Providence

Neighborhood Plan Refresh: Implementation Strategy Report

FSU Department of Urban and Regional Planning



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Executive Summary

In 2003, Providence Neighborhood Association (PNA) published the Providence Neighborhood Renaissance Plan in partnership with the Tallahassee-Leon County Planning Department. This plan identified community issue areas, goals, and tasks to address neighborhood concerns and achieve a higher quality of life for Providence residents.

In the years following the initial plan's ratification, PNA has made significant strides on the tasks listed in the plan. More recently, Providence was selected to participate in the City of Tallahassee's Neighborhood First Planning Process, a strategic, citizen-led initiative where a neighborhood's residents work together to address community priorities through the development of goals, strategies, and specific action items. In 2021, the City of Tallahassee Neighborhood Affairs Division contracted with the Florida State University Department of Urban and Regional Planning Mark & Marianne Barnebey Planning and Development Lab and Studio to assist in these plan-making efforts by developing a completion matrix report, community engagement activities, and implementation strategy report.

The Implementation Strategy Report contained within serves to complement the Completion Matrix Update Report, which provided a status update for all 181 tasks listed in the 2003 Providence Neighborhood Renaissance Plan and should be referenced prior to reading this document. This report outlines the actions, potential community partners, and funding resources that can support PNA and the Providence Community Action Team (CAT) in their efforts to move incomplete tasks identified in the Completion Matrix Update Report to "complete" or "ongoing" status.

The Implementation Strategy Report is comprised of three levels of strategy development:

- 1. Capacity Building Strategies: foundational procedures that support and sustain PNA and the CAT's efforts across Priority Areas.
- 2. Priority Area Strategies: methods for achieving the overarching goals of each Priority Area.
- 3. Steps to Task Implementation: task-level strategies that are organized by a common theme and intended outcome amongst tasks.

Tasks and corresponding strategies are organized into Providence's five Priority Areas (Community Engagement and Empowerment, Public Safety and Wellness, Human Capital and Economic Development, Neighborhood Infrastructure, and Affordable Housing), determined by the Neighborhood First Planning Process. Tasks that share related outcomes have been grouped or "bucketed" within the appropriate Priority Area.

The Implementation Strategy Report and Completion Matrix Update Report were developed to contribute to the Neighborhood First framework, and will serve as a framework for community planning efforts in



Chapter 1: Capacity-building Strategies

Introduction

The Capacity-building Strategies are foundational to the success of the implementation strategy plan and are recommended to support the implementation of tasks across Priority Areas. They provide a framework for ensuring continuous progress towards the goals of each Priority Area and a system of accountability for the entities responsible for task completion. These strategies will support and sustain Providence Neighborhood Association (PNA) and the Providence Community Action Team's efforts to implement tasks and update the status of tasks in the Completion Matrix spreadsheet tool as needed. A brief description of the four Capacity-building Strategies is provided below, and each strategy has its own "cookbook" steps to implementation in the subsequent pages of this chapter. The Capacity-building strategies were developed in response to conversations with community leaders, resident feedback from community engagement events and the 2021 Providence Neighborhood Survey (Appendix D), as well as research into best practices for plan implementation. **Capacity-building Strategies**

1. Establishing Priority Area Leads.

Providence Neighborhood Association and the Providence Community Action Team will collaborate to identify at least two community members to serve as leaders for each Priority Area. The Priority Area Leads will be the go-to people for resident concerns as they relate to the respective Priority Areas, and will also be charged with bringing these concerns to the attention of Providence Neighborhood Association at monthly PNA meetings. The Priority Area Leads, who are also members of the Community Action Team, may organize events and distribute information to the broader community relating to their Priority Area.

2. Formalizing Venues for Community Activities Providence Neighborhood Association will establish regular meeting locations for community events and workshops that are well-known to the community. The existing Delta Kappa Omega (DKO) Providence Community Service Center serves as a central meeting location, and PNA and the DKO Foundation will work together to establish regular hours for public access and additional terms of use for PNAsponsored events and meetings. In addition to the DKO Center, PNA will seek alternative venues for community events so they have options in the event that the DKO Center is unavailable.

3. Keeping the Community Well-Informed.

Providence Neighborhood Association will utilize a multi-faceted community notification system to disseminate information to Providence residents about what's happening in the neighborhood. Residents will receive notifications through a variety of methods (flyers, text messages, emails, etc.) about community events, upcoming City projects, PNA meetings, and when an incident occurs that affects the safety and welfare of the neighborhood. The communication system will operate as a twoway channel, with PNA sending information out to residents, but also taking information in about community concerns, ideas, and needs.

4. Monitoring and Evaluation.

On a bi-annual basis, Providence Neighborhood Association, Community Action Team Priority Area Leads, and relevant City partners will come together to evaluate the progress that has been made on Priority Area goals, identify barriers to implementation, update Priority Area databases and contact lists, and develop action plans for task completion. In addition, on a quarterly basis, Providence Neighborhood Association and the Community Action Team will review the completion matrix and record any progress that has been made on specific tasks during the monthly PNA meeting.

Implementation Strategy Report: Capacity-building Strategies



Capacity-building Strategy #1: Establishing Priority Area Leads

Strategy Description

The goal of this strategy is to determine the individuals who will be responsible for monitoring progress toward task completion within each Priority Area, as outlined by the City of Tallahassee Neighborhood First Planning Process. Priority Area Leads will be active members of Providence's Community Action Team (CAT) and will also be charged with relaying concerns, as well as wins, related to their Priority Areas in regular meetings with both Providence Neighborhood Association (PNA) and the City of Tallahassee Neighborhood Affairs Division. As the Neighborhood First Planning Process unfolds, Priority Area Leads will have the capacity to relay new tasks that should be included in the Neighborhood First Plan to address new concerns and the changing landscape of the Providence neighborhood.

Steps to Implementation:

Identifying & Recruiting Priority Area Leads

- Providence Neighborhood Association leadership will create a list of residents that are highly involved in neighborhood activities and ask these individuals if they have any interest in serving as Priority Area Leads. Individuals who already serve on committees and regularly attend PNA meetings are ideal candidates for a leadership position on the Community Action Team because they likely already fulfill many of the responsibilities of a CAT Priority Area Lead.
- Providence Neighborhood Association and the City of Tallahassee Neighborhood Affairs Division will collaborate to create an informational flyer that communicates the time commitment and responsibilities of the Community Action Team and its Priority Area Leads. This flyer will be distributed via email, door-to-door canvassing, and social media. A Google Form link can be included so that those who are interested can submit their name, contact information, and Priority Area of interest to PNA for follow-up communication.
- □ At least two Providence residents/stakeholders will be recruited as Priority Area Leads for each Priority Area. The purpose of having two leads for each Priority Area is so responsibilities can be shared and multiple projects within the Priority Area can be worked on simultaneously. Once ten individuals have expressed interest in serving as Priority Area Leads, PNA and the City of Tallahassee Neighborhood Affairs Division will hold a meeting that brings these individuals together and provides additional information about the Community Action Team, Neighborhood First Planning Process, Providence's Priority Areas, and the Completion Matrix. PNA and Neighborhood Affairs will then assess whether or not additional training/educational workshops are needed.

Activities of Priority Area Leads

- The Providence Community Action Team Priority Area Leads will review the status of tasks within their Priority Area, which is included in Chapter 3 of this report and also available via the Completion Matrix spreadsheet tool on Google Sheets.
- □ Upon reviewing the status of tasks, the Priority Area Leads will work with their partner in their Priority Area to determine what tasks they would like to work on first. The time frame for implementation described in this report will be considered, with quick wins and foundational tasks prioritized over long-term tasks to start.
- Priority Area Leads will attend monthly PNA meetings to provide regular updates on their activities, bring up barriers to task implementation, and seek assistance in overcoming these barriers. These meetings may also be used to recruit additional volunteers for the Community Action Team.



Strategy Description

The goal of this strategy is to establish regular meeting locations for community events, activities, and Providence Neighborhood Association (PNA) meetings. The Delta Kappa Omega (DKO) Providence Community Service Center serves as a central meeting location for the neighborhood, but other venues will also be established so the neighborhood has options in the event the DKO Center has previously scheduled programming. The DKO Center and any other venue PNA establishes as a location for neighborhood events will be made known to Providence residents through signage, community notifications, and holding a number of events at the location throughout the year so residents have multiple opportunities to become familiar with the venue. In addition to conversations with the community, this strategy was informed by Carnegie Mellon Center for Economic Development's (2005) report, *Serving the Citizens: Options for Using Public Facilities and Providing Community Service*.

Steps to Implementation:

Utilizing the DKO Providence Community Service Center

- Providence Neighborhood Association and the Delta Kappa Omega Foundation will work together to establish regular hours for public access to the DKO Providence Community Service Center.
- Additional terms of use will be established for PNA meetings and community-wide events. After PNA discusses its meeting schedule at the Yearly Review Meeting outlined in Core Strategy #4 (pg. 6), PNA will transmit this schedule to the President of the DKO Foundation and the DKO Center Director for review and use agreement.
- □ Signage will be installed at the DKO Center. In the 2021 Survey Refresh (Appendix D, Figure 6), 72% of residents said they had never been to the community center, and many remarked to the surveyors that they did not know Providence has a community center. The Vibrant Neighborhoods Grant Program (Appendix C, pg. 91) may be a funding option for new signage.

Several events will be held at the DKO Center throughout the year so Providence residents have multiple opportunities to become familiar with the community center. Events may include the focus groups and workshops outlined throughout the 2003 Providence Neighborhood Renaissance Plan, social gatherings to build relationships between neighbors, and community service activities (e.g. food and clothing distribution). Information about the other services the DKO Center offers, such as their afterschool program, will be made available to Providence residents at these events.

Seeking Alternative Venues

- Providence Neighborhood Association will leverage its existing relationships with institutional partners, such as the FAMU-FSU College of Engineering, and also build new relationships to establish alternative meeting locations for community events.
- Multiple transportation options will be made available to Providence residents when events are scheduled at meeting locations that are outside of the Providence neighborhood boundaries. The StarMetro Bus Route D map and schedule will be consulted before scheduling events outside the neighborhood for timing and location considerations. PNA will leverage its existing relationship with SPIN scooters as an alternative form of transportation. If the location is within walking distance of the neighborhood, the safest pedestrian route will be provided on promotional material for the event (flyers, emails, social media, etc.).



Strategy Description

The goal of this strategy is to develop and sustain a community notification system that allows Providence Neighborhood Association (PNA) and Community Action Team leadership to keep residents well-informed on what's happening in Providence. PNA also has the goal of building the social and technical infrastructure of the neighborhood so that it can encourage residents to pursue ideas, facilitate collaboration, and ultimately exist as a medium for residents to meet each other and organize themselves. At the November 17, 2021 community workshop and through the 2021 Providence Neighborhood Plan Refresh survey, residents reported they would like to be notified about community events, activities, and happenings through a variety of methods. The preferred methods of contact are email, flyer, traditional mail, and text message (Appendix D, Figure 4). One workshop participant made the important point that certain types of notifications require different communication methods; for example, a community event or activity may be advertised via flyer and social media, but a notification about an incident occurring in the community (e.g. a traffic accident) would be better as an email and/or text message. Given this information, it is recommended that PNA employ a multifaceted approach to a community notification system, outlined below. Due to the price and pace of traditional mail, and the fact that door-to-door flyering accomplishes the same ends as receiving a letter in the mail, traditional mail is not recommended unless postage can be funded by an outside entity. Finally, it should be noted that building this community notification system requires residents to trust and engage with PNA. One way this can be accomplished is by providing residents with low-investment ways to get involved in their neighborhood, such as by canvassing, outlined below. This can serve as an opportunity for residents to meet their neighbors and form relationships, which will in turn encourage residents to organically share information by word of mouth and through digital means.

Steps to Implementation:

Notification by Email and Text:

- Providence Neighborhood Association will use their established Google Address Book to send emails to residents regarding community meetings, events, and happenings. Flyers developed for door-todoor canvassing can be attached as a PDF or JPG to create consistency and present residents with event information multiple times. A link to a Google Form that allows residents to RSVP to the event will be included in all email communications.
- PNA will use the Remind platform and/or Google Voice to send text messages to community members. Because the number of characters that can be sent per message is limited, messages will only communicate the most important information and direct residents to check their email or PNA's Facebook page for more information.
- Providence Neighborhood Association will use community events as an opportunity to obtain contact information (e.g. phone number and email address) from new residents. A Google Form can be used to collect contact information, and can then be exported as a Google spreadsheet so it can be copied over to the community contact information database developed by the FSU DURP Fall 2021 Studio Team and PNA's Google Address Book.

Notification by Flyer:

- Providence Neighborhood Association and the Lead Canvasser (currently Shelby Green) will create a list of residents who may be willing to assist with door-to-door canvassing efforts until the Block Captain Network (outlined in Chapter 3: Steps to Task Implementation, pg. 19) is established. PNA will reach out to these residents to seek their help in distributing flyers throughout the neighborhood, as needed.
- PNA and the canvassing team will utilize the zone map created by the FSU DURP Fall 2021 Studio Team to assign volunteers to manageable block sizes for flyer distribution. On average, it took two canvassers twenty minutes to complete one zone on this map (Appendix D, pgs. 108-10).
- All flyers will include the #WeAreProvidence branding so residents begin associating this logo with the neighborhood and its activities. PNA will also include a QR code on the flyer that allows residents to RSVP to the event and state any accessibility needs on a Google Form. This Google Form may also include a link that directs residents to a Facebook Event page with additional information. PNA contact information will also be provided so residents can reach out with any questions.



Capacity-building Strategy #4: Monitoring & Evaluation

Strategy Description

The goal of this strategy is to provide a method for Providence Neighborhood Association (PNA) to track the community's progress towards the goals and tasks outlined in each Priority Area. The Completion Matrix spreadsheet tool will be integral to recording status updates on individual tasks from the 2003 Providence Neighborhood Renaissance Plan. This strategy is divided into three evaluation timelines: a yearly review of PNA's meeting schedule to identify the meetings when the quarterly reviews will occur; a bi-annual review of each Priority Area that brings all relevant stakeholders together to evaluate progress towards Priority Area goals, identify barriers to implementation, and create action plans to make progress on each Priority Area until the next bi-annual review meeting; and a quarterly review of the Completion Matrix where the implementation of individual tasks will be updated using the Completion Matrix spreadsheet tool. This strategy was informed by the City of Tallahassee Neighborhood First Planning Process, as well as Module 7 of Grassroot Collective's (2018) handbook, Tools for Effective Project Planning in Community Development.

Steps to Implementation:

Yearly Review: Setting Timelines and Identifying Broad Goals & Needs

Providence Neighborhood Association will look at their yearly meeting schedule and determine which two meetings will be used for the bi-annual Priority Area evaluation and which four meetings will be used for the quarterly Completion Matrix review.

After the meeting schedule is set, present the schedule to all involved parties and request their presence at these meetings. Involved parties include Providence's Priority Area Leads, other CAT members, PNA leadership, community partners, and City officials who have been identified as responsible parties. Present the agreed upon schedule and invite them to these meetings.

• Suggested City Departments: Parks, Recreation, and Neighborhood Affairs; Planning; Housing; Underground Utilities & Public Infrastructure; Blueprint Intergovernmental Agency

Ensure PNA and Community Action Team Priority Area Leads are familiar with the Completion Matrix spreadsheet tool developed by the FSU Department of Urban and Regional Planning Mark & Marianne Barnebey Planning and Development Lab and Studio. The Completion Matrix Spreadsheet Training Video produced by the FSU DURP team should be disseminated to all individuals who will interact with the Completion Matrix spreadsheet tool, including PNA and CAT members and Priority Area Leads.

□ Check-in with CAT Priority Area Leads and assess what their needs are for the coming year. What tasks do they want to focus on? How many volunteers might they need? Do they have any community-wide events in mind?

Bi-annual Review: Evaluating Progress on the Priority Areas

- Prior to the Priority Area evaluation meeting, each CAT Priority Area Lead will compile all status updates made to tasks over the past two quarters, as well as any new tasks that were added to the Priority Area in the past quarterly reviews.
- At least one month prior to the bi-annual evaluation meeting, CAT Priority Area Leads will reach out to all relevant parties (e.g. City Departments, individual community members who have helped make progress on the Priority Area, other community partners) and invite them to the meeting.



Bi-annual Review: Evaluating Progress on the Priority Areas (continued from previous page)

At the evaluation review meeting, the CAT Priority Area Leads will:

- Share newly completed tasks, or other tasks that have had progress that results in a changing status designation.
- Share progress on tasks designated 'ongoing' and 'initiated with action needed' and discuss further action needed.
- Identify barriers to task implementation what challenges have prevented certain tasks from getting done?
- Present the list of new tasks that were added to the Priority Area.

□ The remainder of the Priority Area evaluation review meeting will be used to develop action plans to address the barriers to implementation the CAT Priority Area Leads presented. The meeting participants will break off into small groups (with Priority Area Leads facilitating) to develop a plan to overcome the challenges that have prevented a task's completion. It is critical that all relevant parties are at the table so issues can be addressed on the spot and realistic/feasible next steps can be developed.

Quarterly Review: Updating the Completion Matrix

- At each quarterly review meeting, the CAT Priority Area Leads and PNA members will come to consensus over what tasks will be the focus of each Priority Area over the next quarter.
- During the quarter, the CAT Priority Area Leads and other involved parties will keep good records as progress is made on individual tasks and upload all notes and documentation into the Priority Area Google Drive folder.

At the quarterly review meeting, CAT Priority Area Leads will share progress on the tasks they have been focusing on for the last quarter with PNA. Then, the progress will be recorded in the Completion Matrix spreadsheet tool by each CAT Priority Area Lead. They will update the task status and notes column to reflect the progress made over the past quarter.

As the Matrix is updated at the quarterly review meetings, CAT Priority Area Leads and PNA members will discuss the relevance of current tasks, come to consensus to mark tasks that are no longer a community concern as "No Longer Relevant," as well as discuss adding additional tasks to address new community concerns. When new tasks are suggested, CAT Priority Area Leads and PNA members will come to consensus over the desired outcome(s) of the task, the lead entity responsible for completing the task, and timeline for completion. The new tasks will then be added to the appropriate Priority Area within the Completion Matrix spreadsheet tool.

Example Timeline:

January	M	arch		Ju	ne		Septer	nber		December
				QR	#2	2	QR #	3	BR #2	QR #4
 PNA detern schedule for and commu- this schedule 	mines meeting or the year unicates	convene to s individual ta in the Comp tool; new ta	T Priority Area share progress	a Leads 5 made on us is updated 5preadsheet Ided and	•	Bi-annual Review (PNA, CAT Priority Area all relevant City depar community partners c broad progress on the and develop action pla barriers to implementa	a Leads, and rtments and onvene to discuss Priority Areas ans to overcome			



Chapter 2: Priority Area Strategies

Introduction

The following chapter contains Priority Area Strategies, which are overarching strategies that will support the implementation of individual tasks within each Priority Area. Providence's five Priority Areas were determined through the 2020 Providence Neighborhood Plan Refresh survey efforts and are listed below:



Each Priority Area Strategy includes a description of the Priority Area, three to four overarching strategies that are essential to the success and sustainability of task implementation within the Priority Area, potential community partners who can support task implementation throughout the Priority Area, and a case study that serves as a helpful guide to strategy development from a neighborhood/city similar to Providence/ Tallahassee. Recommendations and next steps by Priority Area can be found in Chapter 3: Steps to Task Implementation (pg.14). A full list of community contacts as of November 2021 and grant and funding opportunities can be found in Appendix B (pg. 86) and Appendix C (pg. 91), respectively.



Community Engagement & Empowerment

Priority Area Description

The purpose of this Priority Area is to strengthen relationships between Providence residents and local businesses and build partnerships with outside stakeholders, such as local universities, in order to empower Providence residents and leadership to address neighborhood concerns. Tasks in this Priority Area revolve around strengthening the social fabric of Providence through community-wide events, creating new recreational opportunities for youth, and increasing engagement with Providence Neighborhood Association (PNA). Overall strategies for implementation in this Priority Area were based on City of College Station's (1999) Taking Action! A Manual for Neighborhood Associations, the City of Fayetteville's (n.d.) A Guide for Starting Successful Neighborhood Associations, the HUD Exchange's (n.d.) Tips for Working with Landlords, and the Community Toolbox's (n.d.) Promoting Neighborhood Action guidebook. These sources informed strategy development to help PNA implement its functional tasks to build membership and maintain capacity, such as implementing a block captain system and promoting the neighborhood association's events.

Overall Strategies

- 1. Secure funding to continuously create neighborhood promotional materials, such as flyers, t-shirts, & signs through the Vibrant Neighborhoods Grant offered by the City of Tallahassee's Neighborhood Affairs Division.
- 2. Identify members and implement a block captain system across the neighborhood to identify and address concerns of the greater residents of Providence.
- 3. Empower residents by providing services and events at the DKO Providence Community Service Center and the former Providence Baptist Church lawn.
- 4. Increase the number of programs for Providence's youth and provide better access to programs outside the neighborhood.

Potential Partners

- FSU Center for Leadership and Social Change
- Tallahassee Police Department (TPD)
- FAMU & FSU Big Brother Little Brother Program (BBLB)
- FSU Department of Urban & Regional Planning Mark & Marianne Barnebey Lab and Studio (DURP)
- City of Tallahassee Neighborhood
 Affairs Division
- Pineview Elementary School
- Leon County School Board
 Transportation Services
- Legal Services of North Florida
- i9 Sports

City of Tallahassee Neighborhood Affairs

"How to" Guide for Neighborhood Associations

The City provides resources for neighborhood leaders that are looking to build and strengthen neighborhood engagement. One of these resources is a guide to creating your own neighborhood association. This is separated into four parts:

Part 1 - Good Neighbors Part 2 - How to Organize a Neighborhood Organization Part 3 - Maintaining Your Neighborhood Association Part 4 - How Neighborhood Services Can Help

For additional resources, reference A Manual for Neighborhood Associations from the City of College Station, Texas.



Public Safety & Wellness

Priority Area Description

The purpose of this Priority Area is to promote positive relationships with the Tallahassee Police Department (PNA) and the Tallahassee Fire Department. As well as conduct actions to engage residents in neighborhood cleanup, safety classes, food insecurity programs, and substance abuse programs. Overall, establishing increased safety and wellness throughout the community of Providence. The overall strategies were developed by reviewing best practices presented in the following case studies: Highlighter's (2015) *The Benefit of an Organized Block*, Pueblo Police's (n.d.) *Ten Ways to Immediately Improve Your Neighborhood*, and the U.S. Department of Justice - Office of Justice Programs' (1999) *Youth in Action: Community Cleanup*.

Overall Strategies

- 1. Create a working database of community partners that can provide safety and wellness services as needed, that focus on safety in the home, mental and physical wellbeing, and overall community welfare.
- 2. Continue to collaborate with the Tallahassee Police Department (TPD) through events and programs to strengthen the partnership between the community and law enforcement and build upon the desire for community safety and crime reduction. At a minimum, Providence Neighborhood Association (PNA) will invite TPD to monthly PNA meetings to give monthly crime statistic reports and also invite TPD to at least two community events per year, such as Movie Night and Providence Week.
- 3. Within the next year, the Providence Beautification Committee will partner with the City of Tallahassee's Solid Waste Services, Neighborhood Affairs Division, and Code Enforcement Division to devise a comprehensive cleanup strategy that will outline community and institutional involvement, a schedule of cleanup events, and an execution strategy. The Providence Beautification Committee and PNA will work together to leverage their relationships with FSU and FAMU to recruit student volunteers to support cleanup efforts.

Potential Partners

- Tallahassee Police Department (TPD)
- Tallahassee Fire Department (TFD)
- Solid Waste Services
- Code Enforcement Division
- Neighborhood Affairs Division
- FSU Department of Urban & Regional Planning
- FSU College of Social Work
- FAMU Department of Social Work
- FSU College of Medicine
- FAMU/FSU College of Engineering
- Really Really Free Market
- Food not Bombs Tallahassee

Case Study: The Benefit of an Organized Block Milwaukee, Wisconsin

This article provides distinct insight on how to organize residents within similar blocks and streets. This insight will provide valuable strategies to engage residents with one another and identify individuals to assist with task implementation throughout the entirety of the Priority Area. To organize residents it is significant to continue hosting events, inviting speakers, and developing an email contact list. Using these methods will contribute to promoting togetherness, teaching residents to look out for one another, informing residents on crime patterns, and fostering law enforcement and community partnerships. Specifically, the ability to engage the residents in the wellness of the neighborhood will assist in the recruitment for trash monitoring, maintaining the streets, the establishment of block captains, and the identification of neighbors to assist the block captain.



Human Capital & Economic Development

Priority Area Description

The purpose of this Priority Area is to increase the prosperity of residents and the community as a whole through programs that promote job training, education, and basic needs assistance. Programs that promote skill-based/technical trades, or after-school learning programs for children are just some of the efforts that fall within this Priority Area. The overall strategies for this Priority Area were derived from resident responses on the 2021 Providence Neighborhood Survey (see Appendix D, Figure 4 & 7), best practices outlined in John Snow Inc.'s (2012) *Engaging Your Community: A Toolkit for Partnership, Collaboration, and Action*, and case studies such as *Using Incentives To Increase Participation In Out-of-School Time Programs* (Collins, Bronte-Tinkew, & Burkhauser, 2008).

Overall Strategies

- 1. On a yearly basis, coordinate with partners to host community events focused on ensuring the residents of Providence have access to programs and opportunities that will assist in developing the skills necessary for career readiness.
- 2. To ensure equitable access to the DKO Providence Community Service Center, establish proper coordination between all parties to allow for access to the facilities during regular business hours. At the community center, create and maintain a database of partners who can host adult educational, skill-based, and business related training on a biannual basis.
- 3. Ensure the youth of Providence are engaged and connected to educational and employment opportunities through improved access to mentoring and tutoring programs. In addition, identify suitable scholarship and funding programs to provide equitable access to educational opportunities.

Potential Partners

- FAMU Small Business Development Center
- Lively Technical College
- RIDER Center
- Pineview Elementary School
- Tallahassee Lenders Consortium
- FAMU Department of Social Work
- FSU Center for Leadership and Social Change
- Legal Aid Foundation of Tallahassee
- The Frontline Project
- FAMU TRIO Educational Center

Case Study: Baltimore Organizations Transform Lives Through Mentorship Baltimore, Maryland

The Baltimore-based mentoring program, Sisters Circle, is highlighted as a successful case study of children in disenfranchised communities being provided with a role model that can help them navigate school and life in general. The program begins in the spring of sixth grade and the pairs can attend monthly educational, cultural, and recreational events. Some of the events held were pottery paintings, cooking sessions, bike rentals, and field trips. This program has led to "100% of participants graduating from high school, and 83% from college." It is likely that similar programs in Providence can have a positive effect on high school graduation rates and the emotional and professional development of neighborhood youth.



Priority Area Description

The purpose of this priority area is to expand and improve upon Providence's existing infrastructure and enhance housing and streetscapes within the neighborhood in order to increase the safety and wellbeing of Providence residents. The overall strategies within this Priority Area were based upon best practices for neighborhood improvement developed by the Better Block Foundation, as well as interviews and conversations with PNA members and leadership, Providence Beautification Committee leadership, and Providence community members.

Overall Strategies

- 1. Develop continuous lines of contact with the City Planning Department, Traffic Engineering, and Underground Utilities to make requests that get completed by city entities in a timely manner.
- 2. Providence residents will be trained on how to use the DigiTally app to report code violations and maintenance concerns. PNA and the City will develop educational material on use of the DigiTally app and distribute it door-to-door via flyers and through social media.
- 3. PNA will develop a database of desired streetscape improvements, volunteers to assist with these improvements, and local businesses that would like to participate in a neighborhood-wide infrastructure improvement and beautification program with the Providence Beautification Committee.
- 4. Create recreational opportunities for Providence children with the construction and implementation of a neighborhood playground. Continual communication with Blueprint and the Tallahassee Department of Parks, Recreation, & Neighborhood Affairs is crucial in keeping up to date with the playgrounds current status.

Potential Partners

- Tony Mart
- Affordable Tires
- All About Me Childcare Center
- Big A's Tires South
- Blueprint Intergovernmental Agency
- Tallahassee Garden Club
- Leon County Cares
- Innovation Park Development Board
- Leon County Office of Sustainability
- Tallahassee-Leon County Planning
 Department
- Department of Development Support and Environmental Management
- Sustainable Tallahassee

Case Study:

Better Block 501(c)(3) Nonprofit Organization, Operates Nationwide

Beyond city resources, there are instances in which thirdparty entities, such as Better Block, have contributed to communities in need of infrastructure improvements. Better Block is a great example of an entity that provides infrastructure improvements that also act as artistic installations, creating an aesthetically pleasing theme, while simultaneously creating safer communal spaces. The ultimate goal is for residents to "learn how to take quality-of-life improvements into their own hands." Therefore, the key component of Better Block's involvement is to put the power back into the communities' hands and re-envision public spaces as a team.



Affordable Housing

Priority Area Description

The purpose of this Priority Area is to increase and preserve the current stock of affordable housing through programs and initiatives such as infill housing, rehabilitations, and other paths to homeownership within Providence. These overall strategies were developed by examining past Neighborhood First planning efforts and Community Action Team procedures, modeling best practices from the West University Neighborhood (WUN) Housing Conditions Survey, and suggestions from the City of Tallahassee Housing Department staff on how to extend City programs to Providence.

Overall Strategies

- 1. Designate a Community Action Team member to be the Priority Area Lead for affordable housing. This team lead will spearhead the development of a Providence Housing Database accessible to all community members, and seek partnerships with community institutions to house informational materials and direct residents to the database.
- 2. Monitor the availability of funding for city programs and inform Providence residents through the community notification system and canvassing efforts.
- 3. Conduct an extensive existing housing conditions survey to provide foundational background information for grant proposals and presentations.
- 4. Voice support of existing projects and development incentives at relevant governing agencies, such as the Greater Frenchtown/Southside (GFS) Citizens Advisory Committee (CAC), and advocate that similar programs be extended to Providence.

Potential Partners

- COT Housing Department
- Greater Frenchtown/Southside Citizens
 Advisory Committee
- Big Bend 211
- FAMU/FSU College of Engineering
- Tallahassee Lenders Consortium
- TLC Qualified Lenders
- Legal Services of North Florida
- Legal Aid Foundation
- Capital Area Community Action Agency
- Tallahassee Trust for Historic
 Preservation
- Capital Area Apartment Association
- Ecorelics

Case Study:

WUN Neighborhood Housing Conditions Survey Eugene, Oregon

In 2004, the Community Planning Workshop in Eugene, Oregon, conducted a housing conditions survey on the West University Neighborhood (WUN). This neighborhood had a mix of housing types (Single Family, Multifamily, Apartment Complexes, etc.) similar to the housing structure of Providence, and provided a significant amount of background information to be presented to the Eugene Planning Department. This survey mainly focused on exterior housing conditions. However, the methodology can be altered to include survey questions related to indoor housing conditions as well. A similar presentation of data can be compiled so that the information acquired from this survey can serve as background data for numerous grant applications and presentations to governing agencies.



Chapter 3: Steps to Task Implementation

Introduction

The following chapter contains tables outlining implementation strategies for the 181 tasks identified in the 2003 Providence Neighborhood Renaissance Plan. These tasks were previously organized under the 2003 Neighborhood Plan's 14 Issue Areas, but have been reorganized under Providence's updated five Priority Areas, which were determined through the 2020 Providence Neighborhood Plan Refresh survey efforts, for purposes of this report. The Providence Neighborhood Plan Refresh: Completion Matrix Update Report can be referenced for the original organization of tasks by Issue Area.

Within each Priority Area, every task has a designated lead entity, completion status (as of December 2021), time frame designation, and strategies, resources, and recommendations. The lead entity for each task was determined by Providence Neighborhood Association, the City of Tallahassee Neighborhood Affairs Division, and the Fall 2021 FSU DURP Studio Team during the Providence Neighborhood Plan Refresh project. The time frame designations were developed by Providence Neighborhood Association and the Fall 2021 FSU DURP Studio Team under the recommendation of the Neighborhood Affairs Division. The time frame designations and their meaning are as follows:

- Foundational: These tasks are the building blocks of the Priority Area that all other tasks build upon. It is necessary to make progress on these tasks in order for other tasks to be implemented, so the Community Action Team should prioritize these tasks. Time frame is 3 to 9 months, based on the simplicity of the task.
- Quick Win: These tasks require little to no funding or additional networking to be implemented. The Community Action Team should begin working on these tasks immediately, as it is important that residents see progress on task status early in the plan implementation process to keep momentum and morale high. Time frame is 1 to 3 months.

• Long-Term: These tasks require funding and additional partnership building to be implemented. It will require sustained efforts by the Community Action Team, City involvement, and some technical expertise to see progress on these tasks. Time frame is intended to be 9 months and beyond, ideally 1 year to 1 and 1/2 years.

Strategies, resources and recommendations often apply to more than one task, therefore the tasks are bucketed (grouped together) in the tables by relevant content, rather than numerically. Each bucket has a title, along with an overarching strategy, recommendations/steps for completion, and resources, such as case studies, funding opportunities, and potential community partners. Tasks are listed in the table as follows:

- Tasks are organized into their corresponding Priority Area, noted by the tab on the right side of the page.
- Tasks that were organized into buckets are listed in the table first and are in numerical order by the first task in each group.
- Individual tasks that do not fall into these buckets are listed next, and these tasks are organized in numerical order within the Priority Area.
- Tasks which have a status of "No Longer Relevant" are listed last in the table and do not have corresponding resources and recommendations since they are no longer a priority for the neighborhood.

Chapter 3: Steps to Task Implementation

Sources

Steps to task implementation for each priority area and corresponding strategies were developed as a result of conversations with Providence Neighborhood Association leadership, resident input on the 2021 Providence Neighborhood Survey (Appendix D) and at community engagement events, and through research into best practices for reaching the goals of each priority area. All of the case studies and resources mentioned below can also be found in Appendix F: Supporting Documents. A list of sources used to develop the steps to implementation for each strategy bucket or individual task can be found in Appendix A: Steps to Task Implementation Source List. Following the Source List is Appendix B: Contact Information, which provides the point of contact, phone numbers, and email addresses for the potential community partners listed in each Priority Area, and Appendix C: Grants & Funding Opportunities, which provides information on grants that can be used to support the implementation of tasks listed throughout the Priority Area tables provided in this chapter.



Community Engagement & Empowerment

The implementation strategies within this Priority Area were developed through research into case studies of similar scope to Tallahassee. Also referenced were reports from the U.S. Department of Housing and Urban Development (HUD), which provided tips on starting and continuing relationships between landlords and the neighborhood association and how to foster informative and constructive conversations at neighborhood association meetings. The HUD report pertains to the Landlord Involvement section of this Priority Area (see Tasks 8.A.1. and 8.B.1, pg. 29-30). Other important sources used to develop strategies for increasing engagement with PNA were the City of College Station's (1999) *Taking Action! A Manual for Neighborhood Associations* and the City of Fayetteville's (n.d.) *A Guide for Starting Successful Neighborhood Association* and maintaining the capacity needed for a successful neighborhood association. A key takeaway is that in order to implement a block captain system and maintain membership, it is recommended to go door-to-door to introduce residents to the neighborhood association, help new members find a place within the association, encourage new ideas, keep membership records, and make sure it is not all work, but also fun and an opportunity for residents to connect and build relationships with each other.



Public Safety & Wellness

The implementation strategies within this Priority Area were developed through discussions with potential community partners, research on available resources, and relevant case studies. The potential community partners are organizations that currently operate in Tallahassee and could be helpful to the Providence community, including the Really Really Free Market and Food Not Bombs Tallahassee. Through research, resources currently offered in Tallahassee were identified, including substance abuse counseling programs, mobile health clinics, and CPR training classes. Lastly, the case studies include *The Benefit of an Organized Block* (Highlighter, 2015), Coffee with a Cop, Shop with a Cop, Cookies with Rookies, HUD's Good Neighbor and Officer Next Door Program, "Louisville Officials Police Union Agree to Short-Term Contract "(Elahi, 2020), and "Opinion: Police Officers Should Be Offered Incentives to Live in the Communities They Serve" (Bradley, 2021), *Youth in Action: Community Cleanup* (U.S. Department of Justice Office of Justice Programs, 1999), *Community Organizing for the Prevention of Problems Related to Alcohol and Other Drugs* (Wechsler & Schnepp, 1993), *Ten Ways to Immediately Improve Your Neighborhood* (Pueblo Police, n.d.), and the City of Philadelphia's Vacant Lot Program.



Human Capital & Economic Development

The implementation strategies within this Priority Area were informed by resident input via the 2021 Providence Neighborhood Survey, specifically the questions: "How do you like to receive information about neighborhood meetings, events, and programs?" (Appendix D, Figure 4) and "What community partnerships would you like to see developed to benefit residents in Providence?" (Appendix D, Figure 7). In addition, the following case studies informed steps to implementation throughout this Priority Area: *Baltimore Organizations Transform Lives Through Mentorship* (Agress, 2021), *From Neighborhood Association System to Participatory Democracy Broadening and Deepening Public Involvement in Portland, Oregon* (De Morris & Leistner, 2009), *Using Incentives To Increase Participation In Out-of-School Time Programs* (Collins, Bronte-Tinkew, & Burkhauser, 2008), and the City of San Gabriel Community Services Department's (2014) *Playing to our Strengths: A Five Year Strategic Plan for the Community Services Department*.



Neighborhood Infrastructure

Many tasks within this Priority Area will be accomplished through collaboration with the Tallahassee-Leon County Planning Department. Beyond the tasks requiring City involvement, tasks handled by PNA include the development of the Beautification Committee, which, in this document, has the intent of developing a structure similar to the Home Repair Resource Center in Cleveland Heights, Ohio. Strategies outlined by USAID Non-Governmental Organization (NGO) partnership are also utilized in the steps to task implementation for developing relationships between the Providence community and local businesses for facade improvements and general landscaping (pgs. 50-53). For tree planting initiatives, Northampton, Massachusetts' Neighborhood Tree Planting Program informed the steps to task implementation (pg. 62).



Affordable Housing

Many tasks within this Priority Area could be satisfied by increasing awareness of existing City of Tallahassee programs, therefore the majority of these strategies were developed by identifying the steps that would need to be taken to extend these programs to Providence. These steps to task implementation were informed by interviews with community members, as well as interviews with staff from the City of Tallahassee Housing Department. Implementation strategies for tasks that could not be satisfied through City programs were informed by best practices from relevant case studies such as the West University Neighborhood (WUN) Housing Conditions Survey and *Timebanking Systems* (Timebank, n.d.).



Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.A.1: Develop and adopt by-laws for the Providence Neighborhood Association. Lead: PNA	Completed	Foundational	 Bylaws and Positions Strategy: Create and continuously monitor the Providence Neighborhood Association's bylaws to assess the need for changes. 1. During the regular meeting in September, the current members of the Providence Neighborhood Association (PNA) will review the formal positions and bylaws and determine the need to add any additional positions or amend any bylaws. 2. The PNA President will file any amendments to the bylaws through the Leon County Clerk of Court's office within one month of coming to a consensus on the changes. 3. Announce any changes to bylaws or any additional positions through the PNA Facebook page within and month of the changes.
Task 1.A.2: Create within the association's by-laws formal positions through which residents can serve their neighborhood. Lead: PNA	Completed	Foundational	 page within one month of the change. In the month leading up to the annual election meeting in October, advertise the event through the block captain system, flyering, email blasts, and regular social media posts. Case Studies: A Manual for Neighborhood Associations, A Guide for Starting A Successful Neighborhood Association
Task 1.A.3: Establish and hold elections to give various neighborhood residents opportunities to serve their neighborhood in an elected office. Lead: PNA	Completed	Foundational	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.B.1: Organize focus groups to obtain input from residents on neighborhood issues and concerns and to promote a sense of community. Focus groups may be organized, as needed, for the following groups of residents: youths, elderly, single parents, landlords, college students, renters, and businesses, etc. Lead: City & PNA	Ongoing	Quick Win	 Focus Groups Strategy: Assess the needs and priorities of the overall community and work towards reasonable solutions to those priorities. 1. Every six months, have a meeting among leadership to identify potential projects and plans that may affect the neighborhood and determine the need to establish a focus group. a. Through the digital services notification of city projects and events, leadership will be aware of future projects occurring in Tallahassee to have representation at meetings if needed. 2. Organize focus groups by issuing block captains to request input from their blocks by means of flyering. a. In the absence of block captains, PNA will also use the community notification system to email/call the neighborhood to broadcast the formation of these focus groups and recruit those interested. 3. Contact the FSU Center for Leadership & Social Change for focus group facilitators. 4. Promptly following the creation of these focus groups, hold a meeting where: a. New members are welcomed and introduced
Task 1.B.2: Recruit facilitators to lead each focus group established. Lead: City & PNA	Ongoing	Foundational	 to the meeting. b. Everyone's input will be written down where everyone can see it. c. Everyone is encouraged to speak. d. Children are accommodated. e. The time of meetings is not too late, to accommodate residents of various ages. 5. Up to twice a month, focus groups will meet to discuss their priority up until the topic is resolved or the focus group is no longer needed. a. It is up to the PNA President along with the rest of leadership to decide when a focus group is needed or no longer needed. Case Studies: A Manual for Neighborhood Associations, A Guide for Starting A Successful Neighborhood Associations. Potential Partners: FSU Center for Leadership & Social Change

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.B.3: Utilize neighborhood focus groups and neighborhood association meetings to identify future street/ block captains. Lead: City & PNA	Initiated with Action Needed	Quick Win	 Block Captains Strategy: Create a liaison between the Providence residents to relay resident concerns. Develop a block map of the neighborhood to determine how many block captains are needed in the neighborhood. It is advised that at least two block captains are recruited per zone so responsibility can be shared. For blocks that include an apartment complex, an additional block captain should be recruited from the apartment complex recruitment should be done through the community contact system. Another way of recruiting those who live in apartments to become block captains is to knock on the doors of different apartment complexes and to outline the block captain system, the canvasser will outline the responsibilities of the block captains, show them the blocks formed, who already agreed to become a captain and what block they are in. Go door-to-door to inform residents about the formation of the block captains. Identify an appropriate time for them to meet. When going door-to-door, ask residents to fill out a Google form that states their level of interest in being a block captain and what days and times work best for their schedule for a one to two hour meeting. Integrate the meeting with the monthly PNA meetings or hold it separately based on the Google form results. Start and organize a running database that includes the block captains for each zone. Over time, this database can be updated by the block captains with notes about the needs of the residents on their block, e.g. a home in need of exterior repairs. Inform the Tallahassee Police Department Community Relations Unit to advise them of the formation of the Providence block captains.

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Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.B.4: Establish a network of block/ street captains in the neighborhood. Initially, explore the pairing of a Covenant Partner with a neighborhood resident to serve as block/street captains. Lead: City & PNA	Not Initiated	Long-Term	 At the first block captain meeting, detail the commitments and responsibilities of the block captains. a. Responsibilities include being a watchful eye for their block, dispersing information, and serving as a liaison between the block and PNA, which would require monthly attendance at PNA meetings. b. Gauge interest in the formation of a "Virtual Block Club" to provide the opportunity for online meetings and social events. 7. Provide incentives and events to keep block captains engaged and feel as though they are impacting the neighborhood. a. For instance, block captain appreciation bags for the holidays and block captains should provide to block captains. b. With the help of PNA, block captains should provide to organize block parties, block walks, game nights, and other social events with the goal of building relationships with the residents on their block and other blocks in Providence. 8. Every three months, monitor the number of block captains. 9. Following the need for additional block captains about potential new captains that will fill in the needed spots. Case Studies: A Manual for Neighborhood Associations, A Guide for Starting A Successful Neighborhood Associations. Potential Partner: Tallahassee Police Department

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.C.1: Continue distributing flyers and newsletters to keep neighborhood residents and stakeholders informed about neighborhood activities and projects. Lead: PNA	Ongoing	Quick Win	 Neighborhood Engagement Strategy: Effectively market PNA events to the greater Providence residents to increase attendance at neighborhood events and programs. 1. Regularly recruit people to flyer and advertise events associated with the neighborhood. a. Include those who live within the neighborhood and those who want to help. 2. Form a canvassing group of residents with roughly 5-10 residents. a. Actively and routinely monitor the need for additional canvassing volunteers. b. If immediate help is needed and this avenue of recruitment is unsuccessful, request volunteer assistance from outside organizations (see below). 3. PNA will also use the community notification system and the PNA Gmail account to email residents monthly newsletters. 4. Two weeks prior to any neighborhood event, advertising and outreach of these events will take place. a. Printed materials funded by the Vibrant Neighborhoods Grant. b. Businesses around Tallahassee also have grants available, such as Costco and Walmart. 5. The canvassing group will monitor the need for signs throughout the year. a. Whenever a neighborhood event is occurring, this group will post signs for these events.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.C.2: Use signs to advertise the association's monthly meeting. Lead: PNA	Initiated with Action Needed	Quick Win	 The additional need for volunteers, maps, or flyers, should be assessed on yearly basis. 1. In the monthly PNA meeting in July, identify the needed materials or amount of people for canvassing for August through May of the following year. a. Flyers b. Maps c. Number of volunteers for future events 2. Prior to the start of the school year in August, contact DURP to give a rough outline for the needed materials/volunteers. a. Outline dates of the events planned that year and rough estimate of the amount of volunteers needed. 3. In September, contact the President of the Student Association, ask about the status of volunteer recruitment. a. DURPSA will request the recruitment of volunteers across the listserv, as well as recruit potential volunteers who can assist in developing flyers or maps for neighborhood use. 4. In May, touch base with those volunteers and assess who will be staying in town over summer. a. Request assistance from those who are staying and able to help. 5. Contact other organizations for their assistance in recruiting canvassing volunteers. a. The FAMU & FSU Big Brother Little Brother Program. b. Rickards/Leon High School volunteer requirement. Case Study: A Manual for Neighborhood Associations Funding: Vibrant Neighborhoods Grant, Costco Grant Potential Partners: FAMU & FSU BBLB, FSU DURP

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Community Engagement & Empowerment

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 1.D.1: Provide activities at apartment complexes to get more renters involved. Lead: City & PNA	Initiated with Action Needed	Long-Term	 Neighborhood Activities Strategy: Hold events that encourage community involvement and social connection among Providence residents. 1. To secure funding for neighborhood social events and workshops, apply for the Vibrant Neighborhoods Grant through the City of
Task 1.D.2: Organize and hold street block parties so that neighborhood residents can meet each other. Lead: City & PNA	Ongoing	Long-Term	 Tallahassee Neighborhood Affairs Division. a. For activities and events, this grant can provide up to \$500 dollars for the funding of these events. b. Upon applying for this grant, PNA will contact the Neighborhood Affairs Division to monitor the status of their grant application. 2. Upon gaining the funding, block captains will advertise the event within their blocks as well
Task 1.D.3: Provide informational and educational components at block parties and other special events. Lead: City & PNA	Ongoing	Quick Win	 as around the bus stops. Additionally, the treasurer of PNA will apply to receive notice of future grants PNA can apply to which is located on the USA Grant Applications website. a. Upon applying and getting accepted to the website, the website will custom tailor grants PNA can apply for. Events will accommodate or focus on the children, as these are events with the most success in the past. a. Potential new event ideas:
Task 1.D.4: Provide workshops that focus on programs that are of interest to residents and provide a benefit. Lead: City & PNA	Ongoing	Quick Win	 i. Community tree planting ii. Sleepover at the community center iii. Back-to-school party & supply drive iv. Community mural v. Community donation car/bike wash 5. Incentives to get residents involved: a. Gift cards b. Raffles c. Food drives d. Extra t-shirt giveaways
Task 1.D.5: Create new and additional incentives to get more residents involved in the neighborhood association. Incentives could include food coupons, door prizes, and providing refreshments at the meetings. Lead: City & PNA	Ongoing	Foundational	 e. Coordinate with specific landlords and see if a small rent discount for PNA involvement is feasible f. PNA Member of the Month Award 6. See Neighborhood Engagement section for further instructions on how to advertise and gain attendance for these events. Case Study: A Manual for Neighborhood Associations Funding: Vibrant Neighborhoods Grant Program Potential Partners: City of Tallahassee Neighborhood Affairs Division

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.C.1: Place the neighborhood's name and logo on all materials relating to neighborhood projects and events. Lead: PNA	Ongoing	Quick Win	 Neighborhood Pride Strategy: Increase residents' recognition with the work of the Providence Neighborhood Association. 1. The #WeAreProvidence letterhead and logo will continue to be used on all printed materials. a. The same color light blue that has been used in the logo will be present on all resident-facing flyers and handouts for cohesion and recognition. 2. See the Neighborhood Activities section above for further instruction of funding. 3. Give out t-shirts as recognition for the work of PNA as well as to raise awareness to the general neighborhood of their presence. 4. For ideas and graphic assistance, consult the Neighborhood Engagement section on information for who to contact. Case Study: A Manual for Neighborhood Associations Funding: Vibrant Neighborhoods Grant (CoT)
Task 2.C.2: Purchase t-shirts with the neighborhood's name and logo to be worn by association members at special events and projects. Lead: PNA	Initiated with Action Needed	Quick Win	

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Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 6.B.1: Establish a working group with Leon County School Board, neighborhood churches, Mothers In Crisis, Boys & Girls Club, Tallahassee Police Department, School of Arts and Sciences, FAMU, TCC, and FSU to explore how they can help provide Heart- of-the-Hills Concept Plan recreational opportunities, including transportation to existing recreational centers, for the children and teenagers living in the neighborhood. Lead: PNA	Not Initiated	Long-Term	 Youth Recreation Strategy: Coordinate with outside organizations to provide recreational opportunities, programs, and transportation for Providence's children. 1. PNA will hold a bi-annual event every year at the church grounds or DKO Providence Community Service Center to sign the community youth up for recreational events and classes. a. Hold events prior to the Fall and Spring sports seasons, and based on attendance and need, also hold events before summer for summer programming events. b. Inform those of the waivers and discounts available. c. Following the accumulation of people who wish to sign up for recreation events, contact the Parks and Recreation Manager of Operations for assistance signing up large numbers of children. 2. i9 Sports Tallahasse offers a grant and scholarship program Director (see Appendix B) a detailed description of the proposed program and the league they want to join. b. Contact the Program Director for more information on what to email them in the description of the grant. 3. The Jake-Gaither Community Center and Walker-Ford Community Center offer a number of programs and events aimed toward children.
Task 6.B.4: Identify free or scholarship recreational programs for neighborhood youths. Lead: PNA	Initiated with Action Needed	Quick Win	 a. Events include arts & crafts, gardening, and youth sports. 4. If a program outside of the neighborhood is identified as potentially gaining large neighborhood interest, contact the Leon County School Transportation System with at least two days' notice for transport to the facility.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.A.3: Partner with neighborhood churches, not-for-profit groups, and existing businesses to sponsor activities such as field trips and other excursions for neighborhood children. Lead: PNA	Initiated with Action Needed	Long-Term	 There are also a number of mentoring programs throughout Tallahassee that can be contacted regarding potential partnerships for youth recreational activities. At one of these events to promote recreational classes, market youth mentoring programs to parents throughout the neighborhood. Advertise the other youth programs found throughout the year on "Fun4TallyKids". a. The PNA officer responsible for organizing events throughout the neighborhood will remain aware of youth events and programs throughout the city. Following the identification of an event or program for neighborhood children, contact the Leon County School District Transportation Department front desk to schedule a bus to bring neighborhood children to that event or program. Determine the success of that mentoring program and consider marketing the program across the neighborhood again. Funding: Costco Grant, Dick's Sporting Goods Grant, i9 Sports Grant
Task 7.A.6: Collaborate with various entities and individuals to provide transportation for neighborhood children to participate in educational and recreational opportunities outside the neighborhood. Lead: PNA	Initiated with Action Needed	Foundational	Potential Partners: City of Tallahassee Neighborhood Affairs Division, Leon County School Board Transportation, Pineview Elementary, Jake Gaither Community Center, Walker-Ford Community Center

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.D.1: Facilitate programs, at appropriate and convenient times, for seniors in the neighborhood to participate in the activities of the neighborhood association. Lead: City & PNA	Initiated with Action Needed	Quick Win	 Representing the Community Strategy: Ensure proper and equal representation of the community at neighborhood workshops. 1. At a minimum of two weeks prior to any neighborhood event (Fun Days, movie nights, neighborhood workshops, etc.), send advertisements and flyers about these events to all groups throughout the neighborhood. a. Block captains will hand them out, post at apartment complexes, and post at businesses. b. Call Homefront and the Veteran's Village to notify them of the event and ask for permission to canvass there prior to the event. c. Through the community notification system, contact landlords living in the area, as well as managers at apartment complexes inviting them to the community workshops and PNA meetings. 2. At these events, ensure proper incentives and activities are provided for higher attendance. a. Display metal "Providence Event Today" signs during the event all around the neighborhood, not only near the event itself. b. Accommodate children.
Task 7.D.2: In conjunction with landlords, owners/ managers of apartment complexes, local universities, and community college develop programs and incentives to encourage college students living in the neighborhood to be involved in neighborhood activities. Lead: City & PNA	Initiated with Action Needed	Long-Term	c. Event times will not be too late for maximum attendance of kids as well as senior citizens.

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Community Engagement & Empowerment

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.D.3: Establish at least three events per year to bring neighborhood residents together for social, cultural and educational purposes. Lead: City & PNA	Completed	Foundational	 Sometimes Tallahassee already hosts events that can be beneficial to neighborhood residents if they were held in Providence. See the Keeping Providence Informed section on how to sign up for notifications of the city's agendas and events. Designate a PNA member to follow the city of Tallahassee on social media accounts to constantly be aware of potential events that can be held in Providence or ones outside the neighborhood that will garner widespread youth interest. a. City of Tallahassee b. Parks & Recreation Division c. Fun4TallyKids Following the identification of a desired event, that member will advise the rest of PNA at the first possible meeting to garner interest. If the majority of PNA agrees with the event, the rest of PNA leadership will plan to organize this event. a. Includes contacting the organizer of the identified event. b. Assessing the feasibility of this event's success in Providence.
Task 8.B.2: Hold neighborhood events that encourage social interaction between landlords, property owners/managers and tenants. Lead: PNA	Initiated with Action Needed	Quick Win	 the event. a. Assess the feasibility of holding this event regularly. b. Contact the organizer of the original event about making this event a programmatic or regularly held event in Providence. Case Study: A Guide for Starting Successful Neighborhood Associations - City of Fayetteville, Arkansas Funding: Vibrant Neighborhoods Grant, Costco grant Potential Partner: Homefront, Lake Lodge Apartments, Providence Pointe, Veterans Village

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.A.1: Solicit and recruit more landlords to become members of the Providence Neighborhood Association. Lead: City & PNA	Initiated with Action Needed	Foundational	 Landlord Involvement Strategy: Seek to engage landlords of Providence and increase participation in the development of incentives and programs involving renters and landlords. 1. With the community notification system and the PNA Gmail account, create a separate list of Google contact pages specifically for landlords. a. Reference this list for general and specific landlord-related information or concerns. 2. Through the community notification system, contact landlords of properties throughout Providence to invite them to the Providence Facebook page. 3. Use the community notification system to contact landlords not residing in Providence to ask whether or not they would like to receive more information about the Providence Neighborhood Association. a. Contact landlords living within Providence at this time as well, which may be easier than those outside of Providence. 4. If obtaining their contact information with the prior methods are unsuccessful, administer a survey specifically catered to renters. a. See Affordable Housing Task 11.A.1. In that survey, those who mark as having an ongoing issue with their landlord will have the following question asking for that landlord's contact information. 5. After giving enough information about the neighborhood association, contact and ask the landlord if they will come to these workshop and remediation sessions to communicate with residents and be more involved with the neighborhood. 6. Following the need to schedule a workshop and remediation sessions to communicate workshop in the designated weeks.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.B.1: Twice per year hold workshops or invite speakers to make presentations to the neighborhood association on landlord/ tenant issues. Lead: PNA	Not Initiated	Foundational	 If a presentation needs to be organized or a dispute resolution is needed, contact the Legal Services of North Florida and inquire about their "legal clinics" specifically the ones discussing landlord/tenant law. a. These are free presentations and workshops in which they inform renters of their rental rights. More information can be found on their website. After organizing and hosting the event, assess the attendance and determine the success of the event. a. Assess the feasibility of holding this event regularly. b. Determine roughly when the next workshop will be held by contacting the appropriate parties to determine the next sufficient date. Case Study: Tips for Working with Landlords - HUD Potential Partner: Legal Services of North Florida
Task 2.C.3: Promote neighborhood association sponsored events throughout the neighborhood and the Tallahassee-Leon County community. Lead: PNA	Ongoing	Quick Win	 Keeping Providence Informed Strategy: Identify opportunities for promoting the efforts of the Providence Neighborhood Association across the greater Tallahassee region. See the Neighborhood Engagement section for detailed instructions on when and how to canvas the neighborhood. PNA will also contact Ariel Robinson to advertise PNA events through the service/ through the listserv. To be informed of the meetings happening throughout the city, the PNA President will sign up for the City of Tallahassee's Digital Subscription Service located on the City of Tallahassee's website. Service notifies residents of public meeting agendas for the Planning Department, Growth Management and the City Commission. PNA President will check for these agendas and assess whether or not Providence is of concern. While also assessing the need for representation at that meeting.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.C.3: Continued	Ongoing	Quick Win	 PNA will appoint someone within the neighborhood to keep up to date with neighborhood events throughout Tallahassee by searching on Google and Facebook, as well as inquire whether Providence can host any events in the future similar to those occurring elsewhere. a. The same person who organizes events for the neighborhood will be an appropriate choice for this role. After identification of a desirable event being held in the city, notify PNA and the neighborhood of the event. a. Begin to organize marketing of the event to the neighborhood. b. Set up tents and disperse handouts regarding PNA's latest neighborhood events and projects. Case Study: Community Toolbox - Chapter 26 Promoting Neighborhood Action Potential Partners: City of Tallahassee
Task 6.B.2: Seek an agreement with Pineview Elementary School and the Leon County School Board for the after school use of the school grounds for recreational opportunities. Lead: PNA	Not Initiated	Long-Term	 Pineview Elementary Strategy: Identify parks for the children of Providence so they have a local and safe space to exercise and socialize. 1. Since Pineview and the Leon County School Board do not allow for the after hours use of the outside recreation ground, coordinate with nearby community centers instead. 2. To get children to the community centers, organize a bus to provide transport. a. Jake Gaither Community Center, Walker- Ford Community Center i. Organize volunteers for the trip. ii. Call the center prior to transport to inform of the use of their playground. iii. Outline anticipated time spent there and number of children expected. b. Every Friday of the fall semester, inform families to drop children off at the former Providence Baptist Church lot and have a school bus ready to take them to the community center. c. Coordinate the transport by calling the front desk of the Leon County School Board Transportation Department. Funding: Costco Potential Partners: Pineview Elementary School, Leon County School Board Transportation

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Community Engagement & Empowerment

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.C.2: Work with Tallahassee Community College, Florida State University and Florida A&M University to develop programs that recognize the neighborhood involvement activities of the students from the neighborhood participating in neighborhood activities. Lead: City & PNA	Ongoing	Long-Term	 Organize a monthly "Student of the Neighborhood" Award posted on PNA's Facebook and email list. At the beginning of every month, identify a stu- dent who has been active throughout the events and programs in the neighborhood. Following the identification of that student, create a flyer of that student to disperse on the Facebook page and the email list of residents. At the end of the year in December, select one previous month's winner to be selected as the Providence Student of the Year. (Partnering increases the neighborhood profile and rewards university students for community involve- ment. This builds ongoing relationships and trust. The universities will advertise these events on stu- dent organization websites.)
Task 6.B.3: Explore with Florida State University the feasibility of neighborhood residents using any or some of the recreational facilities at the Alumni Village graduate student- housing complex. Lead: PNA	No Longer Relevant	N/A	
Task 7.A.1: Encourage the Leon County School Board to fund and operate an afterschool program at Pineview Elementary School. Lead: PNA	No Longer Relevant	N/A	
Task 7.D.5: Implement the strategies outlined in the Public Relations Report prepared by FAMU's School of Journalism Public Relations Class to provide opportunities for cultural and social interaction among neighborhood residents. Lead: City & PNA	No Longer Relevant	N/A	



Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 3.B.1: Use the neighborhood crime watch street/block captain network to organize residents on each street to clean and maintain their particular street. Lead: City	Not Initiated	Long-Term	 Block Captain Network Strategy: Utilize the established block captains to organize and identify residents on their streets with a keen interest in community participation and keeping the neighborhood clean. 1. Use the development of block captains (see Community & Empowerment Task 1.B.4) to assist in organizing residents on individual streets. 2. Next, utilize the strategy to identify residents willing to participate in cleanups and report issues to the City. Request suggestions from the established block captains about residents on their block who would be willing to participate in neighborhood cleanup events. 3. Lastly, formulate ways to monitor and ensure progress on these tasks and the residents. Some strategies are: a. Establishing a group email, chat, or another form of communication to distribute information and receive information. b. An interchanging schedule that alleviates any unnecessary weight on one individual. c. Independent trash cleanup of yards or a set boundary. d. Integrating streets that need more attention
Task 3.D.3: Recruit people in the neighborhood to monitor trash problems and to call the City's Solid Waste Department when the trash is not collected in a reasonable time frame. Lead: City & PNA	Ongoing	Quick Win	 a. Integrating streets that need more ditention into the wider cleanup plan. e. Keeping inventory on when the City has needed to be called. f. Educating residents about reporting missed pickups on the City Report Missed Solid Waste Pickup website and the capacity of DigiTally. Case Study: The Benefit of an Organized Block, Washington Heights Neighborhood Association

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 4.C.2: Conduct, periodically, in the neighborhood, fire prevention classes. Lead: City	Initiated with Action Needed	Long-Term	 Safety Classes and Resources Strategy: Ensure residents have access to the necessary safety resources and information to protect themselves within the home and neighborhood. 1. Work with TPD and TFD to conduct safety classes, showcases, and talks every six months. a. Utilize the Google form on the City Ride Along and Tours website to submit for TFD Speaker Request. b. Contact the TPD Community Relations Unit (see Appendix A) to organize events, programs, and classes.
Task 4.C.3: Provide smoke alarms to qualified neighborhood homeowners/residents. Lead: City	Ongoing	Quick Win	 Work with the Leon County Emergency Medical Services (see Appendix A) to provide resources and safety classes, such as: Apply for the Leon County EMS CPR Training Home Edition which provides an at-home CPR Anytime Kit to train people on CPR techniques. Employ the Stop the Bleed Training services to educate residents on providing immediate aid until first responders are able to come. Utilize the services of local organizations to provide additional safety classes, such as
Task 5.B.1: Collaborate with local law enforcement officials, including the fire department, to conduct workshops on personal and neighborhood safety. Lead: City	Pending	Long-Term	 Nurse Sharena's Learning Center (see Appendix A). Nurse Sharena provides low-cost CPR training classes off-site that cover adult, child, and infant CPR, choking, and the use of an automatic external defibrillator. Utilize TFD Google form on the Smoke Alarms and the Smoke Alarm Program website to provide smoke alarms to the neighborhood. a. Disseminate information by providing the link at meetings, sending it out over email, handing out flyers, and/or posting a
Task 5.B.5: Collaborate with appropriate agencies to conduct training sessions in the neighborhood on CPR and other life saving procedures. Lead: City & PNA	Ongoing	Long-Term	 message on Facebook/BAND. b. Provide an opportunity for assistance in submitting the form for those who do not have access to technology or need technical help. Funding Resource: Tallahassee-Leon County Nonprofit Services Grant Program

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 5.A.1: Collaborate with the Tallahassee Police Department, Tallahassee Fire Department, and the Leon County Sheriff Department to host events in the neighborhood to provide positive social interaction between law enforcement officers and neighborhood residents. Lead: City & PNA	Initiated with Action Needed	Foundational	 ncrease Police Interaction with Residents Strategy: Develop new strategies and utilize functioning strategies to increase law enforcement engagement in Providence. Have continuous contact with the appropriate departments in the Tallahassee Police Department and Tallahassee Fire Department, like the Community Relations Unit of TDP (see Appendix A). Continue to invite the departments to PNA events and meetings. Develop new strategies to continually involve the departments in the community. For instance, establish annual events that include the involvement of TPD and TFD in Providence. Opportunities like this include: Coffee with
Task 5.A.4: Recruit neighborhood residents to participate in the Tallahassee Police Department Citizen Academy and Ride-Along Programs. Lead: City & PNA	Pending	Quick Win	 a Cop, Shop with a Cop, and Cookies with Rookies. a. Coffee with a Cop is a low-cost and casual event that brings community members and officials together to talk over a cup of coffee. The premise of the event is to allow for free flowing conversations with no agendas or distractions to promote open communication. b. Shop with a Cop is an event inspired by Bullhead City, Arizona. During the holidays, officials have breakfast with the children and take them shopping at a nearby store. The groups of officials, employees, and
Task 5.A.5: Invite law enforcement officials to participate in regularly scheduled neighborhood association activities, such as the monthly neighborhood association meeting. Lead: City & PNA	Ongoing	Quick Win	 volunteers help the children spend a \$100 gift card. The children were chosen through the local school system and the money is found through city-wide donations to the program. c. Inspired by the Miami-Dade Police Department, Cookies with Rookies is an event to engage residents with newly hired officers. This event allows for neighborhoods to establish a relationship and bond with officers who are new to the profession. 4. Work on current strategies to specifically facilitate interaction between the officials and youth population, such as
Task 5.A.7: Recruit law enforcement officials to serve as volunteers in neighborhood-run youth and children's programs. Lead: City	Not Initiated	Long-Term	 a. Promote Ride-Along, Citizen Academy, Crime Stoppers, and RadKIDS at community events. b. Identify a rotating schedule of department members to come out to youth-centered programs.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task7.D.4: Coordinatewith the TallahasseePolice and FireDepartments toimplement programsthat foster andencourage positiveinteraction betweenthese departmentsand neighborhoodresidents, especially foryouth and children.Lead: City & PNA	Ongoing	Foundational	 To monitor the implementation of this task, it is recommended that this relationship is evaluated every month at PNA meetings to either develop new or continue working on strategies. Case Studies: Coffee with a Cop; Shop with a Cop, Bullhead City, Arizona; Cookies with Rookies, Miami- Dade Police Department
Task 5.A.2: Work with apartment owners/ landlords to provide incentives in the area of housing for law enforcement officials to live in the neighborhood. Lead: City & PNA	Not Initiated	Long-Term	 Incentivize Police to Live in Providence Strategy: Lobby the Tallahassee Police Department Citizens Advisory Council, and the City to incentivize officials to live in Providence. 1. Continue to foster relationships with the Tallahassee Police Department through events and programs. 2. Utilize the relationship to lobby the TPD Citizens Advisory Council (see Appendix A) and the City to incentivize police to live in Providence and establish a Community Policing Program. a. Most incentives provided by similar cities are monetary or policy-based. The policy-oriented incentives state that law enforcement officers must live in the neighborhoods they police. 3. Since Providence is in a revitalization area per the Neighborhood Revitalization Strategy Area Plan, the neighborhood is eligible for Housing and Urban
Task 5.A.3: Lobby the City of Tallahassee and the Leon County Sheriff Department to provide incentives so that at least one police officer and one deputy can live in the neighborhood. Lead: City	Not Initiated	Long-Term	 Development's (HUD) Good Neighbor Next Door and Officer Next Door programs. a. Good Neighbor Next Door Program takes selected homes and lists them exclusively through the program for five days. Law enforcement officers would bid on the homes and are selected randomly. With this program, officers can purchase a home at a 50% discount. The program benefits can be combined with the Officer Next Door Program. b. Officer Next Door Program is less restricted and allows officers to purchase any home on the market. They are eligible for grants, down payment assistance, and home loans. 4. To utilize these programs, lobby the Tallahassee Police Department to encourage officers to participate in these programs. Case Studies: Louisville Officials, Police Union Agree to Short-Term Contract, Louisville, Kentucky; Housing our police in the neighborhoods, San Diego, California; HUD's Good Neighbor Next Door and Officer Next Door Program

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.E.1: Collaborate with Mothers In Crisis, Capital Youth Services and other groups to provide services to residents dealing with substance abuse. Lead: PNA	Initiated with Action Needed	Long-Term	 Substance Abuse Counseling & Resources Strategy: Establish new relationships with local nonprofits, departments, and organizations to provide free substance abuse counseling services to residents and develop a neighborhood-level committee to foster open communication. 1. Utilize the services of local organizations, programs, and departments, such as: a. Turn About, Inc of Tallahassee is a nonprofit organization that offers mental health and substance abuse counseling for children and young adults. b. Capital Youth Services offer multiple services like short-term shelter, counseling, and intervention programs. c. DISC Village is a nonprofit corporation that provides youth and adult substance abuse outpatient services. d. Tobacco Free Florida offers Quit Smoking Support Groups online and in-person in Leon County. The days and times change and are provided on their Tobacco Free Florida Group Quit Calendar. e. City's TEMPO program which provides services for disconnected young adults.
Task 7.E.2: Collaborate with Mothers in Crisis to provide an ongoing support mechanism to residents to break drug and alcohol addictions. Lead: PNA	Not Initiated	Long-Term	 Develop a community prevention and support committee through the association and block captains. The committee will: Partner with the FSU College of Social Work and FAMU Department of Social Work (see Appendix A). Seek student interns from FSU College of Social Work and/or FAMU Department of Social Work to develop programs and educate the community on substance abuse issues. Partner with nearby businesses and organizations to distribute information on substance abuse counseling services and programs. Create a neighborhood support group to hold each other accountable. Host award ceremonies/celebrations for partnering organizations and residents to acknowledge work that has been done. Include substance abuse awareness materials and resources at PNA-sponsored events. Case Studies: Community Organizing for the Prevention of Problems Related to Alcohol and Other Drugs, Novato, California, Marin City, California, Mill Valley, California Funding Resource: Tallahassee-Leon County Nonprofit Services Grant Program

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 3.A.1: Establish a committee comprised of neighborhood residents and representatives from the City of Tallahassee Solid Waste Department, Code Enforcement Division, and Neighborhood Services to develop a comprehensive neighborhood cleanup plan. Lead: City	Ongoing	Foundational	 Within a year, identify neighborhood residents for this committee and use the established Beautification Committee as a source of recruitment. Collaborate with the City to identify representatives from Solid Waste Services, Code Enforcement Division, and the Neighborhood Affairs Division. Schedule an initial meeting with the committee members to begin communication and outline strategies for the development of the plan. Generally, a comprehensive plan will include: An identified team to lead cleanup strategies. Established goals. A map of potential cleanup sites. Barriers to keeping the neighborhood clean. Strategies to combat the barriers and lead cleanup activities. Potential partners for resources and volunteers. Case Study: Youth in Action: Community Cleanup, U.S. Department of Justice
Task 3.B.2: Coordinate with FSU, FAMU and other organizations to find groups who will adopt streets in the neighborhood and work in partnership with neighborhood residents to clean up and maintain designated neighborhood streets. Lead: PNA	Not Initiated	Long-Term	 Within three months, have a meeting with FAMU and FSU. PNA will first reach out to the colleges within each university in which they have an established relationship, such as the FSU College of Medicine, FAMU/FSU College of Engineering, FSU Department of Urban and Regional Planning, and FSU and FAMU Colleges of Social Work to discuss the possibility of departments within the college adopting streets in Providence. Invite local businesses to adopt streets in Providence. Discuss the Adopt-a-Street process, which information is found on the Keep Tallahassee Beautiful website. The adoption process includes a simple application and agreement which is viable for two years. The agreement states that the minimum amount of cleanups required is 6. No money is involved, the process is strictly bound by cleanup participation. If partnership and adopting a street is solidified, collaborate with the organizations/departments to establish a monthly or bi-monthly day in which these organizations/departments cleanup activities. Coordinate with the Beautification Committee cleanup events to relationship build and form new partnerships.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 3.C.1: As a neighborhood association, continue to push for aggressive code enforcement remedies by the City of Tallahassee. Lead: PNA	Ongoing	Long-Term	 Continue to reach out to the City when homes are in code violation. Educate residents on how to utilize DigiTally. a. Introduction to DigiTally can happen at PNA meetings, events, or on a flyer. To track and monitor this process, create a database of homes and how they are in code violation. This helps to hold involved parties accountable.
Task 3.D.1: Establish, immediately, a group to plan and coordinate neighborhood cleanup projects and to work with the City to launch an Operation Commitment Program early in the fall of 2003. Lead: City & PNA	Initiated with Action Needed	Foundational	 Continue to keep the Beautification Committee active. a. Host cleanup events with partnering organizations (see Neighborhood Cleanup Task 3.B.2). b. Work in the community garden on Stuckey Avenue. Organize the Beautification Committee and contact the City to begin communication about the Operation Commitment Program. Funding Resource: Local Community Grants, Walmart
Task 3.D.2: Devise ways to get owners of vacant lots to participate in cleanups. Lead: City & PNA	Not Initiated	Quick Win	 Create an inventory of vacant lots in the neighborhood that need attention. Work with the city to lobby landowners to transition vacant lots to pocket parks and other community amenities. a. The city currently partners with neighborhoods for the Vacant to Vibrant Program. This program turns vacant lots into community amenities through volunteers and community partnerships. Case Study: Vacant Lot Program, City of Philadelphia
Task 5.A.6: Recognize and honor law enforcement officials who have partnered with the neighborhood to address neighborhood issues. Lead: City & PNA	Initiated with Action Needed	Quick Win	 Continue to host collaborative events every month with TPD to celebrate the relationship (i.e. appreciation days, movie nights, etc.). Recognize law enforcement officials at PNA meetings when needed.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 5.B.2: Update neighborhood residents, on a monthly basis, of criminal activities taking place in the neighborhood. Lead: City	Ongoing	Quick Win	 Utilize PNA meetings to provide updated neighborhood-wide criminal activities. Ask for representatives of the TPD Community Relations Unit (see Appendix A) to make an appearance at these meetings to relay this information. Organize a neighborhood criminal activity database by utilizing the existing TOPS database and the information given out at PNA meetings. To circulate information, provide access online.
Task 5.B.3: Work with the Tallahassee Police Department and the managers/owners of apartment complexes to provide information to tenants on drinking and noise laws. Lead: City	Pending	Quick Win	 In a one month time frame, create a flyer with the concerning noise and drinking laws. Initially, distribute flyers door to door and send it over email. Continue this process for new residents.
Task 5.B.4: Encourage neighbors to look out for each other and report suspicious activities to the police. Lead: PNA	Ongoing	Foundational	 Encourage residents to introduce themselves to their neighbors and exchange contact information. Continue to host neighborhood events to foster relationships amongst the residents. Provide activities for residents to engage with one another (i.e. games, guided questions, food, skill-based activities, etc.). Continue to invite law enforcement to these events to create positive exposure. Case Study: The Ways to Immediately Improve Your Neighborhood, City of Pueblo, Colorado

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.C.1: Establish a neighborhood food pantry to assist residents with supplemental food supplies. Lead: PNA	Completed	Long-Term	 Continue the food programs at the DKO Providence Community Service Center. Reach out and continue to foster a relationship with Second Harvest (see Appendix A). a. Utilize the established food pantries in Tallahassee, which can be found on the Second Harvest Where to Find Food When You Need It website. There are 41 locations in Tallahassee. b. They offer a mobile food pantry option that brings an assortment of food on a predetermined date. Collaborate with Food Not Bombs Tallahassee (see Appendix A) on bringing some of their Food Share events and grocery delivery services to Providence. a. Reach out and ask about the potential donation of a community fridge. Discuss the possibility of utilizing their services to keep it stocked. Funding Resource: Local Community Grants, Walmart; Aldi Smart Kids, Aldi
Task 7.C.2: Establish and manage a neighborhood clothes closet to help residents needing clothes. Lead: PNA	Ongoing	Long-Term	 Continue the clothes closet and giveaway at the DKO Providence Community Service Center. Collaborate with the Really Really Free Market (see Appendix A) to expand the wardrobe and facilitate community partnerships. Expand how often access is granted to the clothes closet and promote it thoroughly in the neighborhood. To promote it, make announcements on Facebook, handout flyers, and talk about it at PNA meetings. Funding Resource: Local Community Grants, Walmart

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.C.5: Convene a meeting with the groups/ organizations in the neighborhood assisting families and children. The intent of this meeting is to share information on programs operated by the various neighborhood groups and to develop a collaborative and coordinated approach to assisting neighborhood residents with basic needs.	Completed	Foundational	 Continue to utilize a portion of the PNA meetings for this facilitation. Invite representatives from these organizations to relay information at PNA meetings. Create a working database of organizations and groups that offer assistance with basic services. Distribute database and information to Providence residents through BAND/Facebook and PNA meetings.
Lead: PNA Task 7.C.6: Arrange with			 Continue to collaborate with the available
Leon County Health Department to have the Mobile Health Clinic visit the neighborhood to perform health screenings and other health services for the entire neighborhood. Collaborate with entities in the neighborhood that are already receiving services from the Mobile Health Clinic. Lead: PNA	Ongoing	Long-Term	 Mobile Units in Tallahassee by inviting them to Providence events. The available units are: a. The Bethel Missionary Baptist Church Mobile Medical Unit (see Appendix A) b. The Bond CHC Mobile Unit (see Appendix A)
Task 3.A.2: Use the neighborhood newsletter to inform neighborhood residents about garbage collection procedures and collection times. Lead: PNA	No Longer Relevant	N/A	
Task 3.C.2: Recruit more residents to participate in the City's Code Enforcement Neighborhood Scouts Program. Lead: PNA	No Longer Relevant	N/A	



Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.A.2: Solicit, through the Covenant Partners and other partners, volunteer tutors and mentors to assist with tutoring programs operating in the neighborhood. Lead: PNA	Initiated with Action Needed	Quick Win	 Mentoring and Volunteer Programs Strategy: Establish recurring and systematic mentoring and tutoring programs to provide role models as well as develop healthy learning skills to residents. 1. Maintain close relations with neighborhood partners to gather information about tutoring and mentoring programs to ensure equitable access by neighborhood residents. a. Maintain and strengthen the relationship with DKO during the process of applying for CHSP grants for afterschool program funds. b. Maintain and strengthen the relationship with the Pineview Elementary Afterschool Programs Coordinator to discuss potential opportunities for programming involving college students as well as how registration can be more accessible to Providence youth. c. Maintain contact with the Strategic Initiatives Manager at the RIDER Center to follow up on expressed interest in establishing a mentoring program in the neighborhood. d. Coordinate with the FSU Center for Leadership and Social Change to determine a weekly schedule for interested volunteers
Task 7.A.5: Develop programs to involve college students who live in the neighborhood with neighborhood children. Lead: PNA	Initiated with Action Needed	Foundational	 to tutor at the Community Center. Invite partners to regular community meetings in order to keep all parties engaged in the process as well as continually discuss progress made in the programs. Begin marketing programs to residents through methods such as flyering and announcements at local schools, bus stops, churches, and businesses. Reach out to other partners to establish a database of volunteers that will assist in programs. Due to previous partnerships, reach out to the FAMU School of Social Work as they have been willing to provide students to volunteer. Every six months, devote a PNA meeting to updating the database of volunteers and community partners due to the transient nature of students. Case Study: Baltimore Organizations Transform Lives Through Mentorship Potential Partners: Famu School of Social Work, DKO, FSU, RIDER Center (Will Hill), Pineview Elementary(Tracy Nash), FSU Center for Leadership and Social Change

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Economic Development	Human Capital &

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.A.4: Provide, at the proposed neighborhood center, computers and other equipments to access online educational opportunities for neighborhood children and residents. Lead: PNA	Initiated With Action Needed	Foundational	 <u>Community Services</u> <u>Strategy:</u> Establish equitable access to services available in the community that will aid residents in developing skill sets. Compile a list of community partners and social services currently available. a. Previous partners that have hosted informational meetings at the Community Center include the Tallahassee Lenders Consortium and Legal Aid Foundation of Tallahassee. Support the annual back to school drive in conjunction with the DKO Foundation by creating a database of families that will benefit from these events and extending invitations. Dedicate a space in the Community Center for accepting donations for school supplies on a rolling basis.
Task 7.C.3: Establish, at the proposed neighborhood center, a comprehensive referral service to assist residents in obtaining certain services. In the interim, collaborate with Mothers In Crisis and the managers of the larger apartment complexes to provide such services. Lead: PNA	Initiated With Action Needed	Long-Term	 a. Coordinate with local agencies such as FSU Sustainable Campus to pick up supplies donated during the "Chuck it for Charity" program and make them easily accessible to neighborhood youth and parents. b. In addition, distribute information about additional back to school drive opportunities such as "KidsFest Tallahassee" that are held annually. 4. Ensure that such services are accessible to the community through coordination with the DKO so that the Community Center is open during regular business hours. a. Establish guidelines in order to ensure that communal computers and equipment are maintained. b. Develop an online list of referral services that are available on the community Center.
Task 7.C.4: Establish a "Back to School Supplies Drive" to assist families with children needing clothing and supplies for school. Lead: PNA	Initiated With Action Needed	Quick Win	 Coordinate with community landlords in order to make residents aware of such services and where to find them. Survey residents on an annual basis in order to determine additional resources that are desired by the community. Potential Partners: Tallahassee Lenders Consortium, Legal Aid Foundation of Tallahassee, DKO

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.B.1: Collaborate with our local universities, community college and vocational technical school to host career/expo days in the neighborhood. These activities can be held in conjunction with other neighborhood outreach activities. Lead: PNA	Ongoing	Quick Win	 Developing Skills Programs Strategy: Ensure the residents of Providence have access to programs and opportunities that will assist in developing the skills necessary for career readiness and education. 1. Compile information and establish a working database of city and local nonprofit programs aimed at improving human development skills. a. Such programs include the TEMPO Program, Tallahassee Lenders Consortium's Financial Literacy Program, and HomeBuyer Education Course. b. Coordinate with the FAMU TRIO Educational Center to determine a schedule for systematic educational programming. Acquire about the provision of career guidance and GED classes, and laptops for
Task 7.B.4: Collaborate with Mothers In Crisis to provide educational programs for neighborhood residents dealing with subjects such as conflict resolution skills, self- esteem, debt managing, parenting, etc. Lead: City & PNA	Not Initiated	Foundational	 residents to work on. 2. Disseminate information for programs through flyering the neighborhood, schools, and businesses. 3. Broaden community involvement by printing flyers in Spanish and having a volunteer translator attend community meetings and engage the Spanish population in Providence. a. Use the "Give-Give-Ask" system to establish trust with the Spanish speaking residents and improve the likelihood of engagement in programs. 4. Maintain close relations with local vocational schools and institutions and collaborate with them in biannual neighborhood events and meetings targeted towards educating the community. 5. Develop and maintain an ongoing database of people that receive information from these
Task 9.B.1: Conduct credit counseling and family budget development training within the neighborhood under the sponsorship of the neighborhood association as well as neighborhood faith- based institutions and schools. Lead: PNA	Initiated with Action Needed	Quick Win	 Sessions and check in with them every six months to assess if they have benefited from these meetings and programs. Potential Partners: The Frontline Project, FAMU TRIO Educational Center, Lively Tech, Palmer Munroe Teen Center, Single Parent Network, TEMPO Program,, Tallahassee Lenders Consortium Case Studies: From Neighborhood Association System to Participatory Democracy— Broadening and Deepening Public Involvement in Portland, Oregon Funding: Dollar General Adult Literacy Grant

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Human Capital & Economic Development

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 7.B.2: Solicit our local universities, community college and vocational technical school to establish scholarship programs for residents of the Providence neighborhood. Lead: PNA	Not Initiated	Long-Term	 Youth Development Strategy: Provide youth in Providence with the financial and social outlets necessary to develop educational and life skills. 1. Through methods such as flyering and social media announcements, identify and develop a database of youth that will benefit from development programs. a. Provide those that will benefit with information about programs such as the Young Adults Dynamic Futures Program, which aims to educate youth on Jobs & Work Experience, Resumes & Job Prep, and Financial Literacy. 2. Establish an incentive-based system to reward initial and continued participation in programs. a. Incentives can increase program participation and foster a sense of belonging, these can include food, gift cards, or special recognition at community meetings or on social media. 3. Continually update a database to monitor and compile scholarships and funding sources that may be relevant to residents of Providence. a. Apply for CHSP grants such as the Tallahassee-Leon County Nonprofit Services Grant Program to address funding for
Task 7.B.3: Coordinate with local businesses, the City of Tallahassee, local universities and colleges, CNRP financial partners, and Leon County to make summer employment opportunities available to the youths of the Providence neighborhood. Lead: City & PNA	Ongoing	Long-Term	 programs such as youth services, family services, job training/placement and health care. Also, look into collaborating with neighborhood partners to create or enhance local social programs such as career training, parenting skills, or programs to assist those who are suffering from lack of health care. 4. Host annual events geared towards informing students about scholarship and vocational activities. Also, coordinate with potential partners such as Lively Technical School in order to disseminate flyers about scholarships and educational opportunities. Case Study: Using Incentives To Increase Participation In Out-of-School Time Programs, Collins Et. Al, 2008 Funding: CHSP Tallahassee-Leon County Nonprofit Services Grant Program

Task	Status	Time frame	Strategies, Resources, & Recommendations	٢
Task 2.B.5: Examine how the Enterprise Zone can assist businesses to improve their properties. Lead: City	No Longer Relevant	N/A		Human Capital & Economic Development
Task 8.A.2: Solicit and recruit landlords to become members of the neighborhood crime watch program. Lead: City & PNA	No Longer Relevant	N/A		
Task 8.B.4: Help owners/managers of large apartment complexes to organize tenant associations within their apartment complexes. Encourage owners/managers to incentivize their complex meetings and invite officers from the neighborhood association to attend these meetings. Lead: PNA.	No Longer Relevant	N/A		



Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.A.1: Establish a committee to locate sites for the entrance signs and to examine ways to get funding for the signs. Solicit representatives from City of Tallahassee Street and Drainage Division and the Traffic Engineering Division to serve on this committee. Lead: City	Initiated with Action Needed	Foundational	 Street Safety Strategy: Develop consistent lines of communication with the City of Tallahassee to ensure progress is being made on PNA related city projects. 1. Develop a schedule of consistent calls and meetings with the City Planning Department, Traffic Engineering, and Underground Utilities to make requests that get completed by city entities in a timely manner. 2. Hold regularly scheduled check-ins with these entities every three to six months to review the current state of street, sidewalk, and drain infrastructure, or when a pressing issue arises.
Task 4.A.1: Reconstruct all neighborhood streets to enclose all open ditches, install curb and gutters, and construct sidewalks and traffic calming devices. Lead: City	Ongoing	Foundational	 These topics will also be addressed consistently at monthly PNA meetings. Potential Partners: Tallahassee Traffic Division, Tallahassee Underground Utilities, Tallahassee- Leon County Planning Department, Providence Neighborhood Association Case Study: Better Block and Hackable City, Amsterdam
Task 4.A.2: Construct crosswalks at appropriate intersection(s) along Levy Avenue for residents to access each section of the neighborhood. These crosswalks should further the neighborhood's Heart of the Hill Plan. Lead: City	Not Initiated	Quick Win	
Task 4.A.3: Install crosswalks at the Stuckey/Lake Bradford Road and Levy Avenue/ Lake Bradford Road intersections. Lead: City	Initiated with Action Needed	Quick Win	Continued on next page

Steps to Task Implementation: Neighborhood Infrastructure

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Task	Status	Time frame	Strategies, Resources, & Recommendations	ĴÜ:ľ
Task 4.B.1: On various streets throughout the neighborhood install traffic calming devices to slow the speed of motor vehicles. Priority should be given to the east-to-west streets. The installation of the traffic calming devices should further the neighborhood's Heart of the Hill Plan. Lead: City	Not Initiated	Long-Term		Neighborhood Infrastructure
Task 4.B.2: Install speed limit signs on all streets within the neighborhood. Levy Avenue and Stuckey Street could have a speed limit of 30 mph while other neighborhood streets should be limited to 25 mph. Lead: City	Pending	Foundational		
Task 4.B.3: Install a left turn signal at the intersection of Stuckey Street and Lake Bradford Road for northbound traffic. Lead: City	Completed	Quick Win		
Task 14.A.1: Identify and prioritize the streets in the neighborhood that are in need of improvement. Lead: City	Initiated with Action Needed	Foundational		

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.A.2: Design, construct, and install entrance signs and landscaping at the major entrances (Levy Avenue and Stuckey Street) into the neighborhood. The first signs should be installed at the eastern entrances of the neighborhood where they will have the most visibility. Lead: PNA	Initiated with Action Needed	Foundational	 Blueprint Tasks Strategy: Follow appropriate procedures to procure the promised Providence Neighborhood entrance sign. 1. Consistently check in with Blueprint to ensure that the signs are indeed still being offered to Providence and a time frame for when this will take place. a. If Blueprint is unable to provide signs, apply to the Vibrant Neighborhoods Grant as it has previously provided neighborhoods with welcome signs. b. If permitting is needed for sign installation, look through the city of Tallahassee sign application checklist. i. After this checklist is completed, fill out and submit an application to the Tallahassee Growth Management
Task 2.A.3: Obtain appropriate permits, if necessary, for the installation and construction of the neighborhood entrance signs. Lead: PNA	Completed	Quick Win	Department Building Inspection Division.
Task 2.B.1: Work with Florida A&M University School of Landscape and organizations such as the Tallahassee Garden Club to develop and implement a landscape program for the neighborhood. Lead: City & PNA	Not Initiated	Foundational	 Establishing a Local Network for Beautification Improvements Strategy: Develop a group of community members to create a network of individuals skilled and willing to assist with beautification issues and basic carpentry repairs. Propose an arrangement for FSU Landscape Architecture students to develop a landscaping plan for Providence for class credit, as well as volunteers to join the Providence Beautification and Upkeep Committee. Develop a partnership with Tallahassee Garden Club (TGC) with a yearly membership due payment of \$40 per member. Previously, TGC has "provided landscaping, plants and other outdoor improvements" to the Tallahassee Hope Community, as well as assisted with live oak preservation, and youth gardening education/projects.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.B.2: Establish a committee to approach businesses in the neighborhood to offer the neighborhood's assistance with beautification efforts and to find out businesses' issues and concerns on beautification matters. Lead: City & PNA	Initiated with Action Needed	Foundational	 Utilizing a formal letter and invitation to PNA meetings to establish a continuous relationship with local businesses in Providence. a. Push for a mutually beneficial relationship, where the Beautification Committee will provide their resources and efforts, in exchange for donations, contribution, and input to PNA and Providence from these local businesses. b. Through these relationships seek the potential for contribution to the Tree Planting initiative, by donation of trees or shrubbery for neighborhood members and volunteers to plant. c. Document the issues and concerns local businesses share with the Beautification Committee in the aforementioned volunteer database for future reference by committee members. i. Give business owners access to the established database of beautification concerns and volunteers in order to have a direct line of communication with leadership and other Beautification Committee participants. Invite potential volunteers (Providence residents, FAMU landscaping/architectural et a business owners access to the and the stables of the and the stables of the
Task 14.B.2: Organize groups of volunteers to assist business owners with landscaping. Lead: PNA	Not Initiated	Foundational	 students, etc.) as well as business owners to a PNA or Beautification Committee meeting through flyer, Facebook, email, face-to-face, etc. 5. After volunteers are identified, establish and maintain a database of these volunteers. a. This database will include pertinent skills each member is able and willing to contribute to beautification efforts, contact information, project development statuses as well as potential new ideas and innovation for Providence's beautification initiative. i. The meeting will emphasize the initiative for a continuing partnership between Providence and local businesses. Also, conduct any training for volunteers on a needed basis to address different landscaping techniques or carpentry repairs one may have to make. 6. Do monthly check-ins with businesses to have consistent lines of communication at PNA or Beautification Committee meetings.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.B.3: Assist businesses in the neighborhood with beautification/paint/ fix up projects. The first business to consider assisting is the tire business since they are already trying to clean up their site. Lead: City & PNA	Not Initiated	Foundational	 Establishing Relationships with Local Businesses Strategy: Reach out to local businesses to assist with property refurbishments. 1. The Beautification Committee will reach out to Affordable Tires through a formal letter and invite them to join PNA meetings and Beautification Committee meetings with the intent of establishing continuous relationships. a. The Beautification Committee will also offer interested business owners leadership roles in their organization in order to establish a greater sense of connection to PNA and Providence. 2. Over the next year, PNA will apply for associated grant programs for facade improvements. a. CRA grant requires a dollar amount to be matched by the City of Tallahassee. b. Hold fundraisers with identified local businesses to provide monetary assistance to reach these goals, such as Gaines Street Pies, Krispy Kreme, etc. i. Hold fundraisers where the neighborhood association keeps a large portion of profits made. Divert the
Task 2.B.4: Provide incentives for neighborhood businesses to improve their facade and grounds. Lead: City & PNA	Ongoing	Foundational	 money toward CRA grant requirements and even toward other activities PNA will focus on as well. 3. For internal neighborhood incentives, have a neighborhood spotlight program, where businesses with beautified facades will receive a special designation and mention by PNA. a. Do this through a mention on future flyers, Facebook, Band, and email notification, serving as an advertisement for the business and building a bridge for relationships with community members as well.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 14.B.1: Send letters to business owners in the neighborhood regarding the neighborhood's objective to improve the appearance and the aesthetics of the Providence Neighborhood. Invite business owners to attend neighborhood association meetings. Lead: PNA	Initiated with Action Needed	Foundational	 Within three months, the Providence Beautification and Upkeep Committee will hold a meeting with local business leaders to discuss potential partnerships, goals of these partnerships, and timelines of implementation for landscaping and carpentry goals for local businesses along with Lake Bradford, and present these goals at a monthly PNA meeting. a. The Beautification Committee will then draft a letter and hand-deliver it to businesses along Lake Bradford Road, and any others PNA wants to include, emphasizing the goal of establishing a consistent and mutually beneficial relationship. i. This letter will include the goals of a potential partnership, as well as the included business/facade grant opportunities listed in this document. ii. After the completion of this meeting, the Providence Beautification and Upkeep Committee will draft another letter for businesses that did not attend, to inform them of progress and agreements made by businesses that did attend. In order to recognize local businesses, mention their business on future flyers, Facebook, Band, and through email, serving as an advertisement
Task 14.B.3: Establish an incentive/recognition program to recognize businesses which make improvements to their properties that enhance the appearance and aesthetics of the neighborhood. Lead: PNA	Not Initiated	Quick Win	 for the business and building a bridge for relationships with community members. a. Suggest that these businesses apply to the Tallahassee Magazine "Best of Tallahassee" recognition program for local businesses. 6. Reach out to local businesses along Lake Bradford Road formally, along with the Beautification Committee, to demonstrate a serious interest in developing more reliable and mutually beneficial relationships. 7. In order to recognize local businesses, mention their business on future flyers, Facebook, Band, and through email, serving as an advertisement for the business and building a bridge for relationships with community members. a. Suggest that these businesses apply to the Tallahassee Magazine "Best of Tallahassee" recognition program for local businesses.

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 2.D.1: Establish the 1400 and 1500 blocks of Lake Avenue as the focus area of the neighborhood using the Heart of the Hill Conceptual Plan (see Appendix II). Lead: City	Initiated with Action Needed	Foundational	 Project Development Strategy: Keep track of the playground completion process, if progress is not being made, apply to grants as necessary. 1. Through monthly communication with Blueprint and Tallahassee Parks and Recreation Department, keep tabs on the status of the promised playground implementation and where construction currently lies. 2. If other routes of provision fail, apply to grants
Task 2.D.2: Acquire a vacant tract of land for development of the proposed neighborhood community center. Landscape the proposed neighborhood center to implement the Heart of the Hill Conceptual Plan.	Completed	Foundational	 such as Kaboom! for playground equipment donation and installation. With the Providence Beautification Committee, regularly assess the condition of the DKO Providence Community Service Center for potential refurbishment and physical improvements and take appropriate action with the City of Tallahassee to receive pertinent repairs.
Lead: City			Potential Partners : Blueprint, Tallahassee Parks and Recreation Department, Kaboom!, Board
Task 2.D.3: Install traffic calming devices (traffic circles) at the intersections of Hillsborough/Lake Avenue and Highlands/ Lake Avenue consistent with the proposed Heart of the Hill Conceptual Plan. These traffic circles should be landscaped with appropriate vegetation. Lead: City	Initiated with Action Needed	Long-Term	of Innovation Park Development Board, City of Tallahassee Department of Parks, Recreation, & Neighborhood Affairs
Task 2.D.4: Develop and implement a streetscape plan to create a focus area point in the 1400 and 1500 blocks of Lake Avenue consistent with the Heart of the Hill Conceptual Plan. The plan should include sidewalks, landscaping, sidewalk lights, special roadway surfaces, and street furniture where appropriate.	Initiated with Action Needed	Foundational	
Lead: City			Continued on next page

Neighborhood Infrastructure

Task	Status	Time frame	Strategies, Resources, & Recommendations	III:
Task 6.A.1: Establish a committee with representatives from Providence Neighborhood Association, adjacent neighborhoods, local schools, not-for-profit groups, neighborhood churches, business interests, the universities, Tallahassee Parks & Recreation Department, Tallahassee Parks & Recreation Department, Tallahassee Community College, Tallahassee Police Department, Trinity United Methodist Church, School of Arts and Sciences, and other groups, as may be appropriate, to develop a master plan for establishing a community center in or adjacent to the Providence neighborhood. Lead: City	Completed	Foundational	Continued from previous page	Neighborhood Infrastructure
Task 6.A.2: Identify and secure a site within or adjacent to the neighborhood for the construction of a community center. Lead: City	Completed	Foundational		
Task 6.A.3: In partnership with other community entities, secure funding for the construction of a community center. Lead: City	Completed	Foundational		

Task	Status	Time frame	Strategies, Resources, & Recommendations	Î
Task 6.C.1: Purchase or secure a lease of a suitable vacant tract of land in the neighborhood to construct a playground for neighborhood residents. Partnerships should be established with appropriate neighborhood groups and interests to establish the playground. Lead: City	Initiated with Action Needed	Long-Term		Infrastructure
Task 6.C.2: Partner with organizations, including the City, to provide equipment to furnish the playground. Lead: City & PNA	Not Initiated	Quick Win		
Task 6.C.3: Partner with student organizations on FSU, FAMU and TCC campuses as well as other community groups to help raise funds to purchase and/or lease property and equipments for the playground. Lead: PNA	Initiated with Action Needed	Foundational	Continued from previous page	
Task 14.D.2: Coordinate with Innovation Park Development Board, Florida State University, and the City of Tallahassee in the rebuilding of Stuckey Avenue as it relates to the use of Stuckey Avenue as the eastern entrance for the future development of the properties west of lamonia Street. Lead: City	Initiated with Action Needed	Long-Term		

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 4.C.1: Install, as needed, additional fire hydrants in the neighborhood. Lead: City	Not Initiated	Foundational	 Code Enforcement Strategy: Inform and educate Providence residents about the DigiTally app and conduct appropriate actions to ensure current code requirements are up to date. 1. Utilize DigiTally to submit issues dealing with
Task 5.B.6: Collaborate with the County Addressing Unit to address house numbering problems. Lead: PNA	Ongoing	Foundational	 code enforcement. 2. Train Providence residents and block captains on how to use the DigiTally app to report code violations and maintenance concerns. 3. PNA and the City will develop educational material on the use of the DigiTally app and distribute it door-to-door via flyers and through social media. a. Within six months, hold an educational workshop at the Community Center to help residents download the app on their phones
Task 5.B.7: Work with the Department of Neighborhood & Community Services and neighborhood residents to ensure that every home is properly numbered as required by the City Code. Lead: City	Ongoing	Foundational	 and walk them through how to use the app to report concerns. PNA will conduct a count of houses that are not numbered properly and contact the Department of Development Support and Environmental Management Code Compliance Services Department by phone for further documentation. Once an initial count is complete of unnumbered houses by the Providence Beautification Committee, they will reach out to the Department of Development Support and Environmental Management Code Compliance Services Department for the next
Task 11.B.2: Train code enforcement officers about the programs available through the City, County, State, and not-for- profit housing service providers to address housing code violations and direct them to provide residents with information on these programs. Lead: City	Not Initiated	Foundational	steps for proper documentation of these units. Partners: City of Tallahassee Code Enforcement, Department of Neighborhood & Community Services, Department of Development Support and Environmental Management Code Compliance Services Department Services Department

Task	Status	Time frame	Strategies, Resources, & Recommendations	
Task 11.G.2: Use the existing neighborhood scout program in association with the Code Enforcement Division in the City of Tallahassee Department of Neighborhood and Community Services to more effectively and timely address code violations occurring on properties.	Initiated with Action Needed	Foundational		Neighborhood Infrastructure
Task 12.B.2: Train code enforcement officers about the programs available through the City, County, State, and not-for-profit housing service providers to address housing code violations and direct them to provide landlords and residents with information on these programs.	Ongoing	Foundational		
Lead: City			Continued from previous page	
Task 12.D.1: Collaborate with the Department of Business and Professional Regulation in the enforcement of applicable codes for the upkeep and maintenance of apartment complexes within the neighborhood.	Ongoing	Long-Term		
Lead: PNA		-		
Task 12.D.2: Routinely monitor the neighborhood and bring housing and zoning codes violations to the attention of apartment/ property owners. Lead: City	Ongoing	Foundational		
Task 14.B.4: Aggressively enforce sign, building, and nuisance abatement codes and make known observed violations.	Ongoing	Long-Term		
Lead: City				

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 13.A.1: Maintain the current RP-1 zoning district in the area of the neighborhood south of Levy Avenue, except for the Alpine Apartment tract. Lead: City	Completed	Foundational	 Zoning Strategy: Develop consistent lines of communication with the Tallahassee-Leon County Planning Department to address pressing zoning concerns. Because these are larger zoning concerns, address the Tallahassee-Leon County Planning Department. a. Submission of zoning issues will be done on the Tallahassee-Leon County Planning Department website or contact the department directly by phone.
Task 13.A.2: Prohibit, in the Providence neighborhood, the specific uses (bars, liquor sales, etc.) cited in the zoning subcommittee recommendations. Lead: City	Completed	Long-Term	 Schedule meetings every three months, or as needed, with Tallahassee-Leon County Planning Department leadership and appropriate staff, to ensure that zoning concerns are being listened to and addressed in a timely manner.
Task 13.A.4: Designate the Stuckey Avenue corridor in a manner that will allow new development and redevelopment projects to maximize, to the greatest extent possible, the residential density allowed under the CU zoning district. Densities over what is currently allowed should be awarded based on the degree to which a development incorporates the design features for the corridor. Lead: City	Initiated with Action Needed	Long-Term	Continued on next page

Task	Status	Time frame	Strategies, Resources, & Recommendations	IN:
Task 13.B.1: In coordination with the Planning Department, develop and adopt design guidelines for infill development and redevelopment projects. Lead: City	Completed	Foundational		Neighborhood Infrastructure
Task 13.B.2: Include in the design guidelines, standards to ensure that higher density residential developments are guided to and/or allowed only within the Stuckey Avenue corridor. Lead: City	Completed	Quick Win	Continued from previous page	
Task 13.B.3: Include in the design guidelines, standards that will ensure that no new rental apartment complexes are built south of the Stuckey Avenue corridor. Lead: City	Ongoing	Quick Win		

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 14.A.3: Continue to lobby the Tallahassee City Commission to fund the Neighborhood Infrastructure Enhancement Capital Improvement Program and to ensure that all Providence neighborhood streets currently listed on the program are funded for construction in the first cycle of the program. Advocate for the highest priority to be given to Providence neighborhood streets when the construction schedule for these projects is being determined. Lead: City & PNA	Initiated with Action Needed	Long-Term	 Project Involvement and Representation Strategy: Continue consistent communications with Blueprint, representation at public meetings with projects associated with the Providence neighborhood, and assessments of Providence streets for the report to the City of Tallahassee. 1. Continue to participate and be represented in scheduled public meetings associated with projects in and around Providence in the future. 2. Continue discussion and consistent check-ins with the Blueprint Intergovernmental Agency to ensure the construction of the agreed upon neighborhood signs in accordance with the Airport Gateway Project. 3. Conduct assessments of the listed roadways requiring attention by the Tallahassee-Leon County Planning Department and Traffic Division every three months, or when needed, and report this data to the appropriate entities, in an effort to push for city action. Potential Partners: Blueprint, Tallahassee-Leon County Planning Department, Underground Utilities, City of Tallahassee Traffic Division
Task 14.D.1: Ensure that the neighborhood is represented on any group organized to provide input or advice on the design the Lake Bradford Road Gateway Project. Lead: PNA	Ongoing	Foundational	
Task 14.D.3: Coordinate with the City on the development of the Capital Cascade Sector Plan as well with Blueprint 2000 on all proposed projects that will potentially impact Providence neighborhood. Lead: City & PNA	Ongoing	Foundational	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 14.C.1: Plant more trees along Lake Bradford Road in coordination with property/business owners, City of Tallahassee and the Tallahassee Garden Club. Lead: City	Completed	Quick Win	 Tree Maintenance Strategy: Plant more trees in Providence and consistently maintain the ones that are currently there. 1. Leon County has a Tree Bank Program that will assist in this area. a. After filling out an application, the City of Tallahassee and Leon County will split the cost of materials and trees for use by the community. b. Contact the Leon County Division of Operations to get involved in this program. 2. Reach out to the UF IFAS Leon County
Task 14.C.2: Coordinate with the City, American Red Cross, and other appropriate entities to assist property owners with the removal of dead trees, and the pruning of trees. Lead: City	Not Initiated	Long-Term	 Extension to obtain seeds from the Leon County Seed Library. a. UF IFAS Leon County Extension holds a community workshop in January of each year for "Selecting and Planting Trees for Florida Arbor Day (third Friday in January every year). 3. Work with the Tallahassee Garden Club as well as Leon County to arrange a program where trees will be donated to Providence and volunteers from the Garden Club, FAMU, FSU, and Providence will host an annual Tree Planting Day. a. PNA and the Beautification Committee will
Task 14.C.3: Develop and implement a neighborhood- wide tree planting program in coordination with the City and other interested groups. Lead: City	Ongoing	Long-Term	 gather volunteers through advertisements on Facebook, flyers, email notification through local schools and universities, Band, etc. b. Designate a day for tree planting with community and city partners. c. Have volunteer organizations educate about the importance of greenery in communities (FSU Sustainable Campus, Sustainable Tallahassee).
Task 11.G.1: Recruit and train neighborhood residents to take part in the City's Neighborhood Code Enforcement Scout Program. Lead: PNA	No Longer Relevant	N/A	
Task 13.A.3: Rezone/ or support the issuance of a PELUC for Alpine Apartment tract to address the consistency of the existing development with the current zoning district. Lead: City	No Longer Relevant	N/A	



Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.A.3: Include on the agenda of the monthly neighborhood association meeting a standard agenda item on Landlord/Tenant issues. Use this time to provide trivia type information on the laws governing landlord/tenant issues. Lead: City & PNA	Ongoing	Quick Win	 Landlord Tenant Relationships Strategy: Increase awareness of resources and programs aimed at addressing landlord-tenant relationships. 1. With City assistance, ensure that information regarding the city and nonprofit programs aimed at addressing landlord-tenant issues are available in the housing database/ resource center. a. Remain aware of the programs offered by the COT Housing and Human Services Department such as the Landlord Tenant Risk Mitigation Fund and Landlord Tenant
Task 8.C.3: Encourage landlords and property owners/managers to properly screen all prospective tenants. Lead: City & PNA	Ongoing	Quick Win	 Mediation. b. Include in the housing database/resource center information on TPD's background check program as a means to screen tenants. 2. Every year, host a workshop for the entire neighborhood about landlord-tenant relations. a. Reach out to organizations who can provide information and services and ask them to attend these workshops. i. Partners include but are not limited to
Task 8.D.1: Host workshops, in conjunction with other appropriate entities, specifically for landlords and property owners/managers within the Providence neighborhood on issues dealing with landlord/ tenant issues and other applicable city and state codes. Lead: PNA	Not Initiated	Quick Win	 Big Bend Continuum of Care (BBCoC) Legal Services of North Florida and Legal Aid Foundation (see Contact Sheet). b. Advertise these workshops to all Providence residents through flyering and the community notification system. i. Reach out to FSU DURP for assistance in creating a flyer and the Neighborhood Affairs Division for assistance with printing. c. Invite Providence landlords to attend these workshops. i. Identify property owners through the Leon County Property Appraiser's website. ii. With City support, create and mail out
Task 8.D.3: Collaborate with the Tallahassee Police Department to develop a pilot program to help landlords screen prospective tenants. Lead: City	Pending	Long-Term	 informational flyers to Tallahassee based landlords as a means of advertising these workshops. 3. As significant issues come up, direct landlords and tenants to resources aimed at solving disputes such as the Landlord Tenant Mediation Program or legal resources such as Legal Services of North Florida and the Legal Aid Foundation. Potential Partners: PNA, TPD, COT Housing and Human Services Department, Lake Lodge Apartments, Big Bend Continuum of Care (BBCoC) Legal Services of North Florida, Legal Aid Foundation, FSU DURP

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.B.3: Use the resource of the proposed Housing Resource Center to provide information to tenants on landlord/tenant issues. Lead: PNA	Not Initiated	Quick Win	 Housing Resource Center Strategy: With the supplementary information provided by the COT Neighborhood Affairs Division, begin to create a neighborhood database of assistance programs available to Providence residents. 1. Within a month of the creation of the CAT, designate a Priority Area leader for affordable housing to be knowledgeable of city programs, and to begin the creation of a housing database. a. Host the database online (Google Drive, SharePoint, etc.) to make it more accessible to all residents until a formal partnership with a community institution is created to house physical copies of this information.
Task 9.A.4: Establish a Housing Resource Center in the neighborhood to provide information to potential first-time homeowners. This center could be housed at a neighborhood church, a community center, and/or at a not- for-profit agency within Providence. Collaborate with the County, City, and TLC and other entities to provide staff/volunteers for the center to be available at designated times to answer questions and to work with residents desiring to be homeowners. Lead: City	Not Initiated	Foundational	 b. At the least, this housing database will have information on program scope, eligibility requirements, and information on when funding is released. 2. Once the Providence housing database is established, consistently raise awareness of the tool throughout Providence. a. Provide a link to the database through the community notification system. b. Additionally, advertise the database at PNA meetings and events. c. Reach out to FSU DURP to assist with the creation of an informational flyer and the COT Neighborhood Affairs Division for assistance with printing. i. Distribute the flyer while canvassing, and also post it at major gathering spaces, including but not limited to apartment complex offices, bus stops, and the Community Center.
			Continued on next page

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.F.1: Research the programs that are available to help homeowners and rental property owners make repairs to their properties. Make such information available at the Housing Resource Center. Lead: PNA	Initiated with Action Needed	Quick Win	 After advertising the housing database, reach out with City support to neighborhood institutions such as the Community Center and Jerusalem Missionary Baptist Church and ask if it would be possible to store housing informational materials there. a. Work with the Neighborhood Affairs Division to provide physical copies of this information. b. Reach out to city departments to provide physical copies detailing their programs that can be acquired. c. If this database is available in one place online (Google Drive, SharePoint, etc.), these institutions will also guide residents to the database themselves during interactions with the community. 4. At the CAT's discretion, monitor when certain
Task 11.B.1: Provide through the Providence Housing Resource Center information regarding housing rehabilitation programs offered by the City, County, State and other entities. Lead: City	Not Initiated	Quick Win	 programs open to the public again and advertise them to neighborhood residents through the block captain system or community notification system. a. Funds for city programs are released on a rolling basis as funding becomes available, therefore CAT members will check relevant sources at least once per week. Potential Partners: COT Housing Department, COT Neighborhood Affairs Division, Big Bend 211, Capital Area Community Action Agency, Delta Kappa Omega Providence Community Service Center
Task 12.B.1: Provide through the Providence Housing Resource Center information regarding rental housing rehabilitation programs offered by the City, County, State and other entities. Lead: PNA	Initiated with Action Needed	Quick Win	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.A.1: Use faith- based institutions, civic, and not-for-profit groups that provide services to the neighborhood to disseminate information regarding the availability of funds to assist qualified first-time home buyers with down payment and closing costs. Information regarding the availability of below market-rate interest rate mortgages should also be disseminated through this manner. Lead: City	Initiated with Action Needed	Foundational	 First Time Home Buyer Assistance Strategy: Increase awareness of first-time home buyer assistance programs and monitor the availability of funding for such programs. 1. With City assistance, compile information on city and county programs aimed at first-time home buyer assistance to be assembled into the neighborhood housing database/resource center. a. The COT Housing Department, in partnership with the Tallahassee Lenders Consortium, administers a down payment assistance loan program to low-income first-time home buyers. 2. Monitor the availability of funding for City-sponsored programs a. The COT housing website releases information on the opening of these programs through their website, their social media pages, and local newspapers. i. Check these sources approximately once a week.
Task 9.A.3: Conduct workshops and/ or use the regular neighborhood meetings to notify and inform residents of the availability of funding to assist with homeownership. Lead: City & PNA	Initiated with Action Needed	Quick Win	 b. Advocate for the Neighborhood Affairs staff to provide support and information on the opening of these programs. 3. Alert neighborhood residents of the availability of funding through neighborhood meetings, events, block captain system, and the community notification system. Potential Partners: COT Housing Department, Tallahassee Lenders Consortium
Task 9.D.1: Work with the City and the County to set-aside or give additional incentives for prospective home buyers, using the first-time home buyer assistance program, to purchase a home in Providence. Lead: City	Completed	Long-Term	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.C.1: Develop a program to acquire existing vacant homes, existing rental homes where the owner(s) is interested in selling the property, and homes that come on the market for sale for the sole purpose of resale to a potential home buyer who will occupy the home. Lead: City	Not Initiated	Long-Term	 Vacant Home Acquisition and Resale Strategy: Work to increase the capacity of PNARC and make funding opportunities available to the organization. 1. With support from the Neighborhood Affairs Division, assemble city information about the acquisition and rehabilitation programs available to private developers and other relevant organizations. a. Assemble this information to be included in the housing database/resource center. b. Partner with PNARC to identify which loans/ programs will be of use to this organization. i. Apply to the Construction Loan Program. The program provides up to \$175,000 in a below-market or zero interest rate loan for the construction and major rehabilitation of single-family homes. ii. Reach out to the Tallahassee Lenders Consortium about their qualified lenders and the potential for additional funding. iii. PNARC member Nicole Everett discussed the possibility of acquiring homes with several or severe code violations possibly with the assistance of city departments. If the City were to acquire these blighted properties,
Task 9.C.2: Develop a list of vacant properties within the neighborhood whose owners are interested in selling their properties to an acquisition program whose mission is to increase homeownership in Providence. This list should be updated regularly and made available to the Department of Neighborhood and Community Services. Lead: City	Not Initiated	Quick Win	 PNARC will then rehabilitate them for homeownership. Create a list of vacant properties within Providence while conducting the housing conditions survey (see task 11.A.3). This list can be supplemented with information from the FSU studio team's survey and other visual assessments. a. Once this list is created, reach out to property owners of the vacant parcels and determine if they are interested in the acquisition program. i. Acquire property owner information through the Leon County Property Appraiser's website. b. Make this list available to the Neighborhood Affairs Division. Potential Partners: COT Neighborhood Affairs Division, COT Housing Department, PNARC, TLC Qualified Lenders, FSU DURP

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.D.3: Develop a program to provide developers/ builders with special waivers of tap fees, development permits and inspections fees, and other appropriate regulatory relief for the development of affordable housing for homeownership purposes in the Providence neighborhood. Lead: City	Completed	Long-Term	 Affordable Housing Development Strategy: Voice support of existing city programs to be implemented in Providence, and ensure Providence community members are involved in the development process. 1. With support from the Neighborhood Affairs Division, attend Greater Frenchtown/ Southside (GFS) Citizens Advisory Committee (CAC) meetings and voice support of these development incentives and encourage the committee to extend development programs to Providence. a. The GFS CAC meets once every two months. Look at the CRA calendar on their website for more information on meeting dates. b. The CAC approved the development of six
Task 9.E.1: Support only the construction of new single family homes, duplexes, triplexes and other housing styles/types that lend themselves to homeownership. Lead: City	Completed	Long-Term	 homes in the Greater Bond Neighborhood through the new home infill program. Voice support at CAC meetings for this project to be extended to Providence. c. The CRA Board commissioned six house plans to fit the style and aesthetic of these neighborhoods. The CAT will coordinate with PNA to determine if these models would fit into the style and aesthetic of Providence. If they determine these models are not sufficient, create a partnership to draft new home models
Task 9.E.2: Provide incentives to for-profit and not-for-profit developers to develop vacant properties in the Providence neighborhood with affordable housing. Infill housing should also include units for moderate income families. Lead: City	Initiated with Action Needed	Foundational	draft new home models. i. FAMU College of Architecture is a potential partner in this instance.
Task 9.E.3: Develop a housing style/type pattern book detailing the styles and the types of new housing the neighborhood will encourage and support. Lead: City	Completed	Quick Win	Continued on next page

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.E.4: Purchase available vacant lots to build affordable housing units. Lead: City	Initiated with Action Needed	Foundational	 Once these programs are extended to Providence, reach out to the Housing Department and CAC to secure a space on the competitive bid scoring board. a. Because this is a city project, this process can not be exclusive to one developer,
Task 9.F.2: Find a developer/builder that the neighborhood and the City can collaborate with to develop affordable housing in the Providence neighborhood. Lead: City	Initiated with Action Needed	Foundational	 and must be opened to a competitive bid process. However, the scoring committee for these developers has space to allow for a community partner to serve on this board. Potential Partners: Frenchtown/Southside (GFS) Citizens Advisory Committee, COT Neighborhood Affairs Division, COT Housing Department, PNA.
Task 11.A.1: Design a professionally acceptable survey instrument to assess existing housing conditions and the need for housing rehabilitation.	Not Initiated	Foundational	 Housing Conditions Strategy: Conduct a housing conditions survey to provide background information and data to be incorporated into grant proposals and presentations. 1. With support from the Neighborhood Affairs Division, determine the criteria to be included
Task 11.A.2: Conduct a survey of housing conditions in the Providence neighborhood using trained volunteers. Lead: PNA	Not Initiated	Quick Win	 in a housing conditions survey. a. The city of Eugene Oregon published a housing conditions report for their West University Neighborhood that is a potential model (see case study below). b. Additionally, there are applications available online (see Pocket Survey above)
Task 11.A.3: Develop a database of the neighborhood's existing housing conditions. Use information from the database as background data for grant applications and the development of housing rehabilitation assistance programs. Lead: PNA	Initiated with Action Needed	Foundational	 that provide readily available property surveying tools. i. This application and others like it may require a paid subscription which would present a barrier. 2. With support from PNARC and Neighborhood Affairs Division, identify community members and potential volunteers who will help conduct a housing conditions report. a. Reach out to Providence landlords to make them aware that this housing conditions survey is taking place. b. Reach out through the volunteer database (see task 11.C.3) to outside organizations
Task 11.A.4: Conduct a historic survey of the housing units in Providence to determine their historic significance and rehabilitation needs. Lead: PNA	Not Initiated	Quick Win	who may be able to provide volunteers for this survey. Continued on next page

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 12.A.1: Design a professionally acceptable survey instrument to assess the conditions of rental housing, including multi- family developments, and to determine the need for rehabilitation. Lead: City	Not Initiated	Foundational	 c. Additionally, identify Providence residents who may be able to provide insight into any historical properties within the neighborhood. Although the Tallahassee Trust for Historic Preservation does not recognize any historical properties in Providence, this can be amended if any properties hold architectural or historical significance to any Providence residents. Former PNA President Leslie Harris was identified as possibly having insight into historical properties. Within a year of the formation of the CAT, conduct a housing conditions survey in conjunction with PNARC and PNA. Start with properties that present the greatest need for rehabilitation. In the past, PNARC conducted this survey by identifying which houses had the greatest amount of code enforcement violations. Before conducting this survey, conduct a preliminary visual analysis to identify properties that look as if they are in a state of disrepair. If this visual survey identifies any properties that appear vacant, identify the landlord of this property Appraisers website. Once a group of volunteers is identified, hold a training session to familiarize them with the survey instrument. Make note of properties that have a significant amount of code violations and are in great need of rehabilitation as they will be included in an acquisition program (see Tasks 9.C.1 and 9.C.2). Create a list of summary tables that present the current housing conditions in Providence (see WUN Housing Survey case study). Use these summary tables as background data in presentations to the CAC and other governing bodies, as well as for grant applications.
Task 12.A.2: Conduct a survey of housing conditions in Providence neighborhood using trained volunteers. Lead: City	Not Initiated	Quick Win	
Task 12.A.3: Develop a database of the neighborhood's existing housing conditions using the data from the housing conditions survey and other relevant sources. Information from the database can be used as background data for grant applications and the development of housing rehabilitation assistance programs. Lead: City	Not Initiated	Foundational	
Task 12.A.4: Conduct a historic survey of the housing units in Providence to determine their historic significance and any need for rehabilitation. Lead: City	Not Initiated	Quick Win	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 11.B.3: Coordinate with the City of Tallahassee Department of Neighborhood and Community Services to determine the availability of grants and/or loans for housing rehabilitation. Notify neighborhood residents of the availability of these funds through the association's monthly newsletter, neighborhood meetings, and the Housing Resource Center. Lead: City	Not Initiated	Foundational	 Homeowner/Property Owner Rehabilitation Strategy: Increase awareness of homeowner rehabilitation programs and monitor the availability of funding for such programs. 1. With City assistance, compile information on city and county programs aimed at homeowner rehabilitation to be assembled into the neighborhood housing database/resource center. a. The COT Housing Department provides Owner Occupied Rehabilitation 10 year forgivable loans and Home Resilience Grants to low-income individuals on a rolling basis as funds are available. 2. Monitor the availability of funding for City- sponsored programs. a. The COT housing website releases information on the opening of these programs through their website, their social media pages, and local newspapers. b. Neighborhood Affairs staff will provide support and information on the opening of these programs when possible. 3. Alert neighborhood residents of the availability of funding through neighborhood meetings, events, block captain system, and the
Task 11.D.1: Develop and establish a program to provide grants and/or loans to neighborhood residents to make repairs to the home they own and occupy within the neighborhood and rental properties they own in the neighborhood. Lead: City	Not Initiated	Long-Term	community notification system. Case Studies: WUN Neighborhood Housing Conditions Survey Potential Partners: COT Housing Department, COT Neighborhood Affairs Division, PNA

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 11.C.1: Conduct Do-It-Yourself classes for minor to moderate housing rehabilitation projects in the neighborhood under the sponsorship of the neighborhood association. Appropriate permits should be obtained for repairs requiring a permit. Lead: PNA	Not Initiated	Quick Win	 Resident Skillshare Strategy: Identify and catalog community members with the time and skills to assist other neighborhood residents. Begin an initial identification of highly involved community members and identify if they have any skills they will teach other community members. a. Record these community members and skills and make this list available to all community members. Identify a few pilot projects and/or DIY classes that will be received well by the community and share progress on social media and/or other mediums. As more community members attend the DIY classes/projects, create a survey of new participants and assess their skills or trades to be incorporated into a community skill- set database that will be modified into a neighborhood barter system. This can be informal, however there are official programs aimed at creating these community barter systems called time banks. Look into the potential of utilizing this system. A time bank system is a form of
Task 11.C.2: Establish a housing services barter system in the neighborhood. Develop a list of neighbors who can help other neighbors in the neighborhood with home repairs, including a list of licensed contractors, carpenter, plumbers, etc., who reside in the neighborhood. Lead: PNA	Not Initiated	Quick Win	 bartering in which services are provided to other community members in exchange for credit. 1 hour of time spent on activity translates into one credit, and the activities provided are based on the services community members can provide. This system can be extended to Providence to create a repository of services community members can provide (Such as carpentry classes or landscaping programs), and then those community members can begin assisting each other. Continue to incorporate more community members into this neighborhood skill-share and catalog useful skills and trades. Potential Partners: PNA, Community Institutions, Timebanks.org

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 11.E.1: Survey the neighborhood to determine how many residents/ homeowners would like to renovate/ expand their homes and the barriers to such activities. Lead: PNA	Initiated with Action Needed	Quick Win	 Upgrades and Expansions Strategy: Determine the demand for housing upgrades and expansion and explore potential funding opportunities and development incentives. 1. With support from the Neighborhood Affairs Division, survey homeowners and landlords to determine if any of them will pursue upgrades and expansions to their properties. a. This survey can be incorporated in the housing conditions survey (See Task 11.A.3). i. This information can supplement grant proposals and presentations to governing bodies.
Task 11.E.2: Work with local financial institutions to develop special funding programs to assist residents with financing to renovate and expand their homes. Lead: PNA	Not Initiated	Long-Term	 ii. At a minimum, this survey will produce the amount of property owners interested in renovations and expansions, and a list of barriers to acquiring funding for these activities. b. If this survey is to be done independently of the housing conditions survey, identify homeowners and landlords within Providence and ask them to voice support for funding towards the renovation and expansion of affordable housing in Providence. i. State and federal funding is not eligible to be used for upgrades and expansions, therefore aim this support at the Neighborhood Affairs Division to bala secure funding from local financial
Task 11.E.3: Provide regulatory relief, such as waivers of permit fees, tap fees, setbacks, and appropriate environmental regulations, to homeowners upgrading or expanding their homes. Lead: City	Initiated with Action Needed	Long-Term	help secure funding from local financial institutions.

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 12.C.5: Work with the City, County, State, local financial institutions, and other funding entities to develop special loan programs to assist landlords and property owners with financing to renovate and expand their rental properties. Lead: City	Pending	Long-Term	 With the background information on the interested properties, reach out to qualified TLC lenders and determine the feasibility of a funding program aimed at upgrading and renovating affordable housing within Providence. a. Also, ask TLC if they know of any such funding sources and for direction on which qualified lenders can support this objective. i. TLC is generally geared toward increasing homeownership efforts, but they may be able to assist in identifying lenders for rental unit expansions. ii. People's First is a TLC lender that has been contacted in the past, however they do not have any Providence specific programs. b. Once this information is compiled, make it available in the housing database/resource center and alert all the interested property owners of this information. With the information on the interested properties and support from the Neighborhood Affairs Division, reach out to the growth management and planning departments to
Task 12.C.6: Provide incentives such as waivers of permit fees, tap fees, setbacks, and appropriate environmental regulations to landlords and/or prop- erty owners upgrading or expanding their rental housing unit(s). Every \$2000 in waivers should result in a commitment to keep the renovated hous- ing unit(s) affordable for a minimum of one year. Lead: City	Not Initiated	Long-Term	determine if the affordable housing development incentives will apply to the renovation and upgrading of existing affordable housing. Potential Partners: Neighborhood Affairs Division, Tallahassee Leon County Planning Department, COT Growth Management Department, Tallahassee Lenders Consortium, TLC qualified Lenders, COT Housing Division

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations	
Task 11.D.2: Explore with local building supply companies, through the Community Neighborhood Renaissance Partnership, the possibilities of obtaining special discounts on building supplies for home improvement/ rehabilitation projects. Lead: City & PNA	Not Initiated	Long-Term	 Discounted Materials Strategy: Work with Neighborhood Affairs and PNARC to identify sources of discounted building materials. 1. Design and conduct an existing housing conditions survey (see Tasks 11/12.A.1 through 11/12/A.3) and use this information to determine which properties are in greatest need of rehabilitation assistance. a. Use this list to build out an application for community improvement grants, such as the Home Depot Community Impact Grant. i. This grant money needs to be awarded to a nonprofit organization, therefore PNARC is an excellent partner for this task. 2. With support from the Neighborhood Affairs Division, reach out to local building supply companies such as J.H. Dowling Inc, Interior Exterior Building Supply, or Home Depot to determine if building supplies can be acquired at a discount. a. Inquire with Neighborhood Affairs where they acquired their building supplies for the Greater Bond Facade Improvement Program and determine if they were bought at a discount or at cost. 	Affordable Housing
Task 12.C.7: Explore with local building sup- ply companies, through the Community Neigh- borhood Renaissance Partnership, the possibil- ities of obtaining special discounts on building supplies for landlords rehabilitating/improving their rental properties in the neighborhood. Lead: City & PNA	Initiated with Action Needed	Long-Term	 Look into the possibility of obtaining reclaimed building materials at discounted prices. a. There are several building supply companies that work to reclaim building materials that would otherwise be thrown into a landfill. These reclaimed building materials can often be obtained at discounted prices. i. Ecorelics is such a company located in Jacksonville, FL, many of their building materials were reclaimed and can therefore be sold at an average discount of 20%. Potential Partners: COT Neighborhood Affairs Division, PNARC, Local Building Supply Companies, Ecorelics 	

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 12.B.3: Coordinate with the City, County, State and other entities to determine the availability of grants and/ or loans for rental housing rehabilitation. Lead: City & PNA	Initiated with Action Needed	Quick Win	 Rental Rehabilitation Strategy: Increase awareness of programs that will assist renter-occupied households, and encourage the development of new programs to provide renter rehabilitation services. 1. Research any available programs that will assist rental property owners and residents provide repairs to their home.
Task 12.B.4: Notify landlords and property owners of the availability of rental housing rehabilitation grants/loans through the association's Facebook page, neighborhood meetings, landlords focus group meetings, and the Housing Resource Center. Lead: PNA	Not Initiated	Quick Win	 a. Identify repair programs that are not exclusive to homeowners. i. One example is the Capital Area Community Action Agency's Weatherization Assistance Program provides property owners (including those that do not occupy the property) repair assistance aimed at increasing energy efficiency within the home. These repairs include but are not limited to weather Insulation, caulking, thresholds, and window/door repair. b. Identify Programs that are not explicitly
Task 12.C.1: Develop and establish an affordable rental housing rehabilitation program to provide grants and/or loans for the rehabilitation of rental housing. Rental housing rehabilitation grants or loans should be structured so that the rehabilitated housing unit(s) remain affordable for a specific period of time. Lead: City	Initiated with Action Needed	Long-Term	 aimed at rehabilitation, but would free up money that would otherwise not be used for repairs. i. An example of this would be for landlords to engage with the Landlord Risk Mitigation Program, which provides a \$500 signing bonus to landlords who rent to at-risk tenants. This money could then be used to fund rehabilitation efforts. 2. Work with the City to implement a program aimed at renter-occupied housing units. a. Rental rehabilitation is an eligible use of CDBG funding, and programs utilizing federal funding for rental rehabilitation are currently under development by the city of Tallahassee. i. With support from the Neighborhood Affairs Division, voice support of the
Task 12.C.2: Seek funding for the rental rehabilitation loan/ grant program from the Community Redevelopment Agency (CRA), the Community Development Block Grant (CDBG) and any other relevant and appropriate sources. Lead: City	Initiated with Action Needed	Foundational	 Affairs Division, voice support of the development of a rental rehabilitation plan to the GFS CAC and other applicable departments to ensure that these rehabilitation programs keep the property affordable for a certain period of time. ii. The city of Tampa has a renter occupied rehabilitation program that can serve as a model. However, this program requires a dollar match amount for all funding. Providence landlords will need to be surveyed to determine if they have the capital to implement a similar program. Potential Partners: COT Housing Department, COT Neighborhood Affairs Division, PNA, Capital Area Community Action Agency

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 8.C.1: Work with landlords to create rental residential leases which provide incentives for neighborhood residents/ students to be involved in the activities of the neighborhood association and other civic activities which benefit the neighborhood, assist in the upkeep of their leased housing unit, and provide for lease ownership. Rental discounts could be given to residents/students who volunteer to participate in neighborhood activities. Lead: City	Not Initiated	Long-Term	 With City and PNA support, identify landlords involved within the Providence Neighborhood Association and encourage them to try and get their tenants, particularly students, involved in the neighborhood association. Once this partnership between PNA and local landlords is established, suggest that they incorporate lease discounts to students who attend neighborhood functions. a. Another implementation strategy is to identify student residents who attend neighborhood events and gauge their interest in implementing such a project. i. If enough students are interested, bring the idea forward to the landlords and ask them to consider it. Work with the COT Housing Department to encourage landlords participating in the Landlord Risk Mitigation program to suggest similar programs. Potential Partners: COT Neighborhood Affairs Division, COT Housing Department, PNA, Providence Landlords
Task 8.D.2: Through the Tallahassee Landlords Association or some other group, identify existing landlords who will mentor a landlord participating in the Providence Residential Landlord Program. Lead: PNA	Not Initiated	Quick Win	 Make information on programs and associations that can assist or mentor Providence landlords available in the housing resource center. a. One available resource is the Capital Area Apartment Association. This association provides numerous benefits to members, including but not limited to discounted educational programs, access to FAA and NAA leases and forms, and Legislative Monitoring and Protection at the local level. b. This organization has its members pay dues. The dues are relatively affordable, but may present a barrier to property owners. i. Explore the possibility of the Neighborhood Affairs Division sponsoring these membership dues. Reach out to landlords within Providence and connect them with any identified resources that may help them with the management of their properties. Potential Partners: PNA, Capital City Apartment Association

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 9.A.2: Participate and collaborate with the Tallahassee Lenders' Consortium in the housing fairs currently sponsored by the Consortium to promote affordable housing opportunities in Providence. Lead: City & PNA	Not Initiated	Quick Win	 Each spring the City and County conduct a joint fair housing symposium that covers a wide range of housing topics, including credit building, youth finances, and resources available to purchase a home. This year, the symposium was administered virtually through WebEx, which made it more difficult to attend in Providence due to the digital divide. a. Take steps to increase awareness and accessibility to these symposiums. Utilize the community notification system to alert residents of these symposiums, and neighborhood viewing events will be established to increase accessibility. With support from the Neighborhood Affairs Division, lobby the city and county commissions to conduct a Providence specific workshop during Fair Housing Month. Potential Partners: Neighborhood Affairs Division, Tallahassee Lenders Consortium, PNA
Task 9.D.4: Collaborate with the City of Tallahassee to designate the Providence neighborhood as a Revitalization Area under US Department of Housing and Urban Development (HUD) Office of Single Family Housing to allow for the Officer and Teacher Next Door Programs to be implemented in the neighborhood. Lead: City	Completed	Long-Term	 With City Support, raise awareness of the benefits associated with being a part of the HUD Designated Neighborhood Revitalization Strategy Area, and work with the COT Housing Department to identify potential properties for the Officer and Teacher Next Door programs. Potential Partners: COT Neighborhood Affairs Division, COT Housing Department, PNA

Affordable Housing

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 10.A.1: Establish a working group of neighborhood residents, representatives of adjacent neighborhoods, Tallahassee Landlords' Association, interested businesses including financial institutions, not-for-profit groups, the universities, City of Tallahassee, Leon County, and other groups as may be appropriate, to investigate the feasibility and the design of a Residential Landlord Program. The working group should look at the following issues: 1) The geographic area of concern for such a program; 2) Funding for the Program; 3) Landlord/Tenant Training Program; and 4) Incentives/Penalties for the Program.	Initiated with Action Needed	Long-Term	 With support from the Neighborhood Affairs Division, identify how many property owners and landlords live within Providence. a. Utilize the Leon County Property Appraisers website to find the mailing addresses of property owners. b. Keep a running list of the mailing addresses of landlords as this will be used to encourage landlords to attend neighborhood events. Partner with PNARC to discuss alternative homeownership methods that will be implemented in Providence to increase neighborhood ownership. a. Alternative homeownership methods include but are not limited to community land trusts and housing co-ops. Invite landlords to a CAT meeting to discuss alternative neighborhood ownership methods within Providence. a. Do this in conjunction with the yearly landlord-tenant workshop (see Task 8.5.1). b. Invite PNARC to attend this event as well to give their input on homeownership efforts. i. Use this as an opportunity to gauge if landlords are interested in selling properties (see Task 9.C.1) for a neighborhood-based acquisition program. Partner with the City to discuss methods and possible incentives for the creation of a resident landlord program. Potential Partners: Neighborhood Affairs Division, Tallahassee Lenders Consortium, PNA
Task 11.C.3: Partner with volunteers groups from area churches and FAMU's College of Engineering Science and Technology and Agriculture (CESTA) to assist residents in making repairs to their homes. Lead: PNA	Initiated with Action Needed	Long-Term	 Compile a list of contact information of organizations that have volunteered with Providence events in the past. Use this database of partner organizations to advertise future projects, such as home repairs and other neighborhood events. At future events, ask participants at sign in if they would be willing to volunteer in Providence again. Through Qualtrics or another survey software, a quick survey will be given to gauge participant's interest in volunteering in other neighborhood activities. Structure this so volunteers can choose what activities they would commit to volunteering at. Potential Partners: Previous Volunteer Groups

Task	Status	Time frame	Strategies, Resources, & Recommendations
Task 11.F.1: In partnership with the Tallahassee Lenders' Consortium and/ or other entities, provide training for existing homeowners with emphasis on maintaining their home mortgages. Lead: City & PNA	Initiated with Action Needed	Quick Win	 With support from the Neighborhood Affairs Division, assemble information on the programs administered by the Tallahassee Lenders Consortium, and make this information available in the housing database/resource center. a. Due to the pandemic, many of these programs have been administered virtually which presents a barrier in Providence due to the large digital divide. To overcome this divide PNA, the CAT, and the Neighborhood Affairs Division will partner with TLC to implement in-person classes with COVID precautions at the Community Center where TLC Director Karen Miller is involved. Potential Partners: Tallahassee Lenders Consortium, COT Neighborhood Affairs Division, PNA Source:
Task 9.D.2: Work with the City to require/set aside and/or give extra incentives to City employees participating in the Employee Homeownership Program to buy a home in the Providence neighborhood. Lead: City	No Longer Relevant	N/A	
Task 12.C.3: Provide information to property owners/ landlords undertaking rental rehabilitation projects on the sales tax rebate program operated under the County's Enterprise Zone Program. Lead: City	No Longer Relevant	N/A	
Task 12.C.4: Partner with Leon County Enterprise Zone Development Authority to expand the Enterprise Zone designation to include all of the neighborhood so that rehabilitation projects taking place in the entire neighborhood have the potential to benefit from the sales tax rebate program. Lead: City	No Longer Relevant	N/A	

Appendix A: Steps to Implementation Source List

The following reference table catalogs the strategy and source types for all implementation strategies included in Chapter 3: Steps to Task Implementation. Source types include: (1) Peer plan, (2) Case study, (3) Community input (via interviews, survey responses, and community engagement events), and (4) Best practices research.

Community Engagement & Empowerment			
Relevant Task/Strategy	Sources		
Tasks 1.A.1, 1.A.2, 1.A.3: Bylaws & Positions	Case study: A Guide for Starting Neighborhood Associations (City of Fayetteville, Arkansas, n.d.)		
Tasks 1.B.1 & 1.B.2: Focus Groups	Case study: A Guide for Starting Neighborhood Associations (City of Fayetteville, Arkansas, n.d.)		
Tasks 1.B.3 & 1.B.4: Block Captains	Case study: <i>Taking Action! A Manual for Neighborhood Associations</i> (City of College Station, Texas, 1999); Community input at the October 25, 2021 Community Education Workshop and the November 17, 2021 CAT Facilitation Workshop		
Tasks 1.C.1 & 1.C.2: Neighborhood Engagement	Best practices research; Interviews with PNA leadership		
Tasks 1.D.1, 1.D.2, 1.D.3, 1.D.4, 1.D.5: Neighborhood Activities	Case study: Taking Action! A Manual for Neighborhood Associations (City of College Station, Texas, 1999), A Guide for Starting Neighborhood Associations (City of Fayetteville, Arkansas, n.d.)		
Tasks 2.C.1 & 2.C.2: Neighborhood Pride	Best practices research		
Tasks 6.B.1, 6.B.4, 7.A.3, 7.A.6: Youth Recreation	Community input via the 2021 Providence Neighborhood Survey (Appendix D, Figure 7); Best practices research		
Tasks 7.D.1, 7.D.2, 7.D.3, 8.B.2: Representing the Community	Case study: A Guide for Starting Neighborhood Associations (City of Fayetteville, Arkansas, n.d.)		
Tasks 8.A.1 & 8.B.1: Landlord Involvement	Case study: <i>Tips for Working with Landlords</i> (U.S. Department of Housing & Urban Development [HUD], n.d.)		
Task 2.C.3: Keeping Providence Informed	Community input via the 2021 Providence Neighborhood Survey (Appendix D, Figure 4) and at the October 25, 2021 Community Education Workshop; Case study: A Guide for Starting Neighborhood Associations (City of Fayetteville, Arkansas, n.d.)		
Task 6.B.2: Pineview Elementary	Interview with Potential Community Partner - Pineview Elementary; Best practices research		
Task 8.C.2	Best practices research		

Public Safety & Well	ness
Relevant Task/Strategy	Sources
Tasks 3.B.1 & 3.D.3: Block Captain Network	Case study: <i>The Benefit of an Organized Block</i> (Highlighter, 2015); Community input at the October 25, 2021 Community Education workshop
Tasks 4.C.2, 4.C.3, 5.B.1, 5.B.5: Safety Classes and Resources	Community input via the 2021 Providence Neighborhood Survey (Appendix D, Figure 7); Best practices research
Tasks 5.A.1, 5.A.4, 5.A.5, 5.A.7, 7.D.4: Increase Police Interaction with Residents	Case studies: Coffee with a Cop (California 501(c)3), "Police Events: Shop with a Cop" (Bullhead, Arizona), "Cookies with Rookies" (Miami-Dade Police Department)
Tasks 5.A.2 & 5.A.3: Incentivize Police to Live in Providence	Case studies: "Opinion: Police Officers Should Be Offered Incentives to Live in the Communities They Serve" (Bradley, 2021), "Louisville Officials Police Union Agree to Short-Term Contract" (Elahi, 2020), HUD's Good Neighbor and Officer Next Door Program, "Housing Our Police in the Neighborhoods" (Weisberg, 1996)
Tasks 7.E.1 & 7.E.2: Substance Abuse Counseling and Resources	Case studies: Community Organizing for the Prevention of Problems Related to Alcohol and Other Drugs (Wechsler & Schnepp, 1993); Interview with Potential Community Partner - FSU College of Social Work Center for Study and Promotion of Communities, Families, and Children
Task 3.A.1	Case study: <i>Youth in Action: Community Cleanup</i> (U.S. Department of Justice Office of Justice Programs, 1999)
Task 3.B.2	Best practices research
Task 3.C.1	Best practices research
Task 3.D.1	Case study: <i>Youth in Action: Community Cleanup</i> (U.S. Department of Justice Office of Justice Programs, 1999)
Task 3.D.2	Case study: City of Philadelphia's Vacant Lot Program
Task 5.A.6	Best practices research
Task 5.B.2	Best practices research
Task 5.B.3	Best practices research
Task 5.B.4	Case study: Ten Ways to Immediately Improve Your Neighborhood (Pueblo Police, n.d.)

Public Safety & Wellness				
Relevant Task/Strategy	Sources			
Task 7.C.1	Best practices research			
Task 7.C.2	Best practices research			
Task 7.C.5	Best practices research			
Task 7.C.6	Best practices research			
Human Capital & Ed	conomic Development			
Relevant Task/Strategy	Sources			
Tasks 7.A.2 & 7.A.5: Mentoring and Volunteer Programs	Case study: Engaging Your Community: A Toolkit for Partnership, Collaboration, and Action (John Snow Inc., 2012), Baltimore Organizations Transform Lives Through Mentorship (Agress, 2021); Interview with Potential Community Partner - Pineview Elementary School			
Tasks 7.A.4, 7.C.3, 7.C.4: Community Services	Peer plan: <i>Playing to our Strengths: A Five Year Strategic Plan for the Community Services Department</i> (City of San Gabriel Community Services Department, 2014); Community Conversations at the DKO Center			
Tasks 7.B.1, 7.B.4, 9.B.1: Developing Skills Programs	Case study: From Neighborhood Association System to Participatory Democracy Broadening and Deepening Public Involvement in Portland, Oregon (De Morris & Leistner, 2009)			
Tasks 7.B.2 & 7.B.3: Youth Development	Case study: Using Incentives To Increase Participation In Out-of-School Time Programs (Collins, Bronte-Tinkew, & Burkhauser, 2008)			
	astructure			
Relevant Task/Strategy	Sources			
Tasks 2.A.1, 4.A.1, 4.A.2, 4.A.3, 4.B.1, 4.B.2, 4.B.3, 14.A.1: Street Safety	Case study: The Better Block Foundation (501(c)3); Best practices research			
Tasks 2.A.2 & 2.A.3: Blueprint Tasks	Interview with Blueprint Intergovernmental Agency Airport Gateway Project Manager			
Tasks 2.B.1, 2.B.2, 14.B.2: Establishing a Local Network for Beautification Improvements	Case study: Home Repair Resource Center's Repair Classes program			
Tasks 2.B.3, 2.B.4, 14.B.1, 14.B.3: Establishing Relationships with Local Businesses	Community input at the October 25, 2021 Community Education workshop; Interview with the Providence Beautification Committee Chairmen			

Appendix A: Steps to Task Implementation Source List

Neighborhood Infrastructure				
Relevant Task/Strategy	Sources			
Tasks 2.D.1, 2.D.2, 2.D.3, 2.D.4, 6.A.1, 6.A.2, 6.A.3, 6.C.1, 6.C.2, 6.C.3, 14.D.2: Project Development	Community input via the 2021 Providence Neighborhood Survey (Appendix D, Figure 8) and at the September 30, 2021 Providence Open House			
Tasks 4.C.1, 5.B.6, 5.B.7, 11.B.2, 11.G.2, 12.B.2, 12.D.1, 12.D.2, 14.B.4: Code Enforcement	Case study: The Hackable City: A Research Manifesto and Design Toolkit (Ampatzidou, et al., 2018); Interviews with PNA leadership for the Completion Matrix Update Report (FSU DURP, November 2021)			
Tasks 13.A.1, 13.A.2, 13.A.3, 13.B.1, 13.B.2, 13.B.3: Zoning	Best practices research			
Tasks 14.A.3, 14.D.1, 14.D.3: Project Involvement and Representation	Interview with Blueprint Intergovernmental Agency Airport Gateway Project Manager and PNA leadership for the <i>Completion Matrix Update Report</i> (FSU DURP, November 2021)			
Tasks 14.C.1, 14.C.2, 14.C.3: Tree Maintenance	Northampton, Massachusetts' Neighborhood Tree Planting Program			
Affordable Housing				
Relevant Task/Strategy	Sources			
Tasks 8.A.3, 8.C.3, 8.D.1, 8.D.3: Landlord and Tenant Relationships	Interviews with the City of Tallahassee Housing Department			
Tasks 8.B.3, 9.A.4, 9.F.1, 11.B.1, 12.B.1: Housing Resource Center	Case study: the Center for Urban Community Services' Housing Resources Center in New York, NY; Best practices research			
Tasks 9.A.1, 9.A.3, 9.D.1: First Time Home Buyer Assistance	Interviews with the City of Tallahassee Housing Department			
Tasks 9.C.1 & 9.C.2: Vacant Home Acquisition and Resale	Interviews with the City of Tallahassee Housing Department			
Tasks 9.D.3, 9.E.1, 9.E.2, 9.E.3, 9.E.4, 9.F.2: Affordable Housing Development	Interviews with the City of Tallahassee Housing Department			
Tasks 11.A.1, 11.A.2, 11.A.3, 11.A.4, 12.A.1, 12.A.2, 12.A.3, 12.A.4: Housing Conditions	Case study: West University Neighborhood (WUN) Housing Conditions Survey			

Appendix A: Steps to Task Implementation Source List

Affordable Housing	
Relevant Task/Strategy	Sources
Tasks 11.B.3 & 11.D.1: Homeowner/Property Owner Rehabilitation	Interviews with the City of Tallahassee Housing Department; Best practices research
Tasks 11.C.1 & 11.C.2: Resident Skillshare	Case study: <i>Timebanking Stories</i> (Timebanks, n.d.)
Tasks 11.E.1, 11.E.2, 11.E.3, 12.C.5, 12.C.6: Upgrades and Expansions	Interviews with the City of Tallahassee Housing Department
Tasks 11.D.2 & 12.C.7: Discounted Materials	Best practices and funding research
Tasks 12.B.3, 12.B.4, 12.C.1, 12.C.2: Rental Rehabilitation	Case study: the City of Tampa, Florida's Rental Rehabilitation Program
Task 8.C.1	Best practices research
Task 8.D.2	Best practices research
Task 9.A.2	Interviews with the City of Tallahassee Housing Department
Task 9.D.4	Interviews with the City of Tallahassee Housing Department
Task 10.A.1	Best practices research
Task 11.C.3	Best practices research
Task 11.F.1	Best practices research

Appendix B: Contact Information

Appendix B provides the contact information for the various organizations listed as potential community partners under each Priority Area in Chapter 3: Steps to Task Implementation. In some cases, contact information has been provided down to the level of the current staff person (as of December 2021) who can help with task implementation. It is followed by Appendix C: Grants & Funding Resources, which provides information on grants that can support the implementation of tasks in each Priority Area. Appendix B & C also have a corresponding spreadsheet tool that can be updated by PNA and the Community Action Team as contact with community partners is made and grants are applied for, and also allows neighborhood leadership to update contact information as staff turnover within the listed organizations occur. The spreadsheet tool can be viewed here: https://docs.google.com/spreadsheets/d/1D9SfCuXLXGuABPPB4eXMm-7A1hLBj3B_6FPfWSQKjxM/edit?usp=sharing



Priority Area: Community Engagement & Empowerment

Agency: City of Tallahassee Department: Parks, Recreation, & Neighborhood Affairs Position: Manager of Operations Current Staff: Cindy Mead Phone Number: (850) 891-5300 Email: cindy.mead@talgov.com Task(s): 6.B.4

Agency: City of Tallahassee Department: Neighborhood Affairs Division Position: Neighborhood Services Supervisor Current Staff: Leann Watts-Williams Phone Number: (850) 891-8795 Email: neighborhoods@talgov.com Task(s): 1.D.1, 1.D.2, 1.D.3, 1.D.4, 1.D.5

Agency: City of Tallahassee Department: Tallahassee Police Department Position: Officer Current Staff: Allen Morris Phone Number: (850) 891-4717 Task(s): 1.B.3, 1.B.4 **Agency:** Big Brother Little Brother Foundation (BBLB)

Department: Florida State University (FSU) Phone Number: (407) 591-6204 Email: Bblbfsu@gmail.com Task(s): 1.C.1, 1.C.2

Agency: i9 Sports Position: Program Director Current Staff: Christy Prowant Phone Number: (850) 629-6096 Email: christy.prowant@i9sports.com Task(s): 6.B.1, 6.B.4, 7.A.3, 7.A.6

Agency: Leon County School Board Department: Transportation and Bus Services Phone Number: (850) 488-2636 Task(s): 6.B.1, 6.B.4, 7.A.3, 7.A.6



Agency: Bethel Missionary Baptist Church Department: Mobile Medical Unit Phone Number: (850) 222-8440 Task(s): 7.C.6

Agency: Bond Community Health Center, Inc Department: Bond CHC Mobile Unit Phone Number: (850) 576-4073 Email: info@bondchc.com Task(s): 7.C.6

Agency: City of Tallahassee Department: Tallahassee Police Department Position: Deputy Chief - Oversees the Citizen Advisory Council Current Staff: Tonja Smith Phone Number: (850) 891-4411 Email: Tonja.Smith@talgov.com Task(s): 5.A.2, 5.A.3

Agency: City of Tallahassee Department: Tallahassee Police Department Position: TDP Community Relations Unit Phone Number: (850) 891-4251 Email: tpdcp@talgov.com Task(s): 5.A.1, 5.A.4, 5.A.5, 5.A.7, 7.D.4

Agency: DISC Village, Inc. Position: Juvenile Services Supervisor Current Staff: Lisa Sherry Email: Lisa.Sherry@discvillage.org Task(s): 7.E.1, 7.E.2

Agency: Food Not Bombs Department: Food Not Bombs Tallahassee Phone Number: (850) 972-8231 Task(s): 7.C.1 Agency: FSU College of Social Work Department: Center for the Study and Promotion of Communities, Families, and Children (CFC) Position: Program Manager Current Staff: Savannah Smith-Collier Email: ssmith24@fsu.edu Position: Coordinator Current Staff: Tai Zimmerman-Cole Email: tcole@fsu.edu Phone Number: (850) 644-3497 Task(s): 7.C.5, 7.E.1, 7.E.2

Agency: Keep America Beautiful Department: Keep Tallahassee Beautiful Position: Director Current Staff: Diana Hanson Phone Number: (850) 545-6507 Email: keeptallahasseebeaut@comcast.net Task(s): 3.B.2

Agency: Leon County Department: Emergency Medical Services Position: Chief Emergency Medical Services Current Staff: Chad Abrams Phone Number: (850) 606-2100 Email: AbramsC@leoncountyfl.gov Task(s): 5.B.5

Agency: Nurse Sharena's Learning Center Current Staff: Nurse Sharena Phone Number: (850) 792-6619 Email: CPRwithNurseSharena@gmail.com Task(s): 5.B.5



Priority Area: Human Capital & Economic Development

Agency: City of Tallahassee Department: TEMPO Program Phone Number: (850) 891-8722 Email: TEMPO@talgov.com Task(s): 7.B.3, 7.B.2

Agency: DKO Foundation Position: Chair of Scholarship Committee Current Staff: Juanita Williams Phone Number: (850) 597-7911 Task(s): 7.B.3, 7.B.2

Agency: FAMU TRIO Educational Opportunity Center Current Staff: Oliver Sapp Phone Number: (850) 556-3709 Email: oliver.sapp@famu.edu Task(s): 7.B.1, 7.B.4, 9.B.4

Agency: The Frontline Project Current Staff: Rudolph Ferguson Sr. Phone Number: (850) 556-2835 Email: rudolph@flipinc.org Task(s): 7.C.3, 7.C.4, 7.A.4, 8.A.3, 8.C.3, 8.D.1, 8.D.3

Agency: Florida State University (FSU) Department: Sustainable Campus Position: Program Coordinator Current Staff: Laurelin Haas Email: Ihaas@fsu.edu Task(s): 7.C.4

Agency: FSU Center for Leadership and Social Change Position: Community Engagement Coordinator Current Staff: Maria McIntyre Phone Number: (850) 645-6981 Email: mmcintyre@fsu.edu Task(s): 7.A.2, 7.A.5 Agency: Leon County Department: Summer Youth Training Program Position: Volunteer Services Manager Current Staff: Royle King Phone Number: (850) 606-1975 Email: KingR@LeonCountyFL.gov Task(s): 7.B.3, 7.B.2

Agency: Lively Technical College Position: Public Relations Coordinator Current Staff: Manny Joanos Phone Number: (850) 251-1213 Email: joanosm@leonschools.net Task(s): 7.B.1, 7.B.4, 9.B.1

Agency: Pineview Elementary School Department: 21st Century After-School Program Position: Site Coordinator Current Staff: Tracy Nash Phone Number: (850) 488-2819 Email: nasht@leonschools.net Task(s): 7.A.2, 7.A.5

Agency: RIDER Center Position: Strategic Initiatives Manager Current Staff: Will Hill Phone Number: (850) 410-6233 Email: whill@eng.famu.fsu.edu Task(s): 7.A.2, 7.A.5 Agency: Blueprint Position: Project Manager Current Staff: Abe Prado Phone Number: (850) 219-1060 Email: info@blueprintia.org Task(s): 2.A.2, 14.B.2, 2.A.1, 14.D.1, 14.D.3, 6.C.1, 6.C.3, 6.C.2,

Agency: City of Tallahassee Department: Community Redevelopment Agency Current Staff: Curtis Richardson Phone Number: (850) 891-8181 Task(s): 2.B.4

Agency: Innovation Park Development Board Position: Executive Director Current Staff: Ron Miller Phone Number: (850) 575-0343 Ext 101 Email: rmiller@inn-park.com Task(s): 14.D.2

Agency: Leon County Department: Office of Economic Vitality Current Staff: Cristina Paredes Phone Number: (855) 216-9470 Email: cparedes@oevforbusiness.org Task(s): 14.D.2

Agency: Leon County Department: Office of Sustainability Phone Number: (850) 606-5021 Email: sustainability@leoncountyfl.gov Task(s): 14.C.1, 14.C.3 Agency: Leon County Department: Department of Development Support and Environmental Management Position: Director Current Staff: Barry Wilcox Phone Number: (850) 606-1300 Email: cparedes@oevforbusiness.org Task(s): 5.B.6

Agency: UF/IFAS Leon County Extension Phone Number: (850) 606-5202 Email: leonmg@ifas.ufl.edu Task(s): 14.C1, 14.C.2, 14.C.3

Agency: Sustainable Tallahassee Position: President Current Staff: Shawn Youngblood Phone Number: (850) 597-9836 Email: admin@sustainabletallahassee.org Task(s): 14.C.3

Agency: Tallahassee Garden Club Position: President Current Staff: Sue Griner Phone Number: (850) 224-3371 Task(s): 2.B.1, 14.C.1, 14.C.3

Agency: City of Tallahassee Department: Tallahassee-Leon County Planning Department Position: Vice Chair Current Staff: Ian Waldick Phone Number: (850) 891-6400 Email: planning@talgov.com Task(s): 2.B.4



Agency: Capital Area Community Action Agency Phone Number: (850) 222-2043 Task(s): 12.B.3, 12.C.1

Agency: City of Tallahassee Department: City of Tallahassee Housing Department Phone Number: (850) 891-6566 Email: Housing@Talgov.com Task(s): All

Agency: Ecorelics Phone Number: (904) 330-0074 Email: info@ecorelics.com Task(s): 11.D.1, 12.D.7

Agency: Legal Aid Foundation Phone Number: (850) 222-3292 Email: intake-referral@tallahasseebar.org Task(s): 8.A.3, 8.C.3, 8.D.1, 8.D.3

Agency: Legal Services of North Florida Phone Number: (850) 385-9007 Task(s): 8.A.1, 8.B.1, 8.D.1 Agency: Tallahassee Trust for Historic Preservation Phone Number: (850) 488-7334 Email: TalTrust@comcast.net Task(s): 11.A.4, 12.A.4

Agency: Tallahassee Lenders Consortium Phone Number: (850) 222-6609 Task(s): 9.A.2, 9.A.3, 9.A.4, 9.D.1, 11.F.1

Appendix C: Grants & Funding Opportunities

Community	ခိုခိုခွဲ Community Engagement & Empowerment				
Grant	Organization	Type of Project	Requirements	Application Timeline	
Vibrant Neighborhoods Grant Task(s): 1.C.1, 1.C.2, 1.D.1, 1.D.2, 1.D.3, 1.D.4, 1.D.5, 2.C.1, 2.C.2, 7.B.1, 7.A.5, 7.A.2 Core Strategies: #2 & 3	City of Tallahassee Neighborhood Affairs Division	Community Beautification, placemaking, community enrichment programs & initiatives, and neighborhood events	Applicant Requirements: Must be a registered COT neighborhood association AND prepared to match 50% of the requested funds Project Requirements: Must involve neighborhood residents in the development and completion of the project	Start Date: 11/1/2021 End Date: Ongoing as funds are available	
Community Grants Task(s): All	Costco Wholesale	Focus on children, education, and/or health and human services	Applicant Requirements: must be a 501(c)(3) non profit organization	Ongoing	
Nonprofit Services Grant Task(s): All	City of Tallahassee & Leon County	General improvement projects or programs	Applicant Requirements: must be a 501(c)(3) non profit organization	Ongoing	
Organization and team funding Task(s): 6.B.1, 6.B.4, 7.A.3,7.A.6	Dick's Sporting Goods	Sports recreation program	Applicant Requirements: must be a 501(c)(3) non profit organization with a focus on youth sports	Ongoing	
i9 Sports Tallahassee Grant Task(s): 6.B.1, 6.B.4, 7.A.3,7.A.6	i9 Sports League Tallahassee	Sports team funding	Project Requirements: Funding can be awarded to organizations to implement a youth sports program, or to an existing youth sports	Ongoing	

Public Safety & Wellness				
Grant	Organization	Type of Project	Requirements	Application Timeline
Local Community Grants Task(s): 3.D.1, 7.C.1, 7.C.2	Walmart	Cleanup Projects, Food Insecurity Programs, Basic Needs	Applicant Requirements: Organization must operate on a local level and directly benefit the service area of the Walmart, and must be CyberGrants FrontDoor verified	Start Date: 2/1/2021 End Date: 12/31/2021
Aldi Smart Kids Task(s): 7.C.1	Aldi	Youth Support in Food Insecurity	Applicant Requirements: Must be a 501(c)(3) tax- exempt organization and near an Aldi store Program Requirements: Must focus on children's' health and wellbeing, food insecurity, diversity, or equity and inclusion programs	Ongoing
Tallahassee-Leon County Nonprofit Services Grant Program Task(s): 7.E.1, 7.E.2	Leon County Cares, City of Tallahassee	Funding to local nonprofit organizations to meet demand for essential human service needs	Applicant Requirements: Must be a 501(c) (3) or 501(c) (19) organization registered with the U.S. Department of Treasury on or before December 31, 2020	Start Date: 7/26/2021 End Date: Ongoing as funds are available

Grant	Organization	Type of Project	Requirements	Application Timeline
Dollar General Adult Literacy Grant Task(s): 7.B.4	Dollar General	Adult education/ skills development	Applicant Requirements: Must be a nonprofit organization, a public library, school or college providing direct literacy services within a state that Dollar General Corporation operates in and is within 15 miles of a Dollar General store	Start Date: 1/6/2021 End Date: 2/18/2021
Dollar General Youth Literacy Grant Task(s): 7.A.2, 7.A.5, 7.B.4, 7.B.3	Dollar General	Education and youth projects	Applicant Requirements: Must be a school, public library, or nonprofit organization who helps students that are below grade level or having trouble reading. Project Requirements: Grant funding is provided to assist in the following areas: implementing new or expanding existing literacy programs, purchasing new technology or equipment to support literacy initiatives, and purchasing books, materials or software for literacy programs	Start Date: 3/2022

Grant	Organization	Type of Project	Requirements	Application Timeline
Dollar General Summer Reading Grant Task(s): 7.A.2, 7.A.5, 7.B.4, 7.B.3	Dollar General	Education and youth projects	Applicant Requirements: Local nonprofit organizations, schools and libraries are eligible to apply if their programs meet the following criteria: target Pre-K – 12th grade students who are new readers, target below grade level readers, and assist readers with learning disabilities. Project Requirements: These grants support the creation or expansion of summer reading programs.	Start Date: 1/2022
Publix Charities Task(s): 7.B.1, 7.B.4, 9.B.1, 7.A.5, 7.A.2, 7.B.3, 7.B.2	Publix	Education and youth projects	Applicant Requirements: Represent a nonprofit organization such as a school, a government body, or a 501(c) (3) targeted to our areas of focus (youth, education, reducing hunger, and alleviating homelessness)	Ongoing
Centene Charitable Foundation Grants Task(s): 7.B.1, 7.B.4, 9.B.1, 7.A.5, 7.A.2, 7.B.3, 7.B.2	Centene	Education and youth development projects	Applicant Requirements: must be a 501(c)(3) non profit organization	Ongoing
Community Grant Program Task(s): 7.B.4, 9.B.1	Foundation for Rural Service	Economic development and education projects	Applicant Requirements: Must be representative of a community served by NTCA members	Opens late Spring 2022

Neighborhood Infrastructure				
Grant	Organization	Type of Project	Requirements	Application Timeline
Vibrant Neighborhoods Grant Program Task(s): 14.B.1, 2.A.2, 2.B.4	City of Tallahassee Neighborhood Affairs Division	Community beautification/ placemaking, community enrichment programs and neighborhood events	Applicant Requirements: Must be a registered COT neighborhood association or homeowners association	Ongoing as funds are available
Playground Construction Task(s): 6.C.2	Kaboom!	Playground equipment construction	Applicant Requirements: Must be a registered COT neighborhood association or homeowners association	Ongoing
Better Block Task(s): 4.A.2, 4.A.3, 4.B.1, 14.A.1	Better Block	Community placemaking and basic infrastructure projects	Applicant Requirements: Must be a registered COT neighborhood association or homeowners association	Ongoing
Neighborhood Stabilization Program Task(s): 14.B.3, 2.B.4, 2.B.3	HUD Exchange	Purchase and rehabilitate homes and residential properties abandoned or foreclosed	Applicant Requirements: Must be an entity that is eligible to receive CDBG funding	Ongoing
Recovery Housing Program Task(s): 2.B.3, 2.B.4	HUD Exchange	Rehabilitation, reconstruction, and construction of both single family, multifamily, and public housing	Applicant Requirements: Must be an entity that is eligible to receive CDBG funding Project Requirements: Grantees must have an age-adjusted rate of drug overdose deaths above the national overdose mortality rate	Ongoing

Grant	Organization	Type of Project	Requirements	Application Timeline
Request New Sidewalk Installation Task(s): 4.A.1, 14.A.1	City of Tallahassee Utilities	Sidewalk repair and restoration projects	Project Requirements: Project Priority will be based upon roadside safety and access, safe routes to schools and pedestrian demand	Ongoing
Ceiling Insulation Grant Task(s): 14.B.3, 2.B.4, 2.B.3	City of Tallahassee Utilities	City will pay 80% of the installed cost up to a maximum City contribution of \$400	Applicant Requirements: Any city of Tallahassee residential electric customer with suitable attics. Renters, owners and businesses all included	Ongoing
Energy Retrofit Grants Task(s): 14.B.3, 2.B.4, 2.B.3	City of Tallahassee Utilities	Up to \$500 for the combination of evaporator coil cleaning, refrigerant leak repair and charging, duct leak repair, and hot water leak repair	Applicant Requirements: Income-qualified (Average Gross Income) customers who own a home, including mobile homes	Ongoing

Affordable Housing				
Grant	Organization	Type of Project	Requirements	Application Timeline
Landlord Risk Mitigation Fund Task(s): 8.C.3, 8.D.3, 12.B.4, 12.C.1	City of Tallahassee Housing Department	Additional capital for landlords who rent to at-risk tenants	Applicant Requirements: Be a local, private individual landlord with 5 or less rental properties in the city of Tallahassee; Other Requirements: Properties may be single unit, duplex, triplex or quad	Ongoing as funding is available
Down Payment Assistance Program Task(s):8.C.3, 8.D.3, 12.B.4, 12.C.2, 9.A.3, 9.D.1	City of Tallahassee Housing Department/ Tallahassee Lenders Consortium	First-time homebuyer assistance programs	Applicant Requirements: Total household income must be 80% of the area median income (AMI) or less, and the applicant must reside in the home	Ongoing as funding is available
CHDO Program Task(s): 9.E.1, 9.E.2, 9.C.1, 9.C.2	City of Tallahassee Housing Department	Continual funding for recognized organizations to develop affordable housing	Applicant Requirements: organization must be a private nonprofit 501(c)(3), community-based organization that has staff with the capacity to develop affordable housing for the community it serves	Ongoing as funding is available

Grant	Organization	Type of Project	Requirements	Application Timeline
Construction Loan Program Task(s): 9.E.1, 9.E.2, 9.C.1, 9.C.2	City of Tallahassee Housing Department	Below market rate loan for development of affordable housing	Applicant Requirements: Must be a private developer or contractor that is licensed and insured to perform such work. AND Must demonstrate capacity to develop affordable single-family housing units and/or experience working with the targeted home-buyers at 100% AMI or less	Ongoing as funding is available
Home Rehabilitation Program Task(s): 11.B.3, 11.D.1	City of Tallahassee Housing Department	Forgivable over-time loan for owner- occupied housing rehabilitation	Applicant Requirements: Must own and reside at the property located within the City limits. Homeowners must have an income that does not exceed 50% area median income or 80% area median income if a household member is special needs or disabled Other Requirements: The home must be listed as a homestead and the market value as determined by the Leon County Property Appraiser cannot exceed the HOME maximum purchase price limits as determined annually by HUD	Ongoing as funding is available

Grant	Organization	Type of Project	Requirements	Application Timeline
Weatherization Assistance Program Task(s): 11.B.3, 11.D.1, 12.B.3, 12.B.4, 12.C.1, 12.C.2	Capital Area Community Action Agency	Energy efficiency repairs in the homes	Applicant Requirements: Applicants must reside in Franklin, Gulf, Gadsden, Jefferson, Leon or Wakulla counties and not exceed the Household Income limit	Ongoing
Home Depot Community Impact Grant Task(s): 11.D.2, 12.C.7	Home Depot	Tool and building supply donations	Applicant Requirements: 501(c)(3) designated organizations recognized by and in good standing with the IRS for a minimum of one year and tax- exempt public service agencies in the U.S. using the power of volunteers to improve the community	Start Date: 12/31/2021
Home Accessibility Program Task(s): 2.B.6	City of Tallahassee Neighborhood Services	Removes architectural or structural barriers from the homes of disabled persons	Applicant Requirements: must own and reside at the property located within the City limits. Homeowners must have an income that does not exceed 50% area median income or 80% area median income if a household member is special needs or disabled Other Requirements: The home must be listed as a homestead and the market value as determined by the Leon County Property Appraiser cannot exceed the HOME maximum purchase price limits as determined annually by HUD	Ongoing

Survey Background

In October 2003, Providence adopted the Providence Neighborhood Renaissance Plan. In January of 2020, the Providence Neighborhood Association (PNA), in partnership with the City of Tallahassee Neighborhood Affairs Division and Florida State University's Department of Urban & Regional Planning (FSU DURP), launched the Providence Neighborhood Plan Refresh project in an effort to update the 2003 Providence Renaissance Plan. After delay from the COVID-19 pandemic, the Plan Refresh recommenced with the added benefit of in-person engagement. As part of the Plan Refresh, FSU DURP developed and distributed a survey in order to garner stakeholder and resident input on current community concerns and Priority Areas. In addition to door-to-door survey collection and event canvassing, surveys were mailed to property owners who may not have residency in Providence.

Survey Goals

The purpose of the survey was to collect feedback relating to the feedback areas identified in previous projects, which will inform the refresh of the 2003 Providence Neighborhood Renaissance Plan and help shape the development of the Providence Neighborhood First Plan. The survey had three sections with questions related to respondents' level of satisfaction with improvements made in Providence, their evaluation of strategy areas listed in the 2003 Providence Neighborhood Renaissance Plan, expected level of engagement, and general demographic information. The survey helped to identify which priority areas were most pertinent to address, and was the means in which contact information was collected, which will inform future engagement in neighborhood programs and activities and provides the basis for the formation of the Providence Community Action Team (CAT), with 102 survey respondents expressing interest in serving as a volunteer CAT member.

Survey Distribution

Survey distribution began on September 30th, 2021, and was completed on November 17th, 2021. Distribution was primarily via door-to-door canvassing in the neighborhood; volunteers conducted the Qualtrics survey with residents through the use of iPads loaned to volunteer canvassers by PNA. The survey was also available to take online via QR code or web link. The target completion rate was 30-35 percent of the neighborhood. The completion rate was calculated by dividing the number of surveys completed over the number of occupied households in Providence. The number of occupied households in Providence was derived from the Occupancy Status identified in the 2020 Census DEC Redistricting Data. Block Group 2 Census Tract 19.01, which encompasses the boundaries of Providence identified the neighborhood as having 631 occupied households. Overall, 200 surveys were completed, bringing the 2021 Providence Community Survey completion rate to 32%.

Figure 1: Respondents Association with Providence

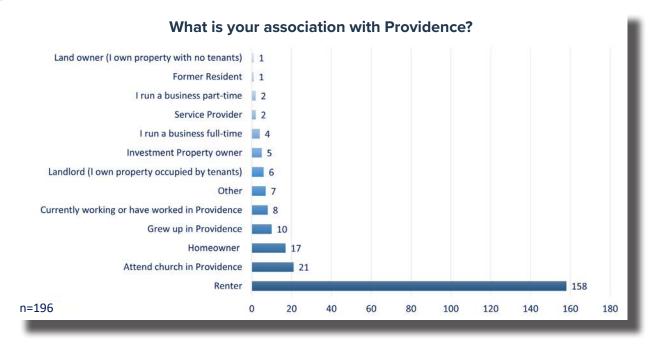
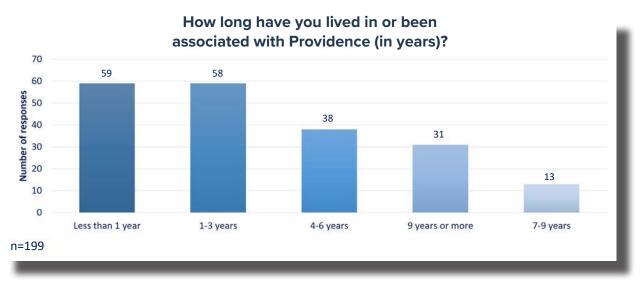


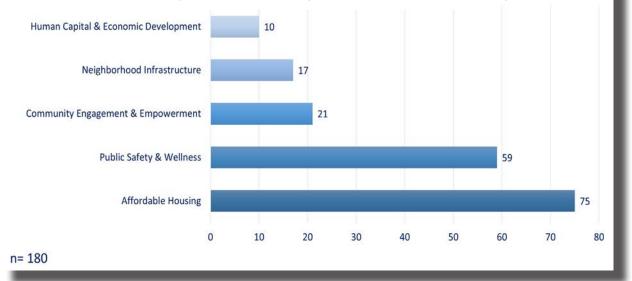
Figure 2: Years Associated with Providence



When asked to identify what their association with Providence was, 158 respondents (79%) noted that they were Renters. This was starkly contrasted with only 17 respondents (8.5%) identifying as Homeowners in the neighborhood. Furthermore, only 10 respondents (5%) noted that they have grown up in Providence. This confirms the notion that the majority of residents in the neighborhood are transient. In addition, over half of respondents have identified as living or being associated with Providence for less than 3 years.

Figure 3: Priority Areas

Rank these Priority Areas according to importance, with 1 being the most important Priority Area and 5 being the least important Priority Area.



When asked to rank priority areas based on importance, overall 75 respondents (41%) selected Affordable Housing as their most important. Secondly, Public Safety & Wellness garnered 59 votes (33%) as top priority. This illustrates that the Providence Neighborhood Association should look to focus on these two priority areas when beginning to implement tasks from the Implementation Strategy Report.

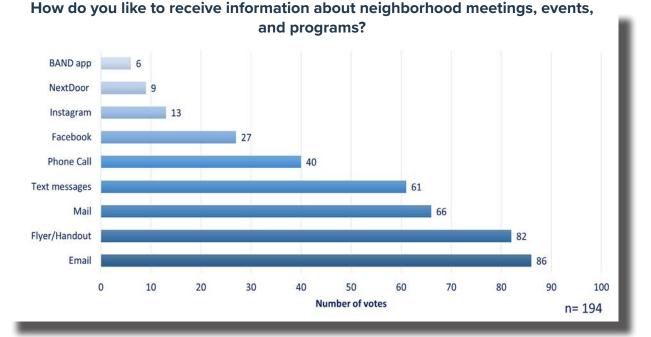
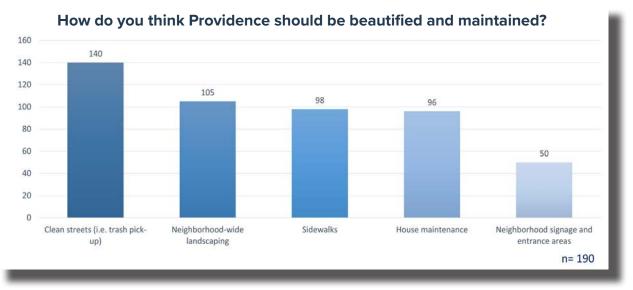


Figure 4: Methods of Contact

When developing the Community Notification System, Providence should aim to prioritize emails, text message, and flyering as the primary means of contact. In conversation with canvassers, many respondents mentioned that they will ignore phone calls and are more likely to respond to written forms of contact such as mail and text messages.

Appendix D: Providence Neighborhood Plan Refresh 2021 Survey Analysis

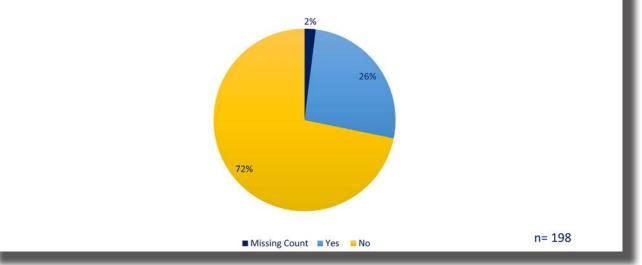
Figure 5: Beautifying Providence



Respondents overwhelmingly stated that the most important method of beautifying providence was prioritizing clean streets, with 140 votes (74%). Neighborhood-wide landscaping and sidewalk improvement came in second and third. When implementing tasks in the Neighborhood Infrastructure priority area, Providence should look to prioritize neighborhood clean ups and other measures in which trash on the street can be avoided.

Figure 6: Usage of the DKO Providence Community Center

Have you ever used the Delta Kappa Omega (DKO) Providence Community Center?



Over 72% of all respondents said they had never having used the DKO Providence Community Center. While administering the survey face-to-face, a number of respondents have also mentioned the sentiment that they had no knowledge of Providence even having a Community Center. The responses indicate that Providence should prioritize strategies regarding the availability of the DKO Providence Community Center, as well as neighborhood signage to advertise the facility and its services.

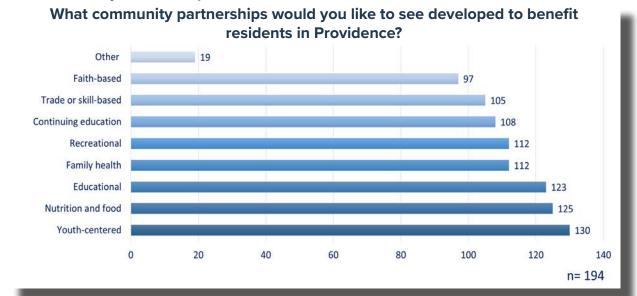


Figure 7: Community Partnerships Desired in Providence

Respondents noted their support and desire for more youth-centered partnerships, with 67% of respondents indicating preference for this community partnership in Providence. This signals that Providence should prioritize implementing tasks that involve mentoring programs and other youth-centered partnerships when addressing the Human Capital & Economic Development Priority Area.

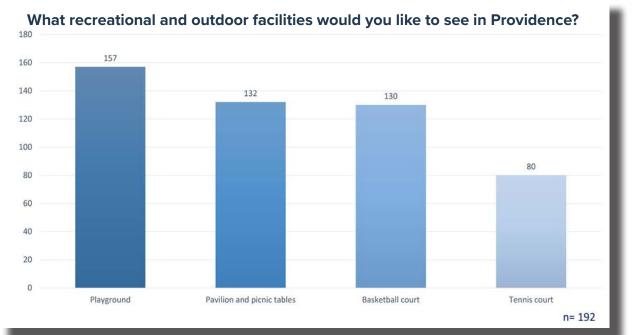


Figure 8: Preferred Outdoor Facilities in Providence

82% of respondents stated they would like to see a playground constructed in Providence, which provides further evidence for the importance of youth-based partnerships and activities in the neighborhood. While pavilion and picnic tables and basketball courts followed close behind, tennis courts received a little under half of the votes as playgrounds, underplaying the importance of tennis courts in the neighborhood.

8

Database of neighbors with

aligning skillsets or willingness

to help

What resources are you interested in to help maintain your home?

Figure 9: Desired Home Maintenance Resources by Homeownership Status



Volunteers from partner

organizations (churches,

universities, etc.)

5

Discounts at participating

hardware stores

Grant or loan program

Figure 10: Desired Homeownership by Renter Status

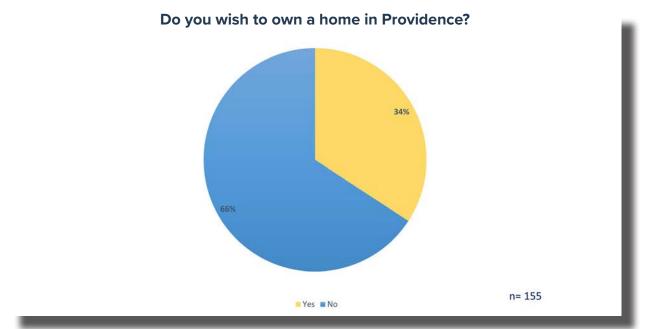
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Do-It-Yourself classes



According to the 155 renters that responded to this question, two-thirds would not be interested in owning a home in Providence.

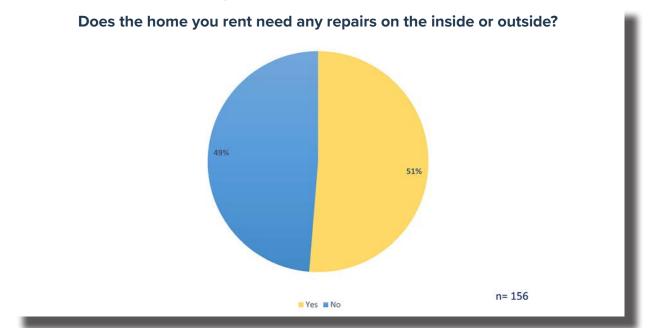
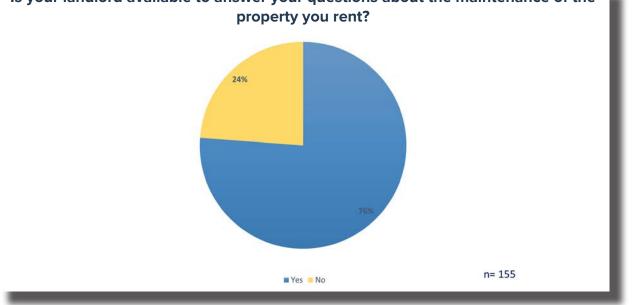


Figure 11: Desired Home Repairs by Rental Status

When asked if the home they rented needed any repairs, about half of renters responded "Yes". This illustrates that rental housing rehabilitation programs could be important in the Affordable Housing Priority Area.

Figure 12: Landlord Availability according to Renters



Is your landlord available to answer your questions about the maintenance of the

When asked if their landlords were available to answer questions about the property being rented, over three-quarters of renters responded that landlords were available, illustrating positive landlord-tenant relations.

Appendix D: 2021 Survey Analysis

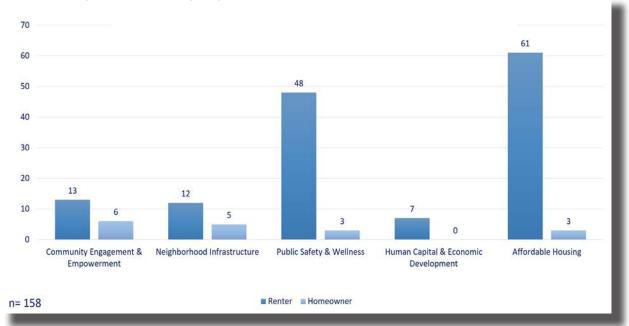
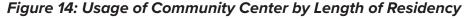
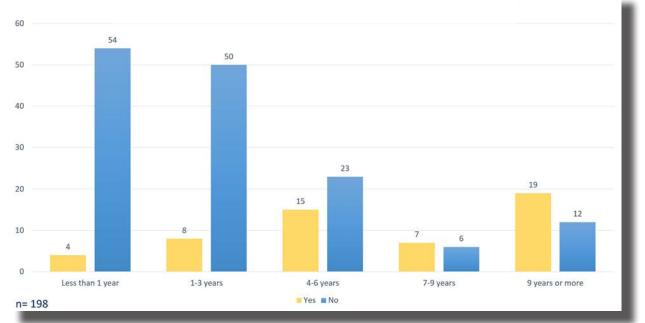


Figure 13: Priority Area Rankings by Renter and Homeowner Status

When analyzing the cross section between homeowners and renters, it can be noted that the homeowners surveyed chose Community Engagement and Neighborhood Infrastructure as their top two. Due to the response rate being predominantly renter however, Public Safety and Affordable Housing remain the top two most selected priority areas.

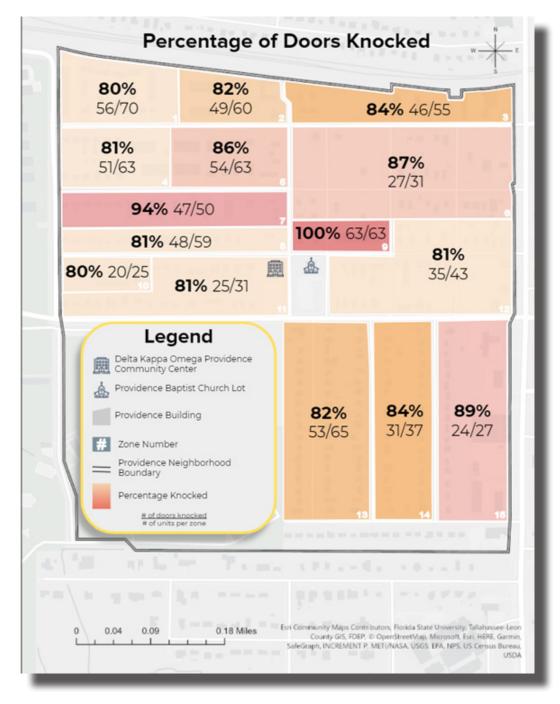




Respondents are more likely to have not used the Community Center when having only resided in the neighborhood for less than 3 years.

Survey Engagement

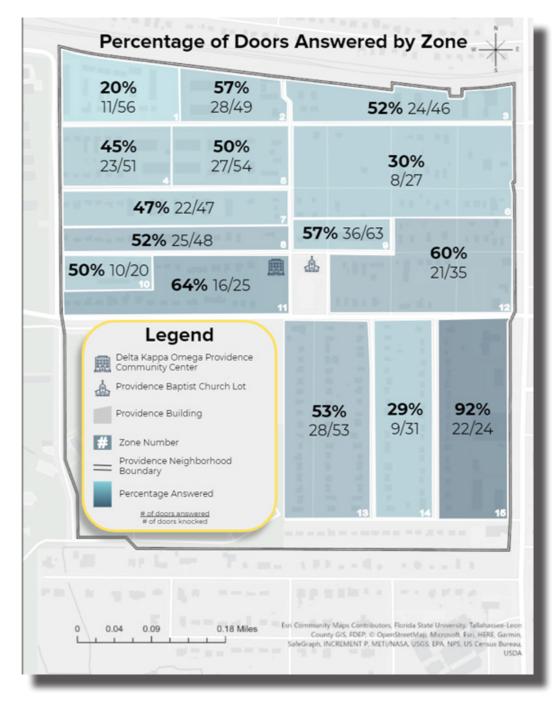
Figure 15: Doors Knocked Zone Map



Measures the extent to which volunteers canvassed the neighborhood. Illustrates the amount of doors knocked on out of the total number of units in each zone. At least 80% of doors were knocked on in each zone.

Appendix D: 2021 Survey Analysis

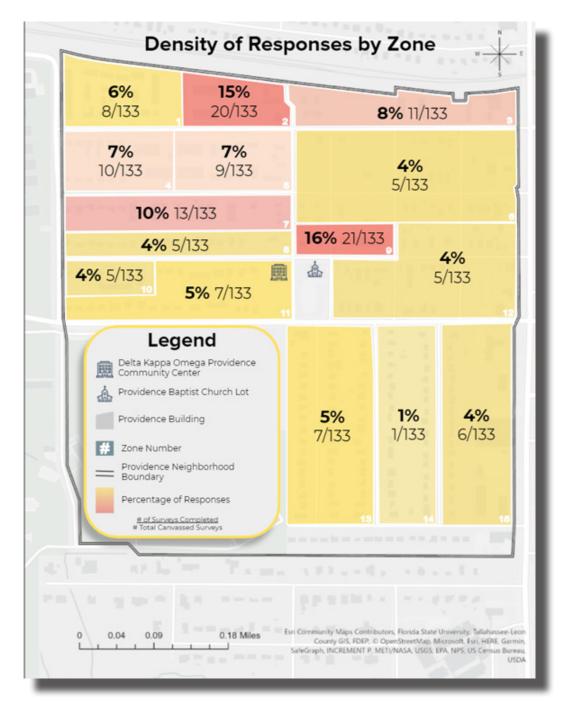
Figure 16: Doors Answered by Zone



Measures the amount of doors answered over the number of doors knocked on in order to determine the percentage of doors answered. Illustrates where the most success establishing contact with residents are and what areas may be most engaged. Overall, about 53% of doors that were knocked on in the neighborhood garnered an answer.

Appendix D: 2021 Survey Analysis

Figure 17: Doors Answered by Zone



Measures the amount of surveys completed in each zone. The percentage is determined from the number of surveys completed in that zone over the total surveys from canvassing. There was a much higher yield in the northern areas of Providence and zones that contained more apartment buildings.

The scope for this project necessitated one (1) public informational to receive feedback from community members on the matrix, inform the community about the Neighborhood First Planning Process, and identify participants for the Community Action Team (CAT). The following community events were scheduled during the duration of this project:

- Providence Open House
- **Community Education Workshop**
- CAT Facilitation Workshop

Outreach and attendance was primarily based in face-to-face communications, although various methods of communication were explored. In combination with takeaways from the survey, community outreach revealed:

- The necessity of multiple forms and days of outreach
- The community desire to improve the general facade and street safety
- The preferred method of communication for future community events and news

Canvassing with your Neighbors and FSU DURP

Second Harvest Food Give Away

Movie on the Lawn

FRIDAY, OCTOBER 15TH 7:00-9:00 PM

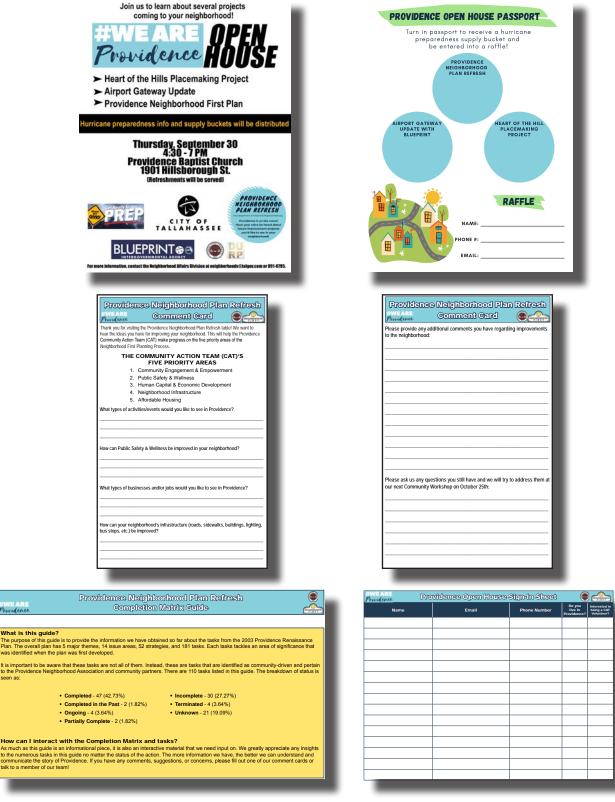


Flyers for Community Events & Outreach

Fun Day SATURDAY OCTOBER 16TH 11:00-1:00 PM COME OUT AND CELEBRATE 25 YEARS OF PNA! FAMILY-FRIENDLY ACTIVITIES HAPPENING ALL WEEK LONG. ALL EVENTS LOCATED AT 1901 HILLSBOROUGH ST PARKING LOT SPIN A Second Harvest RP **PROVIDENCE NEIGHBORHOOD ASSOCIATION** P.N.A. meets every third Monday of the month.



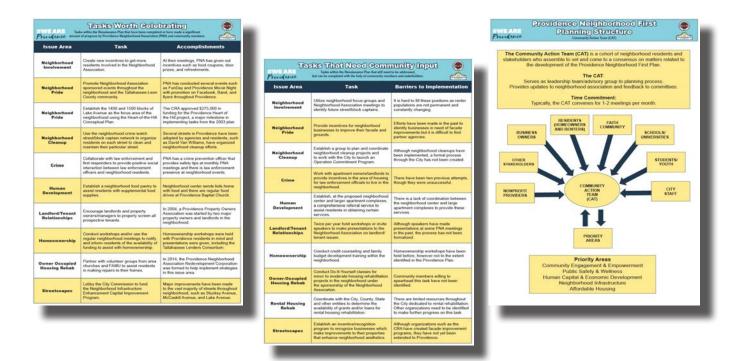
Providence Open House, September 30, 2021, Providence Baptist Church Parking Lot



Providence

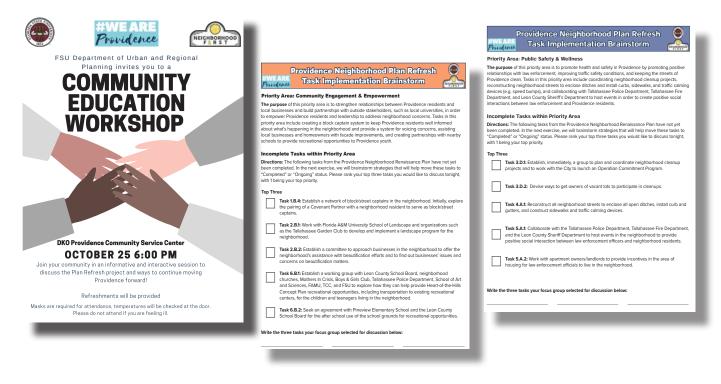
seen as:

Providence Open House, September 30, 2021 (continued)





Community Education Workshop, October 25, 2021, DKO Providence Community Service Center



Pr.	Task Implementation Brainstorm	Ä
Prio	ity Area: Neighborhood Infrastructure	

The purpose of this priority area its improve Providence's validing infrastructures through housing the purpose of this priority area its improve Providence's validing infrastructures through housing a distabase of the neighborhood's existing housing conditions, conducting Do-AlYoured fastess for micro housing requisits, microvide the appearance of builtness facades, and connecting Providence homeowers and business owners with funding opportunities to asait in making larger repairs to their home or business.

Incomplete Tasks within Priority Area

Directions: The following tasks from the Providence Neighborhood Renaissance Plan have not yet been completed. In the nost exercise, we will brainstorm strategies that will help move these tasks to "Completed" or "Ongoing" status. Please rank your top three tasks you would like to discuss tonight, with 1 being your top priority. Directi ks to

Top Three

- Task 11.A.3: Develop a database of the neighborhood's existing housing conditions. Use information from the database as background data for grant applications and the development of housing rehabilitation assistance programs.
- Task 11.C.1: Conduct Do-It-Yourself classes for minor to moderate housing rehabilitatio projects in the neighborhood under the sponsorship of the neighborhood association. Appropriate permits should be obtained for repairs requiring a permit.
- Task 11.C.2: Establish a housing services barter system in the neighborhood. Develop a list of neighbors who can help other neighbors in the neighborhood with home repairs, including a list of licensed contractors, carpenter, plumbers, etc., who reside in the neighborhood. \square
- Task 11.6.2: Use the existing neighborhood scout program in association with the Code Enforcement Division in the City of Tallahassee Department of Neighborhood and Comm Services to more effectively and timely address code violations occurring on properties. inity
- Task 14.B.3: Establish an ince make improvement ' ablish an incentive/recognition program to recognize businesses which ents to their properties that enhance the appearance and aesthetics of the

Write the three tasks your focus group selected for discussion below

Providence Neighborhood Plan Refresh Produce Task Implementation Brainstorm (and the state of the state of

Priority Area: Human Capital & Economic Development

Priority Area: Human Capital & Economic Unevelopment The purpose of the pirotity area is to increase the prosperity of Providence residents and the community as a whole through programs that promote job training, education, and basic needs assistance, as well as strengthen indication charant relationships. Tasks in this priority area include promoting skill-basedhechnical trades for adults and after-school learning programs for children engaging Providence sensions in neighborhood activities, as well as providing incentives and opportunities to better connect landords and tenants.

Incomplete Tasks within Priority Area

Directions: The following tasks from the Providence Neighborhood Renaissance Plan have not yet been completed. In the next exercise, we will brainstorm strategies that will help move these tasks "Completed" or "Ongoing" status. Please rank your top three tasks you would like to discuss tonigi with 1 being your top priority.

- Task 7.A.3: Partner with neighborhood churches, not-for-profit groups, and existing businesses to sponsor activities such as field trips and other excursions for neighbor children
- Task 7.8.2: Solicit our local universities, community college and vocational technical school to establish scholarship programs for residents of the Providence neighborhood.
- Task 7.E.1: Collaborate with Mothers In Crisis, Capital Youth Services and other groups to provide services to residents dealing with substance abuse.
- Task 8.B.t: Twice per year hold workshops or invite speakers to make presentations to the neighborhood association on landlord/tenant issues.
- Task 8.B.2: Hold neighborhood events that encourage social interaction between landlords property owners/managers, and tenants.

Write the three tasks your focus group selected for discussion below.

Providence Neighborhood Plan Refresh Pruderer Task Implementation Brainstorm

Priority Area: Affordable Housing

Priority Area: Anto dather Pochang The purpose of this priority area is to increase the affordable housing stock in Providence for both renters and future homeowners, as well as providing Providence residents with first-time home buyin education and financial assistance. Taskis in this priority include connecting Providence residents with programs that offer rental assistance. Tasking relationships with real estate development, advocant for incentives for affordable housing at the City-level, and connecting Providence Neighborhood Renaissance Corporation (PNARC) with opportunities to buy vacant lots and develop affordable housing through partnerships with affordable housing developers.

Incomplete Tasks within Priority Area

Directions: The following tasks from the Providence Neighborhood Renaissance Plan have not yet been completed. In the next exercise, we will brainstorm strategies that will help move these tasks to "Completed" or Topoing' status. Please rank your top three tasks you would like to discuss tonight, with 1 being your top priority.

- Task 9.A2: Participate and collaborate with the Tallahassee Lenders' Consortium in the housing fairs currently sponsored by the Consortium to promote affordable housing opportunities in Providence.
- Task 9.A.3: Conduct workshops and/or use the regular neighborhood meetings to notify and inform residents of the availability of funding to assist with homeownership.
- Task 9.8.1: Conduct credit counseling and family budget development training within the neighborhood under the sponsorship of the neighborhood association as well as neighborhood faith-based institutions and schools.
- Task 9.C.1: Develop a program to acquire existing vacant homes, existing rental homes where the owner(s) is interested in selling the property, and homes that come on the market for sale for the sole purpose of resale to a potential home-buyer who will occupy the home.
- Task 9.F.1: Research the programs that are available to help homeowners and rental property owners make repairs to their properties. Make such information available at the Housing Resource Center.

Write the three tasks your focus group selected for discussion below

Community Education Workshop, October 25, 2021 (continued)

	dence Neighborhood ask Implementation B	
Creating an Implem Directions: Use the follo completion.	entation Strategy wing graphic organizer to develop an ir	nplementation strategy for task
Task:		
What is the desired outcome of this task?	The goal/desired outcome is	
Why is this task important?	This task is important because	
What additional organizations can support PNA in completing this task? (e.g. local school, church, business, non- profit etc.)	Key Partnerships:	
What barriers or challenges exist to getting this task done? What are the solutions to overcoming those barriers?	Barriers:	Solutions:
Next Steps:	In order to get this task done, we need 1 2 3	

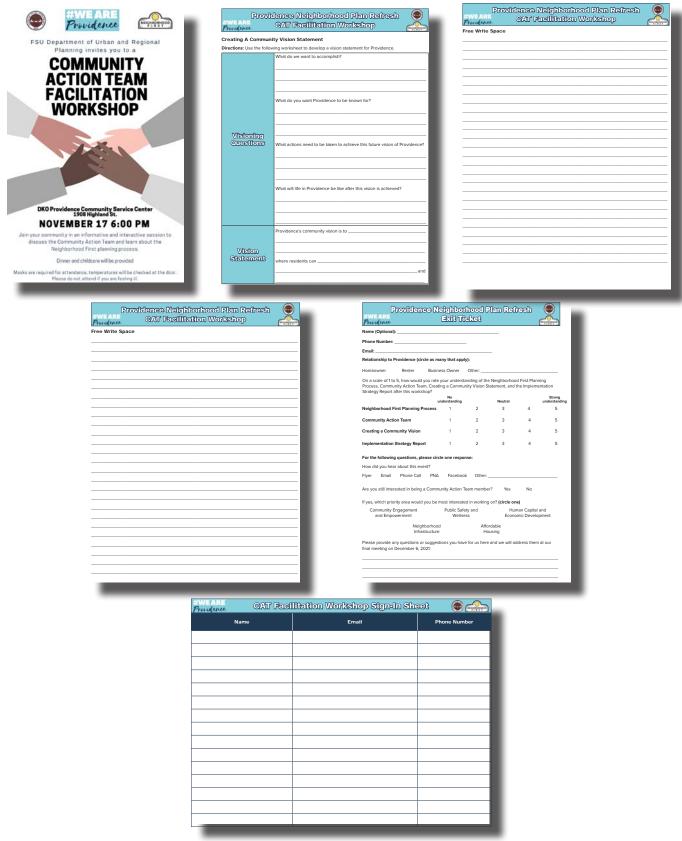
P	rovidence Neighborhood Plan Refresh	0
Providence	Task Implementation Brainstorm	Commercial State
Free Write Sp	ace	
Contact Infor	mation (Optional)	
Name:		
Phone Number:		
Email:		

Priority Area: Affordable Hou Strengths:	Weaknesses:
Opportunities/Projects you'd like to see:	Concerns:

Name	Email	Phone Number	Do you live Providence
			-

Name (Optional):					
Exit Ticket					
On a scale of 1 to 5, how would you rat Action Team, Strengths & Weaknesses after this workshop?					
un	No iderstanding		Neutral		Strong understanding
Completion Matrix	1	2	3	4	5
Community Action Team	1	2	3	4	5
Strengths & Weaknesses Assessment	: 1	2	3	4	5
Task Implementation Strategies	1	2	3	4	5
For the following questions, please ci	rcle one res	nonse.			
Are you still interested in being a Com			mber? Yes	No	
	munity Action	n Team me			No
Are you still interested in being a Com	munity Action	n Team me raining on №	lovember 17, 20		
Are you still interested in being a Com Are you able to attend a Community Ar If so, what 2 hour time slot works best t	munity Action	n Team me raining on №	lovember 17, 20	021? Yes	
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CAT Facilitation Workshop, November 17, 2021, DKO Providence Community Service Center



Community Conversation: Final Project Presentation, December 6, 2021, Sliger Building at the FAMU-FSU College of Engineering RIDER Center

	Exit Ti	cket			HEIGHBORHOOD
Name (Optional):					
Phone Number:					
Email:			_		
Relationship to Providence (circle	as many that apply	/):			
Homeowner Renter E	Business Owner	Other:			
On a scale of 1 to 5, how satisfied a Completion Matrix, survey distributi report?					strategy
	Unsatisfied		Neutral		Extremely satisfied
Completion Matrix Updates	1	2	3	4	5
Survey Distribution	1	2	3	4	5
Community Outreach	1	2	3	4	5
Implementation Strategy Report	1	2	3	4	5
Which community events did you at	ttend? (circle all th	at apply)			
Providence Open House	Communi Education Wor	ty		Facilitation orkshop	
What aspect of the Providence Neig	ghborhood First Pla	in Refresh d	id you feel was	most effect	tive?
Please explain why:					
Please provide any additional comn	nents or suggestio	ns you have	for us here:		
Please provide any additional comn	nents or suggestio	ns you have	for us here:		
Please provide any additional comn	nents or suggestion	ns you have	for us here:		
Please provide any additional comn	nents or suggestio	ns you have	for us here:		
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Please provide any additional comm	nents or suggestion	ns you have	for us here:		
	nents or suggestion	_	_	eet _	

vidence COI	nmunity Conversat	tion Sign-In Sheet	
Name	Email	Phone Number	Affiliation

Appendix F: Supporting Documents

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