



PILOT Strategic Neighborhood Assessment and Planning (SNAP) Guide February 2010

Purpose of the Pilot SNAP

The Strategic Neighborhood Assessment and Planning (SNAP) process is an organizing tool for neighborhood associations. Through the SNAP process, a neighborhood association assesses neighborhood needs - aspirations and concerns – and develops a plan outlining the goals, strategies, and actions to address them. The SNAP process is also an opportunity for the neighborhood association to assess its strengths and challenges and identify opportunities to build its capacity to more effectively address issues and to represent the interests of the neighborhood.

The SNAP process engages the community of neighborhood stakeholders - neighborhood residents, businesses and property owners, and other neighborhood-based groups or institutions. The results of the process serve the interests of the neighborhood community and provide direction for neighborhood leadership in their work on behalf of and alongside neighborhood stakeholders. The plan provides a portrait or “SNAP-shot” of neighborhood needs and a foundation for working with other community partners.

A SNAP may be a broad-based needs assessment that results in a 1-2 year work plan or a more focused effort related to a project or issue at a specific geographic location. The process is designed to be flexible and meet the varying needs of different neighborhoods. For example, a neighborhood association could use the results of the 2009 Neighborhood Survey to launch expanded outreach and create a work plan to make the association more effective in addressing issues that are important to a broad range of residents and stakeholders. Another option might be to focus on a specific problem or issue, developing an action plan for how stakeholders might organize resources to work toward lasting solutions – whether in parks, land use, traffic, schools, safe community or other areas.

What is the Pilot SNAP?

Feedback collected at recent workshops and other forums expressed concern about SNAP models that required significant investment of time and energy but would not deliver regulatory changes to the land use code or guarantees in enhanced service delivery. In response to these concerns, a more streamlined SNAP process is proposed that is a flexible, supportive tool to increase the capacity and effectiveness of neighborhood groups consistent with available city and neighborhood resources.

The Pilot SNAP allows the city and neighborhoods to evaluate the SNAP process and revise it to better address the needs of neighborhood associations and other potential SNAP applicants. The intent is to develop a model process over the next four to six months that allows for flexibility and creativity so that neighborhoods can use the SNAP process to advance the goals of their neighborhood community.

Who Can Participate in the Pilot SNAP?

City-recognized neighborhood associations are all eligible to participate in the SNAP process. Other neighborhood-based groups may initiate a SNAP but must do so with the support and collaboration of their neighborhood association. If the project-based SNAP falls within more than one neighborhood boundary, all affected neighborhood associations must be involved. Readiness criteria have been established to ensure that applicants understand the scope of the SNAP process and are ready, able and committed to completing it successfully. While the process is designed to be efficient and achievable within existing resources, it requires an active role of the neighborhood association leadership and a commitment of energy, time and neighborhood resources.



The neighborhood association board will play the leading role in the SNAP process in collaboration with Neighborhood Services staff. However, neighborhood associations are encouraged to include other stakeholders on their Leadership Team to provide a variety of perspectives and help share the work – and the results. The process is also designed to engage many voices about the future direction of the neighborhood, beyond those that make up the Leadership Team.

What are the Benefits of a SNAP?

- tools and resources to assess neighborhood community aspirations and concerns and skills to effectively address neighborhood needs
- a plan that focuses the work of the board and neighborhood stakeholders and reflects broad neighborhood interests
- increased interest and participation in the neighborhood association
- a stronger, more responsive and more effective neighborhood leadership
- funds to begin implementation of the work plan and a foundation for future grant funding
- coordination between neighborhood priorities and existing city processes, programs and resources.

What are the products of the SNAP process?

When the SNAP process is completed, the neighborhood association will have a plan based on an assessment of neighborhood community aspirations and concerns. The work plan outlines the goals, strategies and actions the neighborhood association will take to address neighborhood needs and includes:

- a summary of the SNAP process and participants
- survey results
- feedback received at workshops and other forums
- maps and other graphic tools used in the process
- a work plan that identifies aspirations and concerns, strategies for addressing them, related City programs and resources, general sense of priorities, and people and resources available to assist with implementation
- results of organizational self-assessment and tools to help strengthen the neighborhood association and build its capacity to implement the work plan
- \$3,000 to implement specific projects identified on the work plan

What are the phases involved in developing a SNAP?

Phase One – *Getting Started* –begins as soon as the pilot project is selected. City staff and the SNAP Leadership Team review the neighborhood’s results from the Eugene Neighborhood Survey and how they will inform the process; develop an outreach plan and; determine preliminary needs for maps and other supporting graphics/information. For those involved in a broader needs assessment process (as opposed to a project or issue focus) the Leadership Team and the neighborhood association board will assess the organizational health of the association - identifying strengths, weaknesses and developing opportunities and strategies for building capacity in areas such as member participation, outreach and communication, identifying and maintaining leadership, meeting and decision-making processes, etc.

Phase Two – *Neighborhood Outreach* –focuses on outreach to neighborhood stakeholders - residents, property owners, businesses and other interest groups. Activities include meeting with staff to develop an outreach plan, follow up survey to provide additional insight into neighborhood priorities and interests, and the first of two neighborhood workshops. The Leadership Team and city staff analyze the results of these outreach activities and communicate the results via a special-edition neighborhood newsletter and the Web.

Phase Three – *Creating the Plan* – the Leadership Team develops the neighborhood association’s draft work plan incorporating information gathered in previous phases and presents the document in a second neighborhood workshop. Feedback received at this stage will help the SNAP Leadership Team refine the work plan. The final work plan will be



distributed to the neighborhood in a subsequent newsletter and formally approved by the neighborhood association. The neighborhood association board and SNAP Leadership Team, Neighborhood Leaders Council and staff will meet to debrief and evaluate the process, and make recommendations for the future direction of the SNAPs process.

Composition, Roles, and Responsibilities of the Leadership Team

An application for the pilot SNAP requires that the neighborhood identify a Leadership Team responsible for initiating and facilitating the SNAP process and coordinating with city staff. While a successful SNAP requires active involvement of the participating association's leadership we recommend that the Leadership Team include a variety of neighborhood stakeholders. Consider the diversity of people in your neighborhood and how you might put together a team that represents a variety of interests. We anticipate your Leadership Team will have people in the following roles:

- **City Contact:** serves as primary contact for City-to-Leadership Team communications
- **Chair/co-chairs:** organizes and oversees Leadership Team activities, including completion of assigned tasks, schedules meetings, helps set agendas and co-facilitates with staff
- **General members:** see general responsibilities (below).

The Leadership Team will have the following general responsibilities throughout the course of the project:

- Reach agreement on how you will function as a group (communicate, make decisions, complete tasks, etc.).
- Coordinate at least three meetings with the full Leadership Team and staff. Additional Team meetings may be necessary as well as meetings between the chair/co-chairs.
- Work with staff to determine appropriate graphics and maps to support the process.
- For those involved in a broad needs assessment process, conduct an organizational self-assessment in collaboration with the board.
- Assist with scheduling, organization and facilitation of two neighborhood workshops.
- Assist with development and delivery of a neighborhood-specific survey.
- Publish two newsletters informing the neighborhood about the process, encouraging participation and communicating the results.
- Review, organize and incorporate input from outreach efforts (Eugene Neighborhood Survey, neighborhood-specific follow-up survey, workshops, etc.) and other information into a work plan format.
- Use other communication resources (website, if available, email lists, etc.) to assist outreach efforts and inform the neighborhood.
- Facilitate review and formal approval of the work plan at a neighborhood association meeting.
- Address questions of neighborhood stakeholders and the media as needed.

Roles and Responsibilities of City Staff

City staff will be in a support role throughout the SNAP process. Rene Kane is the project lead and primary staff contact: 541-682-6243 or rene.c.kane@ci.eugene.or.us. Key areas of responsibilities for city staff include:

- Coordinate with Leadership Team in setting meeting and workshop dates and agendas and clarifying process steps, tasks and timelines.
- Process survey results and help develop additional survey tools.
- Provide materials needed for workshops and meetings, facilitating, recording and transcribing input received.
- Produce graphics, maps and other tools necessary to communicate concepts and facilitate an understanding of neighborhood issues.
- Provide templates and other tools to help with development of the work plan.
- Provide capacity-building resources to address areas identified for improvement in the organizational self-assessment.
- Provide technical support for publication of newsletters and postcards in addition to cost sharing for printing and mailing.
- Participate in at least 3 full Leadership Team meetings, 2 workshops and other meetings as necessary.



- Coordinate post-project evaluation process.
- Provide grant funds (\$3,000) to implement projects identified in the work plan.
- Collaborate with the neighborhood to find additional resources to assist with implementation of the work plan.

Timeline for Applications and Notification of the Pilot SNAP

Applications accepted **February 8th – March 8th**

Participating neighborhood notified by **March 10th**

What is the schedule for completing the SNAP process?

Three SNAP phases are summarized below. Exact dates for workshops and meetings will be determined by the SNAP Leadership Team and city staff.

Getting Started (March)

Leadership Team / City staff meeting #1
 Organizational self-assessment
 Identifying preliminary maps/graphic support
 Leadership Team / City staff meeting #2

Neighborhood Outreach (April/May)

Newsletter outlining SNAP process / opportunities for input
 Neighborhood-specific survey
 SNAP workshop #1
 Process/analyze results of workshops survey(s), self-assessment

Creating the Plan (May/June)

Leadership Team / City staff meeting #3
 SNAP workshop #2
 Newsletter with draft work plan
 Finalize work plan
 Neighborhood Association approves work plan

How do we get started?

Neighborhood groups interested in a SNAP must complete an application. Application materials are available from Neighborhood Services (99 W. 10th Avenue) and online at: <http://www.eugene-or.gov/NAP>. Groups interested in applying are also encouraged to contact Neighborhood Services to discuss the process and potential benefits to your neighborhood before submitting an application.

Completed applications or questions regarding SNAPs should be directed to:

Rene Kane, Neighborhood Planner
 City Manager's Office
 Neighborhood Services Program
 99 W. 10th Avenue, 97401
 541-682-6243
rene.c.kane@ci.eugene.or.us

