhood groups in the area, the Californian Block Club, and the California Neighborhood Federation. Both groups hold respectable numbers of residents within each organization and also work to help improve the community. The two neighborhoods are not rival organizations; they are allies in the community and are also seeking new ways to improve the California Neighborhood.

Mr. Michael Brooks is a third year generation to reside in his home in California community. In December 2005, he was elected by the residents of the California and Park Hill communities to the Board of Directors of the Louisville Metro Community Action Partnership. Presently, he serves as Chairman of its Board of Directors and oversees its Executive Committee. Mr. Brooks was appointed by Mayor Jerry Abramson to the Advisory Committee for the Master Urban Revitalization Plan for the Park Hill Corridor. The California Neighborhood Coalition, a 501C3 organization. .

Community members have contact and interact with city leaders who once made decisions about their neighborhoods. An identified problem was people outside of the neighborhood making decisions about the people living in the neighborhood without their consent or input. The people in the neighborhood feel that they have power to express their wants and needs. The people in the community want the same rights they see other residents in other communities have without question.

PART 2: Collaboration and Stakeholder Development

The California Collaborative is the newest collaboration in the California neighborhood. Two major resident groups, individual residents, and a variety of stakeholders came together to produce a plan for neighborhood revitalization. A summary of that plan is below.

The plan is definitively resident driven, and, as in any effort, including a larger number of residents will make it stronger. The strongest voices have been those of residents Gwen Kelly and Michael Brooks; New Directions' Lisa Thompson, University of Louisville's Ann Banks, and to a lesser extent those of other partnering organizations.

The strategies to further expand the collaboration are inherent in the collaboration's plans itself, which focus on resident driven neighborhood management, resident engagement at all levels, and win-win strategies for other stakeholders.

The project plan for the California Collaborative is multi-faceted in its approach to neighborhood revitalization. At the heart of the project is the neighborhood management system entity that will essentially coordinate efforts, organize resources, measure and communicate impact and oversee the general operations of resident-driven strategies. Staffed by a full-time Revitalization Manager and a part-time assistant provided employment via the fiscal agent, New Directions Housing Corporation, the California Collaborative can emulate the success of Phoenix Hill Association which has benefitted from staff support for nearly 25 years. In addition, New Directions can provide an office location for the California Collaboration at Brandeis Apartments, at the intersection of Kentucky and 26th streets.

Two tiers of revitalization activities will intersect through the collaborative efforts. Resident-driven activities include the Wireless Initiative, ArtsReach, the Young Money Program, Beautification of the Neighborhood, Breaking New Grounds, Community Arts Project, Time Bank, Asset Mapping, coordination of NeighborWorks America consultative service, and the establishment of a voting system. (On the next page is a table showing the activities within the project, the lead agency on that specific activity, and the starting partners.)

Leveraging action between California Collaborative partners

The second tier of revitalization activity includes the exciting work already being provided by neighborhood schools and agencies—provided but as yet limited in synergy. For example, New Directions Housing Corporation has recently secured \$3 million in Housing Tax Credits and over \$200,000 from NeighborWorks America to undertake renovation of Saint William Apartments, a set of four buildings constructed in the 1920s located at 17th and Gallagher. Habitat for Humanity is setting a rich agenda for new homeownership nearby. These projects, linked through the California Collaborative, have a far advanced capacity for community level impact.

Without our California Collaborative as a central hub, we miss opportunities to maximize these events, and others, like the innovation at J&J Food Market.

PART 3: What's Working and What's Not Working

Neighborhood's Image

What's working ...

1. California is being seen as a place for new initiatives. For example, a new T-ball league was started last year; the Farmer's Market is up and running in its second year, and a new community arts program that includes glass work and a jewelry studio is active.
2. California is also being seen as a place for art and green enterprise collaborations. For example, Breaking New Grounds and CFA are investigating the potential for sites in California for an urban farming initiative, the Kentucky Center for the Arts ARTSREACH program is actively supporting arts based programs in the neighborhood in collaboration with New Directions and the California Center.

What's not...

1. The image of California as a "rough" neighborhood of uneducated, unemployed, disaffected residents hangs on in Metro Louisville. A Courier Journal article from August 21 describes a concerted police effort that took place and resulted in arrests in several neighborhoods, but California was featured first and most prominently in the article.
2. California is the focus of many social service agencies; even churches in the neighborhood advertise clothes closets and food pantries on their signs in the front.

Market Forces Acting on the Neighborhood

What's working...

1. California has great housing stock. There's a need for repairs or rehab, but there are solid attractive bungalows, great sizes for families, easy to make energy efficient.
2. New Bridges Crossing—multi-use development on 18th and Broadway, (26 acres) has the potential to draw neighborhood based small businesses and development.

What's not...

1. Foreclosures are resulting in an increase in abandoned and neglected properties. California is in the zip code that had the 5th highest foreclosure rate in the Metro Louisville area.
2. An aging homeowner population—owners and the neighborhood are not planning for succession, so houses end up abandoned or sold as investment properties.

Physical Conditions

What's working...

1. New Direction's Repair Affair is repairing homes in the neighborhood. Habitat for Humanity of Metro Louisville is building, rehabbing and repairing homes in the California neighborhood as well. Habitat is actively examining existing housing stock for rehabilitation; they are currently working on a project on 17th and Prentice, just completed and owner occupied fix-up project on Greenwood.

2. California is engaging in new thinking about vacant lots--conversation and possible plans for use of empty lots for green space, gardens, etc.

What's not...

1. California has a high number of vacant and abandoned properties—more than 500 in the 10 x 17 block area.
2. A large Brownfields area on old industrial properties and unguarded railroad crossings detract from the neighborhood's beauty and quality of life

Social Conditions

What's working...

1. Two neighborhood groups have decided to work together in a collaborative, energetic process and are discussing ways to include more residents.
2. Some residents are engaged and excited about the process of revitalization.

Not working...

1. The percentage of renters vs. homeowners is increasing; there are more renters than homeowners now, raising concerns about residents' emotional investment in the neighborhood.
2. Residents still perceive that the area has a high incidence of crime. Seventeen engaged residents who showed up for a neighborhood assessment planning meeting strongly disagreed with the statement, "There are no illegal activities (such as drug dealing, prostitution, gang activities) taking place in my neighborhood."

Residents' and Other Stakeholders' Abilities to Manage the Neighborhood's Issues and Affairs

What's working:

1. The California Collaborative has applied for funding, has plans to hire for a neighborhood staff position, and represents a broad range of residents and stakeholders.
2. Residents are consistently completing the Neighborhood Institute, a neighborhood leadership training, creating a shared experience and body of knowledge.

What's not...

1. There still exists among some residents an entrenched attitude that some person or some agency should "fix" the neighborhood.
2. Louisville Metro's Dept. of Neighborhoods a policy of recognizing only one neighborhood group as the "official" group and receiver and disseminator of information for each neighborhood has fostered conflict and confusion, rather than cooperation and collaboration, among various neighborhood groups.

PART 4: The Revitalization Process

Vision Statement

The California Neighborhood is a thriving community where it makes sense for people to invest time, energy and money. It is a place where residents are optimistic about their future and feel they have control over their surroundings. Residents and other stakeholders in the California Neighborhood have the capacity and the infrastructure in place to respond to community dynamics, and they are connected to each other and the larger region in beneficial ways.

Note: This is the vision statement for the California Neighborhood drafted by residents and stakeholders of the California collaborative.

Priority Areas

1. The infrastructure to respond to community dynamics and issues.
2. Connection and communication among residents and stakeholders.

Broad Outcomes

1. Residents have the capacity and infrastructure in place to respond to community dynamics and issues.
2. Residents and stakeholders are connected to each other in beneficial ways.

Neighborhood Indicators

1. Residents' engagement in issues affecting the neighborhood increases
2. Residents are positively engaged with and connected to each other

Measurement Tools

1. Frequency of use of a neighborhood voting system, like PCI Pro or Survey and Ballot Systems, which measures number of users and responses
2. Active use of a time banking system

Strategies

Outcome 1: Residents have the capacity and infrastructure in place to respond to community dynamics and issues.

Strategy: Purchase and make publicly available an on-line electronic voting and opinion system that residents can use to comment and vote on issues of import to the neighborhood.

- Why: To provide more frequent and alternate information and feedback systems to residents who may not always be available to attend meetings. An on-line system can be accessed any time and will provide immediate feedback on issues, number of users, etc.

- How: On-line systems are available for set up and monthly fees. Computer access is available at some learning centers and will be broadened; wireless “hot spots” will be set up at the parks and eventually in other locations in the neighborhood.
- Who and why: Set-up, maintenance and information retrievals will be handled or delegated to a volunteer by the neighborhood manager. The system is a critical part of information gathering and must have a dedicated staff person to ensure its maintenance and proper use.
- Challenges and how they’ll be addressed: Cost will be an issue; some funding has been requested and other grants will be written.

Outcome 2: Residents and stakeholders are connected to each other in beneficial ways.

Strategy: Implement a time sharing and banking system within the neighborhood to allow residents to trade skills, time, and tools.

- Why: To provide residents with a fair, transparent system to share time and skills with each other, and to encourage people to help one another.
- How: Use the resources from the Time Banking (timebanking.org) network to set up guidelines for the system and to track time volunteered and time used.
- Who and why: Gwen Kelly will lead 3-4 individuals to set up the system. Once the system is set up it can be managed by volunteers from one of the neighborhood associations. Gwen has been talking about this for years; several residents and stakeholder representatives are excited about it a would love to help her set it up and get it going.
- Challenges and how they’ll be addressed: Some challenges may exist in educating residents on the value of a system and getting buy in and participation. Time banking activities and information could be incorporated into the Farmer’s Market and other community events. One activity could be a time banking bake sale, in which residents “purchase” baked goods with time banked hours.

SMART Objectives

Strategy for Outcome 1: Purchase and make publicly available an on-line electronic voting and opinion system that residents can use to comment and vote on issues of import to the neighborhood.

- SMART Objective:
 - Following the purchase and availability of a public on-line electronic voting and opinion system there will be an increase of 25% community involvement for California community residents.
 - Success will be measured with primary data
 - Survey of residents and observation and counting of people at events will be the method of collection
 - Surveys will be annual
 - Baseline will be established this year
- Action Step
 - Complete a survey in California community to determine the number of households that have access to private or public computer systems and wireless services.

5W's

Who-Neighborhood associations can assist with administering a one time survey to California residents and agree to periodic announcements in their community meetings on feedback on this area. The community groups in the California community have a collaborative grant that includes the installation of free wireless services "hot spots" for the community.

What- a written survey to determine computer access for households and to share information on public sites available in the community for computer access.

When-administered in late 2008 or early 2009

Where-California community

Why- To develop a baseline to measure availability and interest by residents.

How- door to door interviews divided into blocks, distributing surveys at neighborhood meetings, and seeking the assistance of area churches in distributing surveys to their membership.

Strategy for Outcome 2: Implement a time sharing and banking system within the neighborhood to allow residents to trade skills, time, and tools.

SMART Objective:

- By May 1, 2009, 30 California residents will have banked and used 90 hours worth of time and 80% will report the time exchanges to be "beneficial" or "very beneficial".
 - Success will be measured with primary data

- Time bank records and evaluation form (survey) from all time bank users
 - Records will be kept on every use; users will evaluate each transaction when it is complete
 - No baseline is needed—the bank starts at 0.
- Action Step
 - Obtain sample time bank system and revise it for California’s purpose; complete the revision by September 30 of 2008.

5W’s

Who-Neighborhood “manager” hired by California Collaborative will obtain the system and recruit a team comprised of 5 residents and stakeholder representatives

What- Relevant time bank system will be created.

When-Completed by September 30 of 2008

Where-California community

Why- To develop a time banking system to facilitate neighbor helping neighbor and to encourage beneficial neighbor connections.

How- Build on already established time banking systems to develop a program that fits the neighborhood.

PART 5: Application of Additional Course Concepts:

Block Walk

1. Explain one way you can use a block walk as a tool in your revitalization efforts, including:
 - What stage in your revitalization process the block walk would occur
 - Why you would hold the block walk at that stage
 - What the objectives of the block walk would be
 - Who you would invite to participate

In the initial stages of an organization's or collaborative's work with a neighborhood, a block walk can provide, among other things, a baseline assessment of the physical condition of the neighborhood. That assessment, compared with later block walks and other types of assessments, will provide data on how and if the neighborhood is improving and how the residents perceive the changes.

The primary objective of the initial walk would be to see what the neighborhood looks like—is it well maintained, are the sidewalks in good condition, is the architecture of the dwellings compatible, or a hodge podge? Is it mostly residential or commercial, or a mix? Are people active in the neighborhood or are they inside (or at work—depending on the time of the day!)

If there's an opportunity to converse with residents, a block walk can provide insight into some residents' perceptions of the neighborhood. That information could help in designing survey questions and other assessment tools.

Those invited to participate would be a mix of residents and stakeholders—organizations and businesses working in the neighborhood who have a vested interest in the neighborhood's well-being.

Elevator Speech

“Did you know that the California Community here in Louisville has something more precious than the California Goldrush of 1848?”

“I belong to a group of residents, businesses and organizations that cherish California's gold—its architecture, history, parks, and especially its people.

“I'm lucky enough to be a part of a revitalization effort, working with people who are engaged, informed and passionate about California and its treasures.”