

| City | Baltimore, MD | Portland, OR | Dayton, OH | Birmingham, AL | Los Angeles, CA |
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| Name of Department | Baltimore City Mayor's Office of Neighborhoods | Office of Neighborhood Involvement | The Department of Planning and Community Development - Citizen Participation | Department of Community Development - Community and Neighborhood Associations | Department of Neighborhood Empowerment (DONE) |
| Mission Statements | To ensure that city government is an effective partner with residents and community leaders to improve their quality of life and to strengthen our neighborhoods. | To promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities. | To provide support to citizens, neighborhood associations, Priority Boards, and community institutions to promote the development of shared visions and create a higher quality of life in Dayton. | To plan, promote, coordinate and implement a coherent structure for the maintenance and development of the social physical and economic environment to enhance the lives of the current and future citizens of Birmingham. | To promote increased citizen participation in government and make government more responsive to local needs through the creation of a citywide system of Neighborhood Councils. |
| Number of Organizations | 50 Neighborhood associations within 9 police districts | 95 Neighborhood Associations divided into 7 district coalitions, and 35 business district associations | 65 Neighborhood groups under the council of 7 Priority Boards | 99 Neighborhood Associations grouped into 23 Communities | 91 Neighborhood councils within 7 districts |
| Organization (non-profit, etc.) | Independent non-profit | 5 coalition offices are independent non-profits, 2 are run by city staff; NBOs are independent non-profit | Unclear, though up to 1987, groups were both funded by the city and CDBG | Non-profit | City funded entities |
| Boundaries (Geographical, etc.) | Geographical | Geographical | Geographical | Geographical | Geographical |
| Their role in the PE process | Liaisons act as city managers, coordinating city efforts within communities and ensuring that the right people attend each public meeting; they attend 1-2 public meetings a week and serve as in house experts on City Government. | Neighborhood associations tend to focus on land use, transportation, and crime prevention; coalition offices are there merely to provide support and communication, effectively acting as the communication link with all levels of government. | Neighborhood groups communicate directly with the boards and take direct action in smaller, clearly defined neighborhoods. Priority boards then act as the official voice of their neighborhoods, making recommendations to city agencies regarding any public action, issues, and decisions which may affect the neighborhood. | Unclear, though in 1987, communities were governed by a Community Advisory Committee. Each CAC elects a representative to sit on the CAB. The Citizen's Advisory Board was the primary link between neighborhoods and city hall, channeling policy proposals from the neighborhood directly to city hall. | Councils provide input to the Mayor regarding the City's budget; councils also serve as a forum for community members to understand and discuss projects in their neighborhood, before voicing their opinion to the City. |
| Activities engaged in | Plan and fund community events, organize themselves, prioritize wants and needs | Organize neighborhood cleanups, block parties; produce and distribute neighborhood newsletters, hold forums on controversial issues, and engage with city government to help shape city projects, policies, and programs | Implement neighborhood watch groups, sponsor social activities, function as a communication tool to residents, identify and prioritize needs, goals, and objectives for action | Host block parties, housing rehabilitation, discuss zoning and land use decisions and plans | Meet at least once every three months, meet with Mayor to discuss priorities in the development of the City Budget, receive advance notice of issues and projects that are important to their neighborhoods |
| Funding | No city funding - opportunities to apply for grants from the city and from local non-profits | Coalition offices receive majority of funding from the ONI, prior to 06/07 this totaled \$1.2 million per year | Unclear, though up until 1987, 20% funding provided by the City, 80% by the CDBG funds | As of 2009 - each association received \$10,000 annually, unclear if a proposal to cut annual allocations passed | Each council receives \$45,000 annually, can roll over maximum of \$145,000 |
| City system provided | 311 Call Center System that handles all non-emergency concerns; Mayor and cabinet heads also hold quarterly Neighborhood Conversations - each citizen gets 2 minutes to address the council | The ONI works with district coalitions, offices, and neighborhood associations to coordinate efforts, provide technical assistance, coordinate public involvement efforts with City Bureaus and other organizations. | The Office of Citizen Participation provides technical assistance to both neighborhood groups and priority boards; there is also a Dayton Mediation Center to help address conflict, and a Neighborhood Leadership Institute which offers a 12 week course on the community and leadership. | Technical assistance provided through the Community and Neighborhood Associations division, 311 service also available for any request of city services. | DONE provides three kinds of support to neighborhood councils: service, training and support. Some examples include: service: outreach, marketing, and communications activities; training: free training and workshops; support: administrative and fiscal oversight, arranging meeting locations and office leases. |
| Staff dedicated to support these organizations | 5 Geographic Liaisons; Jewish, Spanish-American, Faith-based, and others, International affairs coordinator, immigrant coordinator | Only three full time staff with the ONI, around 39 total to handle neighborhood services and programs - specifically two neighborhood coordinators to track effectiveness of ongoing programs. | Each priority board has 2-3 staff to provide support, though staffers are hired by the boards themselves. | At least four staff on hand for technical assistance - director, deputy director of the housing division, grants administrator, and principal community resource officer. | DONE is a full department dedicated to working with neighborhood councils - new budget plans have this department folded into the Community Development Department, however. |
| Innovations | Neighborhood Ambassador Program- members of the community designated by community leaders to help communities use City initiatives, programs, resources and services; they can be designated within four fields: clean, green, health, or safe neighborhood ambassador. | Three programs are of note, though these may no longer exist or are rare: neighborhood needs encouraged NBOs to decide on needs within their boundaries and submit them so they could be considered for inclusion in the budget; budget advisory committees involved citizens at each bureau for input in formulating budgets; and neighborhood plans, allowing NBOs to work with city planners on the development of their neighborhoods. | Administrative councils are of note, which are priority board meetings where a member of each city agency goes to the meeting; both board members and individual citizens can ask questions; representatives then can respond or report back at the next meeting, held monthly. | Birmingham has one central body responsible for directing policy from neighborhoods to city hall, the Citizen's Advisory Board, which also has committees within which resemble the committees in the City Council; the city also completed door-to-door surveys to identify neighborhood needs and problems, though no evidence was found that these data was used in policy decisions by local leaders. | Los Angeles has created an EmpowerLA Leadership Institute, which aims to provide free training on leadership, cross-cultural skills, the nuts and bolts of City government processes, conflict resolution, communications and in-depth understanding about issues from planning and development, to sustainability, education and development. |

| Kirkland, WA | Jacksonville, FL | Cincinnati, OH | San Diego, CA | Gresham, OR |
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| Kirkland Neighborhood Services | Housing and Neighborhoods - Community Development | Community Development - Neighborhood Support Program | City Planning and Community Investment: Planning Division | Office of Governance and Management |
| To work closely with each neighborhood to ensure high-quality services are provided, neighborhood associations are supported, and issues are responsively addressed. | To maintain open and effective communication between Jacksonville residents, businesses, neighborhoods, community organizations, educational institutions and city government. | To work with diverse neighborhood partners to leverage financing and other funding for quality housing, distinct commercial properties, small business development opportunities, and community based programs. | To provide citizens with an opportunity for involvement in advising city decision-makers on development projects, general or community plan amendments, rezonings and public facilities. | To provide residents with responsive, coordinated service that promotes collaboration and communication among residents and city government through recognized neighborhood associations. |
| 13 Neighborhood Associations | Over 500 NBOs organized into 6 planning districts, each planning district with a Citizens Planning Advisory Committee (CPAC) | 51 neighborhood councils | 42 Community Planning Groups | 16 Neighborhood associations |
| Non-profit | Non-profit | Non-profit | Recognized by the city | Non-profit |
| Geographical | Geographical | Geographical | Geographical | Geographical |
| Associations are governed by an executive board, which is responsible for the day to day decisions; standing and ad-hoc committees are also formed to work on specific issues or projects, and both report to the board. | CPAC members can be elected from within neighborhood associations; members of CPACs then identify local concerns and offer solutions, and make recommendations on major city plans, projects and programs. | Overall, these councils seem more concerned with improvement projects than public engagement, with the focus of the grants in improving their neighborhoods instead of representing the concerns of the neighborhood. | Groups provide input to the Planning Commission, City Council, and other decision-making entities; all development projects go before these groups. | Standing committees established may review land use proposals or proposals before the city. Committees report directly to the board, and the president of the association is the principle contact with the City Council. |
| Organize community building events, maintain neighborhood communications, undertake beautification projects, train and educate future leaders | Distributes newsletters and flyers, plan neighborhood activities, sponsor crime prevention, plan improvement projects, address neighborhood problems | Publish newsletters, engage in beautification and clean-up activities, sending community leaders to training and networking opportunities | Review community goals and development proposals, discuss issues and projects, submit recommendations to the city | Community events, crime prevention activities, neighborhood improvement projects, researching development issues, volunteer projects and opportunities |
| City provides up to \$615 through the Neighborhood Matching Grant program | Organizations can apply for money from the Community Development Block Grant (CDBG) that the city receives yearly | For 09/10, the city has budgeted \$476,000 for NSP, including \$6,770 for each neighborhood | Sole purpose of groups is to provide input, no funding provided nor required | Neighborhood matching grants |
| City provides one part time neighborhood services coordinator and matching grants for improvement projects. | Each CPAC is assigned a neighborhood coordinator to work with, as well as one or two city planners. Coordinators and planners sometimes have more than one neighborhood to work with. | Ability for neighborhood leaders to work with city planners, community members also able to add their input to the city budget through "community priority requests." | Community Orientation Workshops are provided for CPG members outlining roles and responsibilities of volunteers as they relate to city planning issues. | Staff available for technical assistance, meeting space in city hall, resource area, city publications, two membership mailings per year |
| One part time coordinator | The division of community development has twelve staff on hand to assist with planning, CDBG, and neighborhood services. | The Department of Community Development directly administers the Neighborhood Support Program and the Neighborhood Business District Support Fund. | Each official community works with at least a planner, facilities financier, and parks planner. | At least one full time neighborhood community services manager, who works with the neighborhood associations. |
| Kirkland has created a Neighborhood Connection Program in addition to supporting neighborhood associations. This program annually allocated \$100,000, targeting four neighborhoods a year and cycling around the city in three years, funding small capital improvement projects. This program has since slowed however, and its future is up for debate. | Every few months CPAC chairs meet with the mayor to discuss the budget and upcoming projects in Jacksonville, as well as any other concerns that the CPAC chairs may have. | In 2004, Cincinnati created the Neighborhood Business District Support Fund to support recognized business districts in 31 communities, funding physical improvements, promotional activities, and organizational development of said districts with maximum grants per community of \$7,000. | Community planning groups are the only groups recognized by the city; neighborhood associations do seem to exist, but are not officially recognized, and no city support is provided for these organizations, instead relying on community volunteers and donations. | Coalition of Neighborhood Associations formed to unify the voice of the neighborhood associations, allowing for the review and evaluation of issues and problems, and education and information on issues important to associations. |