

PERRY, IOWA: SUPPORTING A STRONG FOUNDATION

EDUCATION | ENGAGEMENT | COLLABORTION | AWARENESS



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Executive Summary

Perry, Iowa, is a small town rich with diversity, history, and opportunity. The Central Iowa town with a population of nearly 8,000 boasts a culture complete with arts, recreation, and crowned by the iconic Hotel Pattee. However, just like many small towns in Iowa, Perry has areas of struggle as well. The City of Perry requested that the Drake University Master of Communication Leadership 2016 Capstone class assist them with three main goals:

- Refine communication with current residents of Perry
- Increase tourism and visitors
- Improve excitement and demand for housing in Perry

In this report, we considered each of the aforementioned areas and then built upon them - building what we believe makes a strong foundation for community engagement in Perry. We saw needs in each of these areas and thought they could be addressed with an overall focus on community. "Make Yourself At Home," is Perry's slogan and we know that every home needs a strong foundation. In order to build a sustainable, strong and exemplary home, you must start with the foundation.

Taking this into consideration, the Drake University Master of Communication Leadership 2016 Capstone class designed recommendations in areas that will help build a strong foundation for Perry. Through improvements in education, engagement, collaboration and awareness, Perry can also become sustainable and strong. By taking the following suggestions into account, the city can even make themselves a model by which other similar-sized towns will turn to for direction.

Community education was first identified as a key area of need in Perry, as research conducted in fall 2015 concluded a desire for more cultural awareness and acceptance among residents. Outlined in this section are recommendations for unifying the community by creating an environment where citizens live, work and learn alongside one another.

Community engagement encompasses three key areas: encouraging pride in housing, diversity in leadership, and fostering community-based leadership. The goal of this area is to bind the community together to work toward a common goal. A focus on curb appeal in both commercial and residential areas is key to building pride in the community. Additionally, creating a leadership team within the community that citizens both relate to and are familiar with is key when building trust. To accomplish this, the team constructed a plan for ensuring leadership is consistent with community demographics, and suggestions were made to help get leaders out in the community and interacting with citizens.

Community collaboration is important to keep new ideas fresh and circulated. The team developed the Perry Collaboration Summit and the Perry Leadership Alliance, along with various programs for each of these initiatives. Sample curriculum and ideas for group activities have been outlined.

Community awareness is vital to the success of these new and refreshed programs. To ensure the success of these efforts, it is imperative that communication with all residents is improved.

Communications recommendations are outlined, and examples are included for ease of implementation. Key areas of focus are local news outlets, social media, and the city website.

The members of the 2016 Drake Master of Communication Leadership cohort believe that Perry has many great opportunities to build upon a great foundation to engage citizens, increase awareness and foster leadership. All of these things will add to the great amenities and benefits of life in Perry. Thank you for the opportunity to provide this comprehensive plan to support a strong foundation for community engagement in Perry.



COMMUNITY EDUCATION

Community Education

Introduction

The findings of a survey conducted in Fall 2015 identified a need to integrate non-English speaking families into the community. Through additional research in Spring 2016, many resources available within the community were uncovered, including bilingual teachers at Perry Community Schools, free community development resources through the local extension office, and opportunities to use resident experiences to create a positive environment for everyone to live and work.

“The sooner we recognize and celebrate our diverse population the better things will be!”

Survey Comment
Drake University Research
Fall 2015

Taking advantage of the resources within your grasp is an inexpensive way to create harmony between residents within the community, as well as creating a comfortable living and working environment for all citizens of Perry, regardless of background.

Recommendation

English and Spanish Adult Education

We recommend working with the school to leverage its educators teaching English as a Second Language curriculum to hold occasional adult education classes. These classes should be open to the public, and held in a fun, interactive atmosphere. Adult education classes could be held in the evenings, teaching English speakers a few key words and phrases in Spanish, and Spanish speakers a few key words and phrases in English. This would also be a great time to educate on, and celebrate, cultural differences.

Cultural Awareness Workshops

In order to increase awareness and sensitivity to the different cultures and backgrounds present in the community, we recommend you set up this series of workshops in Perry. Public employees should show a sincere investment by attending all workshops offered. We also recommend you hold another set of similar workshops and make them open to the public. Partnering with the state Extension office could provide valuable resources for creating curriculum, or there may be an opportunity for the Extension office to facilitate the classes.

See complete information in the Appendix.

Town Forums

Holding town forums is a great way to educate citizens on issues going on within the community. We recommend you hold forums in multiple languages, and allow citizens to gather and discuss issues

facing the community. Key city officials should be present during forums to help educate and familiarize citizens to their role within the community.

Some topics to consider are:

- Meet the Perry Police Department
- Meet the Perry City Officials
- Fair housing and city tenant laws
- City ordinances and upkeep laws

Proof of Concept

English and Spanish Adult Education

Our research led us to discover numerous public schools extending English as a Second language programs to non-English speaking adults in the community. One example, Union Community Schools, in Oklahoma is offering free evening classes for parents of students within the district.

The Union Community Schools Adult Education website describes the program as, “Community Education serves as the “umbrella” for a variety of programs offered to the community by the Union Public School District.

- English as a Second Language (ESL) classes provide instruction to non-English speaking adults. Students learn communication and assimilation skills in order to be productive citizens.
- Family Literacy classes offer ESL to parents along with parent/child interaction time. By learning together as a family, the program reinforces life skills that parents and children need to succeed.
- Workplace Literacy classes are designed specifically to teach ESL to employees in order to achieve high performance work and product quality. Union’s instruction staff will identify tasks important to the employer and make those tasks the focus of basic skills.”¹



¹ "Work - Union Adult Learning Center." 2013. 8 Jun. 2016 <<http://www.unionalc.com/page/home/esl/work>>

Cultural Awareness Workshops

Iowa State University Extension and Outreach offers a series of workshops titled *Cultivating Change One Experience at a Time*.² According to a flyer promoting the workshop, it works to accomplish four main goals over the course of three sessions.

“Topics include:

- Personal and cultural values, biases, prejudices, and views.
- Identifying ways in which culture shapes beliefs, practices, and values.
- Identifying similarities and differences among cultures.
- Recognizing his/ her own culture(s)”³

These sessions are currently being held in Black Hawk County. Reaching out to members of the Black Hawk County Extension could provide valuable insight into the success of the program.

Next Steps

English and Spanish Adult Education

1. Meet with the Perry Public Schools, especially English as a Second Language teachers, to outline the program and discuss terms of agreement.
2. Consider asking local restaurants and businesses to become sponsors of the program, allowing you to offer teachers a small incentive for their time.
3. Build a schedule and develop curriculum.
4. Communicate adult education throughout the community and to parents using current communications channels. Don't forget about the local Spanish newspaper, radio stations, as well as Spanish communication sent home with students.

Cultural Awareness Workshops

1. Call Iowa State University Extension and Outreach to inquire about presenting a Cultural Awareness Workshop in Perry.
2. Require all city administration to attend the workshops.
3. Extend Cultural Awareness Workshop to citizens, free of charge. Consider also asking Iowa State University Extension and Outreach for the curriculum so you can continue to educate the community.
4. Revisit training periodically to include new employees and refresh remaining employees.

² "Cultivating Change One Experience at a Time, 3 Sessions in Waterloo ..." 2016. 8 Jun. 2016

<<http://www.extension.iastate.edu/blackhawk/news/cultivating-change-one-experience-time-3-sessions-waterloo-free>> ³ "Cultivating Change One Experience at a Time, 3 Sessions in Waterloo ..." 2016. 8 Jun. 2016

<<http://www.extension.iastate.edu/blackhawk/news/cultivating-change-one-experience-time-3-sessions-waterloo-free>>

Town Forums

1. Appoint city employee or volunteer to coordinate town forums.
2. Work with citizens to establish a schedule of topics to discuss.
3. Invite related parties to attend forum (ex. Invite the police department to attend the forum in which police practices are discussed.)
4. Publish schedule on city calendar, and communicate the event using appropriate communication vehicles, including newspaper, radio station, and social media channels.

◀ COMMUNITY ENGAGEMENT

Community Engagement

Encouraging Pride in Housing

Introduction

Research conducted by Drake University Master of Communication Leadership graduate students in Fall 2015 and survey results from the City of Perry Housing Needs Assessment show similar trends in housing opinions and needs within Perry. Residents feel that properties – both residential and commercial – are not well-kept. Countless survey responses mention dilapidated houses and apartments and empty storefronts downtown.

“I like the Rock the block initiative. That could help with the housing market issue for us. We also like that our community is now checking in on rental establishments. Perry is a town of renters. It’s nice to know someone is looking out for their wellbeing.”

Survey Comment
Perry Housing Needs Assessment

Recommendation

Research shows that improving curb appeal and encouraging a sense of community among neighbors can lead to better-connected towns with loads of pride. Similar to the theory that a broken window on a house leads to less respect for property and increased crime in the neighborhood, a few small, positive changes can signal to residents that Perry is a town that invests in its residents and takes pride in itself.

Communities across the country are taking a variety of approaches to tackle this all too common problem. Promising practices to improve curb appeal include awards, forgivable loans, competitions and incentives, and expertise and consulting. Commercial property and storefronts are being improved with artwork, placemaking and street beautification projects. Finally, apartment complexes are better serving their tenants by joining associations to collaborate and share their expertise to simplify complex maintenance needs.

It is recommended that Perry implement strategic programming to encourage upkeep and maintenance of properties. Detailed best practices are included below. Given Perry’s expertise, market and housing, the key opportunities include:

- Homeowner Curb Appeal Awards
- Leverage Parks and Recreation Expertise
- Artwork in vacant storefronts
- Apartment maintenance and inspection checklist

Proof of Concept

Neighborhood Curb Appeal

Low Cost: Curb Appeal Awards

Yonkers, New York, recognizes residents annually with awards for curb appeal. Winners are nominated by neighbors and receive awards in the category of Exterior, Landscaping and Creativity⁴. This low cost, low effort option provides inspiration and recognition for improving curb appeal. Communities like Johnston, Iowa, recognize residents with traveling sign “trophy” for best lawn or landscaping. These small acts of recognition build pride in residents and may encourage more to participate.

Low Cost: Expertise and Consulting

Many low-cost options are being implemented across the country. Communities have offered services, such as design or architectural consulting, to support residents’ landscaping and curb appeal projects. Leveraging your expertise, such as employees of Perry’s Parks and Recreation Department, to provide assistance to residents could help with planning of landscaping and yard maintenance.

Examples provided from www.communityprogress.net include⁵:

- Architectural design assistance
- Workshops on home improvement
- Discounted paint
- Discounted landscaping materials
- Support for elderly or disabled residents

Mid-Level Cost: “Rock the Block”-Style Neighborhood Events, Competitions and Incentives

Geneva, New York, encourages residents to apply and nominate their entire block for a transformation. The process encourages neighbors to band together to be selected and host a block party or celebration after the work has been completed. The city provides funding in addition to the homeowners’ personal contributions⁶. *The application and flyer have been included as an example in the Appendix.*

Delray Beach offered home repair and curb appeal services to residents in need, utilizing more than 200 volunteers and city funds to complete the projects⁷. Dubbed “Curb Appeal by the Block,” each home is supported by a unique design from the city’s landscape planner while businesses like Home Depot and Behr Paint donated supplies.



⁴ "City of Yonkers, NY : Curb Appeal Awards." 2015. 5 Jun. 2016
<<http://www.yonkersny.gov/government/mayor-s-office/initiatives/curb-appeal-awards>>

⁵ "Homeowner Rehab and Curb Appeal Incentive | Center for ..." 2012. 5 Jun. 2016
<<http://www.communityprogress.net/tool-2--homeowner-rehab-and-curb-appeal-incentive-pages-277.php>>

⁶ "THE GREAT GENEVA NEIGHBORHOOD CHALLENGE." 2010. 5 Jun. 2016
<http://www.genevanrc.org/r/2010_challenge_flyer.pdf>

⁷ "Curb Appeal by the Block: Community Building in Delray ... - Bob Vila." 2013. 5 Jun. 2016
<<http://www.bobvila.com/articles/curb-appeal-by-the-block/>>

Higher Cost: Home Buying or Improvement Loans

Communities across the country offer loans, matching grants or other subsidies for home improvements and home repairs. Neighborhood Finance Corporation in Des Moines offers up to \$10,000 in forgivable loans for home buyers toward improvements⁸. A program in Baltimore, Maryland, offers purchase and improvement loans along with matching grants toward home improvements⁹. Hampton, Virginia, offers a matching grant for those improving curb appeal.¹⁰ *See sample application in the Appendix.*

Commercial Property and Storefront Appeal

Cleveland, Ohio, implemented a curb appeal project along an urban corridor in a Cleveland neighborhood.¹¹ The project featured new planters, parkmobiles, a mural, and window graphics in an abandoned space. The beautification efforts were strategically placed along a corridor to invite residents and visitors to continue walking and explore more shops, restaurants and attractions. Perry's downtown has undergone many beautification projects and boasts public art, brick streetscapes and attractive light posts. To continue this transformation, it's recommended that empty storefronts be treated as blank canvases by local artists to add interest in otherwise vacant spaces. Further, bright colored planters and places to gather, either on benches or in small "parklets" gives residents a reason to linger in the commercial corridor.

Perry Streetscape:



⁸ "Neighborhood Finance Corporation: Providing Polk County with ..." 5 Jun. 2016 <<http://www.neighborhoodfinance.org/>>

⁹ "Healthy Neighborhoods | CHAI." 2014. 5 Jun. 2016 <<http://www.chaibaltimore.org/housing-services-loans/healthy-neighborhoods>>

¹⁰ "Hampton, VA - Official Website - Caught with Curb Appeal Program." 2014. 5 Jun. 2016 <<http://www.hampton.gov/curbappeal>>

¹¹ "Our Work - Curb Appeal | LAND studio : landscape | art ..." 2014. 5 Jun. 2016 <<http://www.land-studio.org/project/curb-appeal>>

Recommended Elements to Include:



Apartment and Multi-Unit Improvements

With more than 30 percent of residents living in apartments, it's important to address the state of repair for apartments in Perry. Surrounding communities with high-renting populations provide best practices for supporting landlords, serving residents and improving living conditions. Ames, Iowa, landlords have come together to form their own association. This independent group provides resources, expertise and advice to landlords on everything from background checks, to the best contractors and how to evict a resident. This group helps landlords more simply solve regular issues that occur in rental properties.

Updating city code to specifically outline the expectations of the exterior of apartment complexes will provide accountability to landlords on the safety and the beauty of building exteriors. See sample language from the City of Ames code in the Appendix. Included in the Appendix is a checklist for landlords to prepare for inspections and leverage in their regular maintenance.¹²

Next Steps

1. Assess the level of funding available both publicly and through private donations.
2. Form coalition of community members to impact streets, neighborhoods and community.
Some ideas to get started:
 - a. Recruit local artists to help transform vacant storefronts.
 - b. Work with Dallas County Master Gardeners to help residents with landscaping.
 - c. Utilize expertise within the Perry Parks and Recreation Department to help with planning of community landscaping.
3. Set a timeline and stick with it. Progress takes time, but setting a realistic goal can help keep volunteers motivated.

¹²"City of Ames, IA : Rent Smart Ames." 2015. 5 Jun. 2016 <<http://www.cityofames.org/living/rent-smart-ames>>

4. Amplify the impact of your efforts by sharing progress, creating contests and promoting events through traditional media and social media outlets.

City and community leaders must work together to successfully improve housing needs in the community. Leaders should assess the level of funding available both publicly and through private donations or grants. Understanding the amount of investment available will impact the direction taken.

Even without a large funding base, community members can band together to improve their streets, neighborhoods and community. With so many local artists, a committee of volunteers could transform vacant storefronts. Master Gardeners may be interested in donating their time to help residents with landscaping. Minimizing planning time will allow volunteers to better focus their skills and interests.

Infrastructure improvements and community-building are long-term investments. Leaders shouldn't expect to see immediate transformation, but it is possible to maximize the impact of baby steps through communications channels to build excitement. Competitions, before and after photos and neighborhood gatherings or challenges provide great content for social media and traditional media channels to drum up excitement, amplifying the impact of your efforts.

Community Engagement

Diversity in Leadership

Introduction

Through research conducted by Drake University Master of Communication Leadership graduate students and through discussion with the City of Perry Administration it was determined that one of the keys to create a more engaged Perry community was to encourage residents to see themselves as ambassadors for the city. One important way to achieve this engagement is to incorporate diversity within boards and by hiring individuals who represent a more accurate cross section of the community. A second way to encourage engagement is to study and network with 'like' communities, otherwise known as sister cities.

By reaching out to ideal communities that have qualities Perry aspires to have can provide Perry the opportunity to learn about things that worked for that specific community and replicate those efforts within their own community.

Recommendation

Diversify Boards

We recommend that the City of Perry try to focus on diversifying their boards. Having diversity amongst boards is part of an organization's value system and is essential to their ability to develop and deliver programs that support the entire community. In order to effectively deliver programs, the City of Perry needs to know their citizens needs. By diversifying boards, Perry will engage disinterested or unique members of the community as it is easier for those unique or disinterested members to get involved when like people, be it people from the same ethnic background, church group or political

group, serve them. To sum it up – if an organization is going to have a meaningful impact on the community it is trying to serve there must be an opportunity available for people who represent a more accurate cross section of the community to have a place at the leadership table.

Diverse Hires

In order to overcome the issue of integrating certain parts of the community into activities and engaging them more into the Perry community we recommend the City of Perry hire either a full-time employee or a part-time employee or intern who is bilingual and has strong ties to the Hispanic community within Perry. By doing so this could help with communication barriers that come along with a high population of non-English speakers. This would also make non-English speakers feel more comfortable asking questions, attending community events and participating in city government programs and initiatives. Additionally, in doing this, the City of Perry will be able to more accurately gauge the needs of the citizens.

Study and Network with Ideal Communities

Our final recommendation is to study and network with surrounding communities like Perry, specifically communities that are “ideal” in the way Perry aspires to be “ideal.” By studying and networking with these communities Perry has the opportunity to learn and adopt programs and best practices that worked for the sister city. Perry could also learn from mistakes and obstacles the community overcame and could mirror those solutions within their own communities.

Proof of Concept

Diversifying Boards

Derby is a city in England with a population of 248,700 people. Derby City Council’s home – The Council House – is a beautiful building, but it was worn out so the City Council decided to start a huge project to refurbish it. Derby City Council had to work with at least fourteen different project teams, companies and individuals to accomplish the task. The ultimate outcome they wanted to see was for Derby to have a really nice, friendly and accessible building for people to work in and visit. The impact expected was to have people of the community enjoy visiting and working in the building and to eradicate the many barriers people faced at the old Council House.¹³

One of the key outcomes Derby City Council learned was that working alongside community organizations and employees gives much more quality and knowledge to the assessment and project as a whole. It can save costly mistakes later on and makes people feel part of what you are doing and feel valued for their input.¹ This case study from the United Kingdom highlights the importance of bringing people from all different backgrounds together in order to accomplish a community task. This is exactly why the City of Perry needs to diversify their boards – to make people feel valued and part of the community they live in.

¹³ (2013). Derby's civic home for everyone (PDF). Retrieved June 7, 2016, from http://www.local.gov.uk/c/document_library/get_file?uuid=e74c1262-23cb-418b-b2ae-53d2d2640462&groupId=10180.

Diverse Hires

“Over the past 30 years, the number of people who speak a language other than English has grown exponentially. Estimates place the percentage of this group at about 20 percent of the U.S. population. The U.S. Census Bureau released a 2010 Census brief that showed the Hispanic population increased by 15.2 million between 2000 and 2010.”¹⁴

According to Valerie Fox of Demand Media, having a bilingual speaker in the workplace can open businesses to the possibility of reaching a wider customer and client base.¹⁵ For example, not only could a business that employs a bilingual speaker improve communication with existing clients, that person can open up contacts simply by expanding the range of communication and culture for the business. Bilingual speakers can bridge the gap. By diversifying hires to include a bilingual speaker, Perry can reach a wider community base in the same way. The diverse hire would be able to more effectively communicate with the engaged non-English speaking population in Perry. This, in turn, could open up a line of communication with the disengaged non-English speaking population and allow Perry to be more responsive to those community members’ needs. Additionally, the aforementioned effects could garner interest for the Hispanic communities outside of Perry resulting in more unique contacts for the city.

Studying Ideal Communities

Research shows it is important for people to have role models and mentors. We believe the same is true for communities. Whatever the reason for wanting a role model or mentor, it is always more effective to emulate what another person, company or city does well. It is not cost-effective to reinvent the wheel. Having a role model community can also be valuable in other ways as well. It may lead you to different kinds of successes than they have achieved, it can help you get through tough times by observing and learning from the role model community, it helps you gain a different perspective, it can provide you with a great subject to explore¹⁶ and learn from and it can help improve your own performance by emulating their successes.

A good example of this type of mentorship or role modeling comes from George Deeb, a contributor for Forbes.com. Deeb involved himself with a startup that needed help in structuring a strategic partnership with a media company in their industry. The startup wanted to create a strategic partnership to assist them in promoting their brand and building an audience. This particular startup came to Deeb because he had previously structured a similar strategic partnership with National Geographic. Having the benefit of hindsight of cutting a strategic deal with a big media company, he had first-hand experience of what the pluses and minuses¹⁷ of that relationship were after the ink was signed, and it was too late to change anything in the agreement. Community relationships with sister cities work the same as individual and business relationships. By entering into sister-city relationships with similarly situated communities who have similar values and goals, Perry would gain the benefit of hindsight, gain different perspectives and identify different pitfalls, all while maximizing cost-effective endeavors.

14 (2011). Importance of Bilingual Speakers in the Workplace | Chron.com. Retrieved June 7, 2016, from <http://smallbusiness.chron.com/importance-bilingual-speakers-workplace-14655.html>.

15 (2011). Importance of Bilingual Speakers in the Workplace | Chron.com. Retrieved June 7, 2016, from <http://smallbusiness.chron.com/importance-bilingual-speakers-workplace-14655.html>.

16 (2012). The Importance of Role Models - Martina McGowan. Retrieved June 7, 2016, from

<http://martinamcgowan.com/2012/07/the-importance-of-role-models/>. 17 (2015). The Importance of Mentors, And Where To Find Them - Forbes. Retrieved June 7, 2016, from <http://www.forbes.com/sites/georgedeeb/2015/01/30/the-importance-of-mentors-where-to-find-them/>.

Next Steps

Diversifying Boards

In order to begin diversifying boards in the City of Perry there are some specific steps to undertake:¹⁸

1. Define the board's key gaps and have current members think about who they know that would make good connectors to help fill them.
2. Define diversity and what it means to your organization.
3. Develop a diversity policy embraced by the board and communicated to staff with clear expectations.
4. Promote diversity in leadership and staff.
5. Commit to diversity in recruitment efforts to secure a range of talent and experience, promoting an inclusive interviewing process.
6. Embed diversity in benefits like professional development opportunities.
7. Allow flexible schedules for staff without sacrificing customer service to members.
8. Encourage diversity awareness through staff activities.
9. Measure diversity and cultural proficiency. Identify activities and practices that need to be implemented to improve the metric, where necessary.
10. Assign budget dollars for diversity initiatives.

Diverse Hires

Hiring a diverse staff is one of the best ways to bring fresh concepts and new ideas into your company. It is also an important part of being able to communicate with current non-English-speaking residents and surrounding non-English-speaking residents. Things the City of Perry Administration should do when hiring a diverse range of people is:

1. Focus on skills and qualifications. Before starting the hiring process, Perry should know exactly what skills the ideal candidates should possess. This way the focus is on tangible and measurable aspects of the candidate. Being bilingual should be one of those skills and qualifications.
2. Standardize the hiring process. By brainstorming a set list of questions to ask candidates and then making sure to ask each candidate the same questions.
3. Involve its current team members so Perry can reduce the chances of an unconscious bias in one individual. Working together as a team and sharing feedback can be essential when hiring diverse individuals.¹⁹

A good tool to use is a skills matrix. A skills matrix is typically used by companies to identify existing abilities and knowledge areas to help determine untapped skill sets of current employees.²⁰ A sample skills matrix might look like this:

18 (2010). 10 Steps to Diversify Your Staff and Your Board - Association ... Retrieved June 7, 2016, from http://www.associationforum.org/files/LC/resources/IRCDocs/10_Steps_to_Diversify_Your_Staff_and_Your_Board.pdf.

19 (2013). Josh Tolan: 4 Tips to Hire a More Diverse Workforce - Huffington Post. Retrieved June 8, 2016, from http://www.huffingtonpost.com/josh-tolan/hiring-practices-lilly-ledbetter-fair-pay-act_b_2589948.html.

20 (2015). Why Your Organization Needs Board Members with Diverse Skills ... Retrieved June 8, 2016, from <http://www.surveyandballotsystems.com/why-your-organization-needs-a-board-with-diverse-skills/>.

	Finance	HR	Marketing	Legal	IT
Robert Jones	x	x			
Sarah Acme			x		
Seth Johnson					x
Ken Rush		x	x		

Studying Ideal Communities

Studying and networking with an ideal community is important for Perry to do in order to help springboard new ideas and concepts into the community. Steps to begin this process include:

1. Research ideal communities in which Perry aspires to be more like.
2. Once an ideal community is identified, write down what specifically inspires Perry to be like this community so it is clear when networking with this specific city what the ultimate goals and objectives are.
3. Determine what the ultimate goal is for networking with the ideal community and have specific questions prepared.
4. Reach out to the ideal community's city administration and explain goals and objectives.
5. Set up a face-to-face meeting with the individuals to gather information.
6. Return to Perry with information, reflect on findings and implement it.
7. Follow up with the mentor community members to give a high-level overview of what worked for Perry and continue building the relationship.

Community Engagement

Community-Based Leadership

Introduction

Derived from the concept of community policing, community-based leadership is a system of placing city officials in particular areas so they become familiar with the local inhabitants. Rather than spending a 40-hour work week at their desks, city leaders would spend half of their week in the community interacting with residents and gaining an understanding of what life in Perry looks like from all aspects of the city. Leaders will approach their role from a place of curiosity, reinforced by the intention of bringing all voices to the table in order to make more informed decisions.

Trust is the key building block for all high-functioning cities. Before the city can effectively engage with the Spanish-speaking members of the community, emphasis must be placed on viewing Perry through their lens. There is a great opportunity to give these citizens a sense of feeling seen, heard, and represented by city officials. Submerging city leaders into diverse neighborhoods and cultures will create

an awareness that will begin to fulfill some of these basic needs. What will emerge is a city cross-culturally united.

Recommendation

Armed with the city's strategic communications plan, officials will identify key areas to be placed. Efforts will include a strong emphasis on the Spanish-speaking neighborhoods in Perry. This community-based leadership will involve a minimum of 20 hours of weekly field work to include:

- Knocking on doors to ask citizens about their concerns and ideas.
- Walking beats in key neighborhoods.
- Conducting "meet the city" fairs at parks and churches.
- Visiting recreational areas and participating in sporting events.
- Free ice cream giveaways.
- A presence at schools during drop-offs and pick-ups.
- Attendance at Hispanic-focused events, groups, and educational activities.

It's not enough to glean insights from a diverse array of residents in Perry. Rather, what one does with that information is what will lead the authentic development of trust. In the end, the idea of being seen and heard will only take hold when it's demonstrated through action.

- Ask for volunteers to create diverse committees focused on community relations.
- Create a place on Perryia.org to feature community-based leadership and the results of this effort.
- Use Perryia.org to gather input on community relations.
- Ensure diversity on city boards.

Proof of Concept

Camden, New Jersey, has long been known for its poverty and violence. But recently President Obama gave it a new label, calling the city, "a symbol of promise for the nation."²¹

In response to the sweeping violence and misgivings between the community and law enforcement, the city dissolved its traditional police department and what emerged was an entirely new culture. Known as community policing, officers have been moved from desk jobs and squad cars onto walking beats, in what Chief J. Scott Thomson likens to a political campaign to overcome years of mistrust.²²

The innovative nature of community policing has paid dividends to the city, and awakened the nation to a solution for a deeply-rooted societal issue.²³

- Shootings are down 43 percent in two years, and violent crime down 22 percent.
- In June and July, the city went 40 days without a homicide — unheard-of in a Camden summer.
- Average response time is now 4.4 minutes, down from more than 60 minutes, and about half the average in many other cities.

²¹ "Obama: Camden, NJ, Police A Model For Improving Community ... - NPR." 2015. 6 Jun. 2016
<<http://www.npr.org/2015/05/22/408824877/obama-camden-n-j-police-a-model-for-improving-community-relations>>

²² "Camden Turns Around With New Police Force - The New York Times." 2014. 6 Jun. 2016
<<http://www.nytimes.com/2014/09/01/nyregion/camden-turns-around-with-new-police-force.html>>

- Across the city, parks once given over to drug addicts have been reclaimed. The North Camden Little League has grown to six divisions, plus T-ball and a father's league on Sundays.
- The new force includes speakers of Spanish, Haitian Creole and nine other languages.
- There are other signs of life. The county has put millions into park improvements. The state has paid to knock down some abandoned houses. Charter schools are rising, and a ShopRite, the city's first new supermarket in three decades, is to begin construction next year.
- Nancy Torres with her son, 7, said, "He used to be afraid of the police. Now he wants to be one."

In the end, Chief Thomson tells his officers that he measures their success not in tickets written, but in the number of children riding bicycles on the street²⁴.

Next Steps

Community-based leadership is a new and innovative approach to governing the city of Perry. It builds proverbial bridges through mutual understanding and shared values; it brings citizens into the solution. With all transformative experiences, it will take thoughtful planning, effective communication, consistent behaviors, and follow-through. Here's how to get started:

- Create a diverse task force made up of city and non-city officials.
- Establish what success looks like – outlining your current state, future state, and how you will close those gaps.
- Define how you will measure success.
- Recreate city job descriptions.
- Develop a corresponding city communications plan to make clear the intention of this new way of work.

Holding a mirror up to life as it's really lived – through all cultures in Perry- will give way to the possibilities of what it can become.

◀ COMMUNITY COLLABORATION

Community Collaboration

Perry Collaboration Summit and Perry Leadership Alliance

Introduction

Collaboration and connection are key to strengthening the City of Perry. As a small community, many organizations are pressed for key resources such as time, money, and passionate people. Therefore, in order to foster the leadership potential in Perry and to encourage collaboration among diverse community organizations and individuals, we recommend a two-fold solution.

“Coming together is a beginning; keeping together is progress; working together is success”

-Henry Ford

First, establish the Perry Collaboration Summit, where key leaders from diverse organizations and backgrounds (different genders, ages, races, religions, economic statuses, etc.) are invited to come together to share resources, make connections and proactively address community issues as a group. Second, create the Perry Leadership Alliance, where potential and current leaders converge to participate in leadership development classes, a community service project and a mentorship initiative.

Both of these ideas stem from encouraging community collaboration amongst the citizens of Perry, especially those of different ethnic backgrounds. While the individual organizations and people in Perry are strong, together they could be even stronger.

Recommendation

Establish the Perry Collaboration Summit

The purpose of the Perry Collaboration Summit (PCS) is to unite leading organizations and diverse individuals within the City of Perry and enable them to share resources, make connections and proactively address community issues as a group.

There is an opportunity for the City of Perry to bring together their strongest assets and to connect them for synergies to occur. But why is this collaboration important? It’s easy for organizations and individuals to develop tunnel vision because they are very passionate about their own missions. While this passion can be powerful, it can also be harmful because organizations may overlook key ways to collaborate and to create network innovations with other like-minded organizations or individuals. Connecting organizations in Perry will unite the community, establish channels for ongoing communication and lessen the burden on community volunteers as resources are shared.

An essential part of growing and improving the City of Perry is fostering individual and organizational collaborations. However, these partnerships do not happen without effort, strong communication and strategic direction. Below are the key factors that will lead to the success of the Perry Collaboration Summit.

Key Factors for Success

1. **Strong leaders and a succession plan** - The PCS must be led by a diverse board of strong leaders who are passionate about Perry. Additionally, these leaders must develop a succession plan to ensure the lasting success of the PCS and to encourage new, up-and-coming leaders.
2. **Shared mission, vision and goals** - The PCS board needs to establish a shared mission, vision, and goals to ensure everyone is working toward the same desired outcome.
3. **Action planning and consistent meetings** - The PCS must create a plan of action and hold board members accountable by establishing regularly scheduled meetings. For example, the PCS could hold four meetings throughout the year. During the first three quarters of the year, the PCS could hold quarterly “Collaboration Check Ins.” These meetings will be smaller in scale and serve to keep each individual contributor accountable by sharing progress reports and asking for support (if needed). In the fourth quarter, the PCS board members should plan a larger community-wide event that serves as the basis for the goals and action planning for the following year. All community organizations should be present during this event.
4. **Hub for shared resources** - One of the key goals of the PCS is to share community resources. Therefore, the PCS must establish a “hub” where they will house, update and provide access to PCS members.
5. **Annual survey** - Each year, the PCS board should send a survey out to the community. This survey will ask about the effectiveness of the PCS, suggestions for future improvements and provide an opportunity for members to share feedback.

Create the Perry Leadership Alliance

The purpose of the Perry Leadership Alliance is to create a space where potential and current leaders converge to participate in leadership development classes, a community service project and a mentorship initiative. By establishing the Perry Leadership Alliance, the City of Perry will invest in the future of the city and its leaders.

Key Focus of the Perry Leadership Alliance

The Perry Leadership Alliance (PLA) would consist of a six-month leadership curriculum, which offers current and potential leaders a deeper dive into the City of Perry from different vantage points. The Perry Leadership Alliance would focus on:

1. Growing the leadership skills of all residents.
2. Connecting community advocates and organizations.
3. Creating awareness of the current strengths and opportunities in the community.
4. Affecting positive change by completing a community service project.
5. Establishing a succession plan for future leaders in the community via mentorship.

How Leaders are Selected

Interested applicants from the community would submit an online application. The PLA board would review the applications and select a class of 20 individuals. Each class would consist of members who have diverse leadership experiences, occupations, ethnic backgrounds, and demographics.

Sample Curriculum

The PLA would hold classes for the participants every three weeks for six months. Each class meeting would be a half-day in length and focus on a unique element of the community. Class topics could range from public works to multicultural education and training. The classes should provide participants different vantage points and experiences in the community.

For example, the chart below outlines what the first four classes of the curriculum could look like.

Sample Curriculum (4 Classes)	
Class #1 - Perry Leadership Alliance Orientation	Meet the curriculum leaders of the PLA and your classmates during the opening reception (happy hour and appetizers).
Class #2 - Focus on Governance	Explore the role that municipal government plays in the community, learn about public policy and the relationships between city, county and state government.
Class #3 - Focus on Diversity	Collaborate with Hispanics United for Perry (HUP) and other cultural organizations to educate class members on the makeup of the city's population, customs and challenges.
Class #4 - Focus on Business	Tour Tyson and the Dallas County Hospital to learn about the role these key employers play in the community - from services performed to economic impact.
Other class ideas: Parks and Recreation, Perry Public Works, Historic Preservation, Art and Culture.	

Mentorship Integration

In an effort to encourage younger and older leaders to connect and share knowledge with one another, each class member would be paired with a classmate. Both classmates are responsible for mentoring one another during the class sessions and beyond. During each class session, the PLA will provide time for the mentor matches to connect and share about their experiences, contacts and other information associated with the class topic.

Community Service Project

Each PLA class would complete the program by participating in a collaborative community service project. The goals of the community service project would be to (1) create a sense of community and connection between class members, and (2) make an impact in the Perry community. Additionally, the community service project would challenge the classmates to put their skills and new vantage points to the test. The class would receive a list of three different potential community service projects and the classmates would select the final community service project, which they would complete together.

Proof of Concept

There are many small communities throughout the United States who have successfully implemented leadership development programs and community collaboration events. For example, let's consider another U.S. city with similar challenges: Douglas, Georgia. Douglas has a population of 10,640 and is located approximately 120 miles from Jacksonville, Florida, the nearest metropolitan city. Additionally, the minority population of the city is 52 percent.²⁵

Douglas faced many of the same “small town” challenges Perry is facing, including growing, connecting and developing a “new generation of leaders who are versed in economic development”²⁶ and aligning city, county and nonprofit organizations so they work more collaboratively together. To combat these challenges, and others, the Economic Development Authority (EDA) and the Chamber of Commerce partnered to develop two offerings: the “New Century Leadership Program” and collaborative community meetings.

First, the EDA and the Chamber developed a leadership program called the “New Century Leadership Program.” The goal of the program was to give participants “hands-on learning experience in government, education and the practice of economic development at the local, regional and state levels.”²⁷ Douglas has seen great success and impact with the creation and development of their leadership program. Those who graduate from the program are actively engaged in the community and become “key leaders on local boards and commissions.”²⁸ The assistant city manager in Douglas, Charlie Davis, said, “Leadership development is all about building bench strength. Just like good sports teams have to have bench strength to win games, communities need bench strength to stay ahead in the 21st century.”²⁹

Second, every year or two the EDA and Chamber organize a “two-day retreat at which the city, county, local colleges and relevant nonprofits present their plans for the year and develop a collaborative vision for economic development.” According to JoAnne Lewis, the Douglas chamber president and Economic Development Authority executive, “This local practice has made a huge difference in our town’s ability to get things done.”

Therefore, based on the successes that Douglas and many other smaller communities have seen with the integration of leadership development and collaboration events, we believe the Perry Collaboration Summit (PCS) and the Perry Leadership Alliance would be successful and contribute to the positive growth of the city.

Next Steps

Perry Collaboration Summit

1. Determine a “champion” for the Summit. This champion would be a passionate community leader who would be willing to build the PCS board and create the vision for the PCS.
2. Engage community leaders and bring together key community organizations to determine the viability of the PCS and the resources needed.
3. Build a diverse board to support the PCS and its mission.
4. Create the initial structure of the PCS, which includes the schedule of events for the Collaboration Checkins and inaugural Perry Collaboration Summit.

²⁵⁻²⁹ "Small Towns Big Ideas - Sitka Economic Development Association." 2014. 5 Jun. 2016
<http://www.sitka.net/Downloads/Small_Towns.pdf>

Perry Leadership Alliance

1. Determine a “champion” for the PLA. This champion would be a passionate community leader who would be willing to build the PLA board and create the vision for the PLA.
2. Connect with key organizations and leaders in Perry to “pitch” the idea of the PLA. Would they be willing to support the PLA classes? Would community leaders find the PLA beneficial?
3. Compose a diverse board to create the vision for the PLA and support its development.
4. Connect with other leadership organizations to learn best practices and understand their structures, missions and curriculums. (For example, it would be wise to connect with the Association of Leadership Programs, <https://alpleaders.org/> or the American Leadership Development Association, <http://leadershipassociation.org/>.)

Community Collaboration

Community Connections with Nonprofit Organizations

Introduction

Nonprofit organizations often play an integral role in the well being of a community. A city as large as Chicago or a town as small as Perry all need nonprofit organizations to help support individuals who are in need. Although Perry is a small town, the community is supported by a number of nonprofit organizations. However, those organizations are always in need of more resources.

After speaking with multiple individuals who are involved with the nonprofit organizations in Perry, the Drake University Master of Communication Leadership capstone students recognized a definite need to connect these organizations to more resources in the community. We believe connecting nonprofits to more resources in Perry will help serve more residents and engage more members of the community to support their city. We suggest doing this in a few different ways.

First, establish a permanent seat for a member of a nonprofit organization on the Perry Chamber of Commerce Board to keep them connected with resources and aware of community events. Second, create a volunteer newsletter, as part of the *Perry Chief*, that highlights upcoming volunteer opportunities at each nonprofit in town and how individuals can help support those organizations. Finally, create a series of “Get to Know Your Nonprofits” events featuring each nonprofit in town to allow them to further share their needs as an organization and connect to potential volunteers and supporters.

Recommendations

Establish a Nonprofit Seat on the Perry Chamber of Commerce Board of Directors

The purpose of creating a specific seat for a nonprofit organization on the Perry Chamber of Commerce Board of Directors would be to provide a strong connection to the needs of the community of

Perry. As an organization designed to connect people and businesses together, the Chamber has the opportunity and responsibility to use those connections to make the community a better place. This responsibility can be carried out by providing a strong and consistent representation for the nonprofit organizations in Perry within the leadership of the Chamber of Commerce.

Create a Volunteer Newsletter

The first step to increasing support for nonprofit organizations within Perry is to increase awareness. People can't volunteer to help an organization if they don't know it exists or they don't know how they can help. By establishing a community-wide newsletter, as a part of the *Perry Chief*, that highlights the needs of all nonprofit organizations in Perry, the city can help to increase awareness for all nonprofits in the community.

The newsletter would be most effective with different sections, including topics like: events this week, long-term opportunities, leadership opportunities and donation needs. This could allow people to sign up for quick, impactful volunteer efforts and relationship-building opportunities like mentoring, volunteer boards and committees. It would also allow people to know when they can donate items like canned goods, used clothes or other necessary supplies. Our recommendation is to send this newsletter out electronically via email to residents of Perry, and then link to the most recent issue and archive past issues on the *Perry Chief* website. The subscription base for this email could include members of the Perry school district, local professionals and any other residents.



We also recommend utilizing an intern to collect the volunteer opportunities with each organization, format them into a newsletter utilizing MailChimp or Constant Contact and coordinating with the *Perry Chief* to have each issue added to the archive. A volunteer newsletter would also be useful to show the good that Perry residents are doing in their own community. The newsletter can highlight a volunteer of the month who has given his/her time and made a difference.

Event Series: Get to Know Your Nonprofits

After speaking with leaders of a few nonprofit organizations in Perry, they expressed concern that not everyone in Perry knows what they do outside of the events they put on in the community. The first step to providing more resources for these organizations is to spread the word about the good work they are doing. We suggest creating a quarterly event series called "Get to Know Your Nonprofits." This series of events would be hosted by the Perry Chamber of Commerce, but should be a partnership between the City and the Chamber. These events will be open to the public and would highlight one nonprofit organization each quarter.

At each event, the nonprofit featured that quarter will have the opportunity to share its mission and the programs its organization conducts. In a lunch-and-learn style event, representatives from the organization will be able to speak for 10 to 15 minutes, and then attendees can ask questions or receive more information based on what is shared. Each event should also contain a networking component,

where attendees can spend the first and last 20 minutes of the event talking to one another and connecting to members of the community.

We suggest these events be held in the morning, and at various locations around the city - one at the school, one at the City office, one at the Library and one at a local business. Each event should be marketed through the Perry Chamber of Commerce communication channels, the City communication channels and with each nonprofit's constituencies.

Proof of Concept

Establish a Nonprofit Seat on the Perry Chamber of Commerce Board of Directors

The Chamber of Commerce in Clive, Iowa, reserves a seat on its Board of Directors for a nonprofit organization member. Although this Chamber only has a few nonprofit members, they utilize this strategy to remain connected to community needs and incorporate volunteer opportunities within the services they offer to their membership.

The Clive Chamber started this initiative two years ago by offering a seat to Big Brothers Big Sisters of Central Iowa. This has led to a mutually beneficial relationship for both the Chamber and Big Brothers Big Sisters. It has allowed Big Brothers Big Sisters to be featured in the Chamber's Clive Guide³⁰ and they have been able to host a networking event that brought in additional volunteers to the organization.

Create a Volunteer Newsletter

Many nonprofits utilize volunteer newsletters as individual organizations to highlight the opportunities that they have within their organization. One example is the Animal Rescue League of Iowa. This organization is highly dependent on volunteers to help with a variety of tasks including long-term opportunities like fostering pets up for adoption, short-term opportunities like helping clean cages or walk dogs, leadership opportunities like serving at a volunteer fair or sitting on a committee to plan fundraising events and donation opportunities with needs for pet food and toys. They send out weekly emails, titled "Paws for Thought"³¹ that include upcoming events and current needs of the organization.



³⁰ "Membership Guide." Big Green Umbrella. 5 Jun 2016. <<http://www.dmcityview.com/CliveGuide2016/index.html>>

³¹ "Volunteer Communication." ARL of Iowa. 5 June 2016. <<http://www.arl-iowa.org/get-involved/volunteer/current-volunteers.aspx>>

Event Series: Get to Know Your Nonprofits

Finally, Drake University does a series of lunch events called Let's DU Lunch.³² These events bring in speakers with specific areas of expertise, and frequently they are alumni of the university. The events are promoted to the Drake alumni in the area but are also open to the public. They are informational and they provide an opportunity for people to connect with acquaintances and meet new people. This format could work well for the "Get to Know Your Nonprofits" series, as it provides a way for people to come together to learn something new in a simple and effective way.

Next Steps

Event Series: Get to Know Your Nonprofits

1. Talk to a few nonprofit organizations to get them on board with the idea. Work closely with Hispanics United for Perry, Friends of the Perry Library and the Perry Community Theatre to begin.
2. Talk to venues to host these events. Start with Perry High School and Perry Library.
3. Determine the best schedule for these events. We recommend hosting them quarterly.

Volunteer Newsletter

1. Talk with the *Perry Chief* to determine the best place and frequency for this piece. Our recommendation is to create it as an online piece that is sent once per month.
2. Find a high school or college student who would be willing to take on this project as an intern. We recommend working with Drake University, Simpson College, Grand View University or Iowa State University to find a student who could help.
3. Start collecting volunteer needs from nonprofit organizations. Our recommendation is to start with the long-term commitment opportunities that are often a constant need, and then fill in with short, one-day volunteer needs.

Establish a Nonprofit Seat on the Perry Chamber of Commerce Board of Directors

1. Evaluate which representative from which nonprofit would be best to fill this seat. This may be someone who is already on the board who could act as the nonprofit representative in addition to the role they serve. If this is not the case, we recommend electing someone from Hispanics United for Perry.
2. Work with the Perry Chamber of Commerce to establish language in the bylaws that require a nonprofit representative to fill a seat on the board.

³² Des Moines Business Record. "Let's DU Lunch." 5 Jun 2016.
<<http://businessrecord.com/Content/HR-Education/HR-Education/Article/Event-April-6-Let-s-DU-Lunch-Alumni-community-leaders/165/799/72340>>

COMMUNITY AWARENESS

Community Awareness

Introduction

In any and all communication it is extremely important to understand what story needs to be told. As for Perry, it is vital for the city to share the appropriate story with their audience. To understand the story there are many aspects that must be identified. We must understand the vision in communicating, the brand Perry wants to portray, what messages we want to relay, the audiences to whom we are speaking, as well as the appropriate communication channels and frequency. If these areas are designed well and work together, the communication plan for Perry will be more effective and efficient for all target audiences.

Recommendation

Communication Plan

Perry must understand its overall vision and story to communicate more effectively with its audience. This vision can be detailed through a communications plan. To build a comprehensive plan, it is recommended that city leaders meet to create a written document that describes the following: the City's vision, Perry's brand, the target audience, channels of communication, messaging, and frequency of communication.

Vision

The vision for the City of Perry, the brand, and the messaging must correlate. For instance, Perry's motto is, "Make Yourself At Home." The town motto is a perfect vision for the type of communication plan that the city may desire.

Brand

After several interviews and surveys, it is evident that City leadership and citizens are proud of the Raccoon River Bike Trail, parks and recreation, and city's artwork. Since these areas are so vital to what makes Perry special and unique, it is recommended that the City of Perry create a communications plan to highlight these features as the "brand" for the City of Perry. It is necessary for the City of Perry to capitalize on these areas to bring in tourists and to also get their own citizens involved with the variety of options that Perry has to offer.



Audience

Based upon the research and current communication from Perry, it is strongly encouraged to understand the types of audiences the City is seeking to reach. First the internal audience, which consists of the citizens of Perry. Currently the City only communicates in English, which leaves great opportunity with the Spanish-speaking population. For example, the Perry Public School's website can be translated into 10 different languages other than English. Without translation options, the City limits citizen engagement.

The other audience that the City must consider when creating a Communication Plan is their potential tourists. Based upon research, the most-used communication channel for potential tourists is the Internet. Therefore, Perry must be confident they're effectively communicating on both the City website and Facebook. The messaging that must be available for the audience is a list of activities and places to visit. This should include City festivals, events, Parks and Recreation activities as well as a complete list of businesses.

Proof of Concept

City of Pella

The City of Pella is a community that has utilized storytelling to communicate effectively to their audience. Through their branding of the town's Dutch heritage and the annual Tulip Time festival, the town has capitalized on how to best promote their city's advantages. Immediately when you pull up the City of Pella's website or Facebook it is evident through the vibrant pictures and written bios what makes Pella unique (see samples in the Appendix).

- Instantly as the City of Pella's web page begins to load, you see vibrant colors.
- The pictures directly at the top of the City's website show a variety of top landmarks within Pella.
- "A Touch of Holland," the city's motto, is located directly under the plethora of pictures that pertain to the "Dutch" theme, creating alignment of the vision and brand for the city of Pella.
- Consumers are directed to a community calendar, that is full of a variety of community events.
- Within the cover page, there is an area that rotates through up-to-date pictures of the city.
- Postings are updated consistently on upcoming news for the City of Pella.
- Detailed understanding of the variety of options provided by the City and communication options to contact any City department, board, or employee.

Next Steps

Telling the story of Perry is an important first step. Begin this process by creating a communications plan to provide consistent information about the City's brand and messaging to both internal and external audiences.

Vision

After completing a communication plan the City will need to revisit all forms of communication to understand if they align with the City's vision. If the City does decide to utilize its motto, "Make

Yourselves At Home,” with the City’s vision, ensure that all communication correlates. If the motto changes in the future, this will mean that all forms of communication must be updated.

Brand

Throughout the forms of communication, each branding moment will also need to be consistent. This branding can be as simple as being more detailed in the “About Us” section on both the website (See Appendix) and Facebook (See Appendix). Pictures can also impact branding. This is one reason that it is paramount to be strategic about the professional pictures that are utilized on the City of Perry’s website as well as the City of Perry’s Facebook profile picture and cover photo (See Appendix).

Messaging and Content

Perry must identify the key areas of interest for messaging and content as it constructs its story for the audience. This is where it is vital to capitalize on the City’s Raccoon River Bike Trail, Parks and Recreation, and the City’s artwork. A content calendar is a great complement to a communication. The calendar describes the channels of communication the City will use, how frequently, and what types of messaging will be delivered.



On the website, the City of Perry can make a significant impact by utilizing the community calendar to update activities that are available throughout the City. This calendar will be utilized by both Perry citizens and potential tourists. If it is conveniently available, there is a higher probability that attendance at activities will increase.

Another area for messaging and content is the City of Perry’s Facebook page. From the extensive research completed by the Master of Communication Leadership graduate class in fall 2015, it is evident that the City of Perry has a large Facebook following in comparison to other communities of the same size. With more than 1,000 Facebook “likes,” the City must take advantage of this interested audience. It is crucial for the City to maintain consistency in messaging and content, and continue to tell a story that highlights Perry’s top attractions: the Raccoon River Bike Trail, Parks and Recreation offerings, as well as the City’s artwork (See Appendix).

Summary

Perry has many great opportunities to engage citizens, increase awareness and foster leadership. All of these things will lead to refined communication with residents, increased tourism and greater excitement and demand for housing. These are the building blocks to a stronger community everyone can call home. Thank you for the opportunity to provide this comprehensive plan to support a strong foundation for community engagement in Perry.

Perry, Iowa: Supporting a Strong Foundation

Perry, Iowa: Apoyando un Cimiento Sólido

Introduction

The City of Perry partnered with Drake University to research and assess the community in order to provide recommendations for improving communications with residents. Graduate-level communications students conducted primary and secondary research and offered the below recommendations in a full report.

Perry, Iowa, is a small town rich with diversity, history, and opportunity. To help citizens connect with their community and make Perry more attractive to future residents and tourists, a strong foundation must be built within the community that is inclusive of all residents. Perry has many great opportunities for building a strong foundation through education, engagement, collaboration and awareness. Embracing and implementing the recommendations below will help Perry's slogan "Make Yourself At Home" ring true again.

Introducción

La Ciudad de Perry se asoció con la Universidad de Drake para investigar y evaluar la comunidad con el fin de proporcionar recomendaciones para mejorar la comunicación con los residentes. Los estudiantes de nivel de posgrado de comunicaciones llevaron a cabo la investigación primaria y secundaria, en el cual ofrecen las siguientes recomendaciones en un informe completo.

Perry, Iowa, es una pequeña ciudad llena de diversidad, historia, y oportunidades. Para ayudar a los ciudadanos a conectarse con su comunidad y hacer de Perry una ciudad más atractiva para los residentes y turistas, debe construirse un cimiento sólido dentro de la comunidad que incluya a todos los residentes. Perry tiene grandes oportunidades para construir su cimiento sólido a través de la educación, la participación, la colaboración y la concientización. La aplicación e implementación de las recomendaciones a continuación ayudará que el lema de Perry "Siéntase Como En Casa" resurja de nuevo.

Recommendations / Recomendaciones



Education Educación

Offer English and Spanish adult education

Ofrecer clases de español y inglés para adultos

Host cultural awareness workshops

Organizar talleres de conocimiento cultural

Conduct town forums

Dirigir foros comunitarios



Engagement Participación

Study and network with ideal communities

Estudiar y hacer conexión con comunidades modelos

Diversify boards and new hires

Diversificar la comisión y nuevo personal

Inspire curb appeal

Promover el embellecimiento de las propiedades

Practice community-based leadership

Practicar un liderazgo basado en la comunidad



Collaboration Colaboración

Establish the Perry Collaboration Summit

Establecer una conferencia de colaboración

Establish the Perry Leadership Alliance

Establecer una Alianza de Liderazgo



Awareness Concientización

Launch strategic communications plan

Proyectar el plan de estrategias de comunicación

APPENDIX

EDUCATION | ENGAGEMENT | COLLABORTION | AWARENESS



IOWA STATE UNIVERSITY

Extension and Outreach

Black Hawk County

Cultivating Change One Experience at a Time, 3 Sessions in Waterloo! FREE!

Three dates are: June 16th, September 13th and October 20th at the Black Hawk Extension Office.

We will work to:

- Personal and cultural values, biases, prejudices, and views.
- Identify ways in which culture shapes beliefs, practices, and values.
- Identify similarities and differences among cultures.
- Recognize his/ her own culture(s)

Workshop 1: Cultural Awareness. - Thursday, June 16th 9:00-4:00
[Register Here](#)

Workshop 2: Cultural Understanding and Cultural Knowledge. - Tuesday, September 13th 9:00-4:00

Workshop 3: Cultural Interaction and Cultural Sensitivity. - Tuesday, October 20th 9:00-4:00



What we will explore in Workshop #2: Cultural Understanding and Cultural Knowledge.

- Understand the developmental nature of cultural competencies.
- Describe issues and concerns that arise when values, beliefs and practices differ from those of the dominant culture.
- Recognize ways culture may affect participation in ISU Extension and Outreach programs and services.
- Develop familiarity with specific cultures, with an emphasis on the diverse audiences in your geographic area.
- Use conceptual and theoretical models for understanding human culture, especially when they differ from our own.

What we will explore in Workshop #3: Cultural Interaction and Cultural Sensitivity.

- Recognize factors impacting successful intercultural communication.
- Use concepts and theories of intercultural communication.
- Manage cultural conflicts effectively.
- Identify historical and sociological influences on specific cultural interactions.
- Recognize the impact of privilege, inequality and oppression in daily contexts.

For questions regarding the workshops, please contact Carol Heaverlo, heaverlo@iastate.edu or by phone at 515.294.8876. If you have any questions about the registration process, please call registration services at 515.294.6222.

IOWA STATE UNIVERSITY
 Extension and Outreach

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City of Ames Rental Housing Checklist

Form Date October 27, 2011

ADDRESS:					DATE:					INSPECTOR:														
#Registered Structures		#Dwelling Units			#Residents			#Bedrooms		Above Grade		Below												
#Detached: Garage – Shed					Off-Street Parking#					Approach: Hard Surf - Gravel - Dirt					Drive: HS-G-D					Spaces: HS-G-D				
<i>Noted: Correct prior to next rental cycle</i>					<i>Cited: Required for LOC - correct now</i>					<i>Check: Further code research required</i>														
Key #	EXTERIOR - GENERAL				Key #	INTERIOR - GENERAL				OK	NOTED	CITED	CHECK											
	OK	NOTED	CITED	CHECK		OK	NOTED	CITED	CHECK															
1	Address Number				25	Stairs - Rise and Run																		
2	Yard Condition: Junk, Debris, Other				26	Handrails - Guardrails																		
3	Weeds, Shrubs, Trees, Grass				27	Stairway: Lighting - Fire Doors																		
4	Sidewalks - Tripping Hazard				28	Dryer Vent																		
5	Deck - Porch - Stairs				29	Plumbing - Fixtures, Basement																		
6	Handrails - Guardrails				30	Windows																		
7	Emergency Escape Stairs - Ladder Y N				31	Smoke Alarms																		
8	Gutters – Downspouts				32	Basement Hatchway: Door - Stair - Other																		
9	Positive Drainage - Water Runoff				33	Doors: Close and Latch - Hardware																		
10	House - Paint - Deterioration				34	Sprinkler System Y N																		
11	Garage - Shed: Paint - Deterioration				35	Hallways – Lighting																		
12	Roof: House – Garage - Shed				36	Walls, Ceilings, Floor																		
13	Structural: Foundation				37	Fire Alarm System Y N																		
INTERIOR – KITCHEN					38	CO detector for shared furnace N/A																		
14	Fire Extinguisher 2A-10BC Y N				ELECTRICAL																			
15	GFCI				39	Electrical System Adequate Y N																		
16	Plumbing: Sink - Faucets - Drain - Vent				40	Outlets Properly Wired																		
17	Other				41	Extension Cord Use																		
INTERIOR - BATHROOM					42	Elevator Y N																		
18	GFCI				43	Switched Light/Outlet																		
19	Impervious Floor Covering				44	Other																		
20	Window - Exhaust Vent Fan				PLUMBING and MECHANICAL																			
21	Plumbing Fixtures Working				45	Furnace/Water Heater in Bedroom, Bath																		
22	Other				46	Water Supply Lines																		
INTERIOR-BEDROOM					47	Drain Lines – Venting																		
23	Closet Light				48	Shut off Valves – Gas																		
24	Smoke Alarm				49	Backflow Prevention – Current																		
ADDITIONAL ITEMS																								
50	Fireplace: Woodburning Gas Working: Y N Comment:																							
51	Electrical Panel: Fuse Breaker Unsafe Openings: Y N Labeled: Y N																							
52	Sump Pump: To Sanitary: Y N To Storm: Y N Comment:																							
53	Furnace: Approved Sticker: Y N Year Approved: Certify: Y N 3' Clearance: Y N Combustion Air: Y N Shared Furnace: Y N																							
54	Water Heater: Approved Sticker: Y N Year Approved: 3' Clearance: Y N Relief Valve: Y N Venting: Y N																							
55	Ceiling Height: Basement: Stairway: Other:																							
56	Below Grade Egress Window: Comply: Y N Sill Height: Opening Height: Opening Width:																							
57	Window Wells: Comply Y N Length: Width: Total Sq Ft: Ladder: Y N																							

Inspector: _____ Property Owner/Mgr. _____ Date _____

Inspection Checklist Key

(Explanation of checked items)

EXTERIOR

1. Legible address numbers visible from the street or road fronting the property. Not less than 4" in height, contrasting sharply in color from which affixed. Apartment numbers shall be displayed on, above, or to the side of each doorway. [Code Section 13.407(2)]
2. All exterior property and premises shall be maintained in a clean, safe and sanitary condition. [13.406(1)]
3. Lawn grasses shall not exceed 12" in height. Mow grass, trim shrubs and trees, manage cultivated plants and control weeds in a neat and orderly condition, comparable to other properties in the neighborhood. [13.406(9)]
4. All sidewalks, walkways, stairs, driveways, parking spaces, and similar areas shall be kept in a proper state of repair and maintained free from hazardous conditions. Individual stair treads and risers cannot be more than 3/8 inch different than each other in depth or height. [13.406(3)]
5. Every stair, ramp, landing, balcony, porch, deck or other walking surface shall be maintained in sound condition and good repair. Every exterior stairway, deck, porch, balcony and all appurtenances attached thereto shall be maintained structurally sound, in good repair, with proper anchorage, and capable of supporting the imposed loads. [13.407(10)] Individual stair treads and risers cannot be more than 3/8 inch different than each other in depth or height. [13.407(11)]
6. Every flight of stairs with four or more risers shall have a handrail on at least one side. The height of an exterior door threshold is considered a riser if more than 4 inches above the porch, deck, or stoop. However, 1 inch tolerance may be included for freeze-thaw effects. Every open portion of a stair, landing, balcony, porch, deck, ramp or other walking surface more than 30" above the floor or grade below shall have guards. [13.409]
7. Window wells with a depth over 44" must be equipped with a permanently affixed ladder or steps useable with the window in the fully opened position. Ladders or rungs shall have an inside width of at least 12" and shall project at least 3" from the wall and shall be spaced not more than 18" on center vertically for the full height of the window well. Any covering on the window well(s) must be removable from the inside without use of a key, tool, special knowledge or force greater than that which is required for normal operation of the window(s). Existing ladders/stairs must be in a maintained, safe, useable condition and comply with code requirements. [13.801(3) (d)]
8. All gutters and downspouts shall be maintained in good repair, be free flowing, and *be equipped with all extensions diverting water away from foundation*. Roof drainage shall be adequate to prevent dampness or deterioration in the walls or interior portion of the structure. Roof water shall not be discharged in a manner that creates a nuisance condition upon adjoining public or private properties or premises.[13.407(7)]
9. Premises shall be graded and maintained to prevent the erosion of soil and to prevent the accumulation of stagnant water thereon or within any structure located thereon. Positive drainage must be maintained around the entire premises. [13.406(2)]
10. All exterior surfaces, including, but not limited to doors, window frames, cornices, porches, trim, balconies, and decks shall be maintained in good condition and be protected from the elements and decay by painting or other protective covering or treatment. Peeling, flaking and chipped paint shall be eliminated and surfaces repainted. All siding and masonry joints as well as those between the building envelope and the perimeter of windows, doors and skylights shall be maintained weather resistant and water tight. All metal surfaces subject to rust or corrosion shall be coated to inhibit such rust and corrosion and all surfaces with rust or corrosion shall be stabilized and coated to inhibit future rust and corrosion. Oxidation stains shall be removed from exterior surfaces. Surfaces designed for stabilization by oxidation are exempt from this requirement, as are decay-resistant woods. [13.407(3)]
11. All accessory structures, including detached garages, fences and walls shall be maintained structurally sound and in good repair. All structural members shall be maintained free from deterioration and shall be capable of safely supporting the imposed loads. All exterior doors, door assemblies and hardware that provide access to the building shall be maintained in good working condition. Every window, skylight, door and frame shall be kept in sound condition, good repair and weather tight. The roof and flashing shall be sound, tight and not have defects that admit rainwater or snow melt. All exterior walls shall be free from holes, breaks, and loose or rotting materials; and maintained weatherproof and properly surface coated

where required to prevent deterioration. Exterior wood surfaces, other than decay-resistant woods, shall be protected from the elements and decay by painting or other protective covering or treatment. [13.406(10)]

12. The roof and flashing shall be sound, tight and not have defects that admit rain. [13.407(7)]
13. All foundation walls shall be maintained safe and free from open cracks and breaks to prevent the entry of rodents and other pests. [13.407(5)]

INTERIOR - KITCHEN

14. When expired, install a charged and operable 2A 10BC fire extinguisher, recommend wall mount in an easily accessible or conspicuous location within the unit or within 75 feet of the front door in common hallway. [13.802(3)]
15. Kitchen receptacles serving the kitchen countertop surfaces must be ground-fault protected. Ungrounded, two-prong wired gfcı outlets must be visibly marked "No Equipment Ground" to the face plate. [13.704(5)]
16. All plumbing fixtures shall be properly installed and maintained in working order, and shall be kept free from obstructions, leaks, and defects and be capable of performing the functions for which such plumbing fixtures were designed. All plumbing fixtures shall be maintained in a safe, sanitary and functional condition. [13.603(1)]
17. Reserved

INTERIOR - BATHROOM

18. Each bathroom shall have at least one ground-fault protected receptacle where an electrical cord may be easily and directly plugged in with a minimum of inconvenience. All 125-volt receptacles in bathrooms shall be ground-fault protected. Ungrounded, two-prong wired gfcı outlets must be visibly marked "No Equipment Ground" to the face plate. [13.704(5)]
19. Every toilet room floor shall be a hard, nonabsorbent surface to permit such floor to be easily kept in a clean and sanitary condition. [13.602(3)]
20. All bathrooms shall have natural ventilation provided by easily openable exterior openings. Adequate ventilation may be an installed mechanical ventilation system capable of producing 0.35 air change per hour in the room. [13.502(1)]
21. Same as No. 16 above. [13.603(1)]

INTERIOR - BEDROOM

22. Reserved
23. Uncovered, bare, or partially enclosed incandescent luminaries (light fixtures, bulbs) are not permitted in clothes closets. All closet lights must have fully enclosed globed fixtures. Either replace the current light(s) with a fully enclosed globed fixture or completely remove the existing fixture, and properly end wires and plate. Clothes closet is defined as a non-habitable room or space intended primarily for storage of garments and apparel. [13.704(7)]
24. Working smoke detectors must be in place on the ceiling or wall outside of each separate sleeping area in the immediate vicinity of bedrooms, one in each sleeping room and one in each story, including the basement. Smoke detectors are to be placed on the wall within 4"-12" of the ceiling or on the ceiling no closer than 4" to the wall. [13.802(2)]

INTERIOR - GENERAL

25. Every stairway and all parts attached thereto, including treads, risers, stringers and handrails, shall be maintained structurally sound, in good repair, with proper anchorage and capable of supporting the imposed loads. The greatest tread depth within any flight of stairs cannot exceed the smallest by more than 3/8 inch; and the greatest riser height within any flight of stairs does not exceed the smallest by more than 3/8 inch. [13.408(2)]
26. Every flight of stairs having four or more risers shall have a handrail on one side of the stair. Existing handrails shall not be less than 30" high or more than 42" high measured vertically above the nosing of the tread or above the finished floor of the landing or walking surfaces. At such time as existing handrails are replaced, they must be in compliance with current City building code requirements. [13.409]
27. A switched light capable of providing sufficient lighting must be provided. [13.704(6)]

28. Dryer exhaust duct must be constructed of a rigid metal with smooth interior surfaces and joints running in the direction of air flow. Exhaust ducts shall not be connected with sheet-metal screws or fastening means which extend into the duct. Flexible transition duct may be used but limited to single lengths not to exceed 8 feet. Plastic dryer vent is not allowed by code and must be replaced with rigid metal dryer vent duct. [13.702(8)]
29. All plumbing fixtures shall be properly installed and maintained in working order, and shall be kept free from obstructions, leaks, and defects and be capable of performing the functions for which such plumbing fixtures are designed. All plumbing fixtures shall be maintained in a safe, sanitary and functional condition. Plumbing fixtures shall have adequate clearances for usage and cleaning. Plumbing system must be of adequate service, adequate venting, proper, protected cross connections, no backsiphonage, deterioration or damage. [13.603] [13.604]
30. All windows must be in operable condition, be equipped with working hardware, no broken glass and stay open without the use of props. All windows must be equipped with screens in good repair and storms, no broken glass. All windows must seal reasonably weather-tight. All glazing compound materials shall be maintained free from holes. Glazing materials include glass, sash, frame, casing, muntins, glazing compound, i.e., all parts of the window assembly. [13.407(13)]
31. Working smoke detectors must be in place on the ceiling or wall outside of each separate sleeping area in the immediate vicinity of bedrooms, one in each sleeping room and one in each story, including the basement. Smoke detectors are to be placed on the wall within 4"-12" of the ceiling or on the ceiling no closer than 4" to the wall. [13.802(2)]
32. Every basement hatchway shall be maintained to prevent the entrance of rodents, rains and surface drainage water. [13.407(16)]
33. All exterior doors, door assemblies and hardware shall be maintained in good condition. Locks at all entrance doors to dwelling units and sleeping units shall secure such doors. All means of egress doors shall be readily openable from the side from which egress is to be made without the need for keys, special knowledge, or effort. [13.407(15)] [13.407(17)(a)]
34. Show record that required sprinkler and backflow systems have been tested/serviced.
35. Emergency lighting shall be provided in all common hallways and stairways in multiple dwellings with more than two units. Light intensity shall be sufficient to illuminate the path of travel at floor level at all times. [13.704(8)]
36. Peeling, blistered, or flaking paint shall be removed or effectively covered in a workmanlike manner so as to provide a smooth, easily cleaned finish. Must be kept in a clean and sanitary condition. [13.408(1)]
37. All Fire alarm and protection systems shall be inspected, repaired, tested and maintained in accordance with this code. Records of all system inspections, tests, and maintenance shall be provided at the time of the re-inspection. At a minimum, all existing R-2 occupancies of more than 16 dwelling units, shall have an automatic, or manual and automatic fire alarm system installed throughout all interior corridors serving sleeping units no later than July 1, 2014. [13.802(1)] [13.802(5)]
38. A carbon monoxide detector must be provided in the vicinity of furnace and installed as specified by manufacturer in a shared furnace situation.

ELECTRICAL

39. Dwelling units shall be served by a minimum three wire, 120/240 volt, single-phase electrical service having a rating of not less than 60 amperes. [13.703(1)]
40. All electrical equipment, wiring and appliances shall be properly installed and maintained in a safe and approved manner. [13.703(3)]
41. Overuse of extension cords creates a hazardous condition. Additional outlets may be required in those conditions where outlet overuse creates a hazard. Each habitable space shall have at least two duplex electrical outlets where an electrical cord may be easily and directly plugged in with a minimum of inconvenience. [13.703(2)] [13.704(4)]
42. In buildings equipped with passenger elevators, at least one elevator shall be maintained in operation at all times when the building is occupied. Buildings equipped with only one elevator shall be permitted to have the elevator temporarily out of service for testing or servicing. [13.705]
43. Near the entrance to each habitable room, bathroom, and hallway, a switched convenience outlet or a light fixture must be provided. [13.704(6)]
44. Reserved

PLUMBING and MECHANICAL

45. At no time can a gas burning appliance be installed within a bedroom or a bathroom. [13.604(4)] [13.702(5)]
46. The water supply shall be maintained free from contamination, and all water inlets for plumbing fixtures shall be located above the floor-level rim of the fixture. The water supply system shall be installed and maintained to provide a supply of water to plumbing fixtures, devices and appurtenances in sufficient volume and at pressures adequate to enable the fixtures to function properly, safely and free from defects and leaks. [13.604(2)] [13.604(3)]
47. All fixtures must be properly trapped and vented with proper connection to sanitary sewer or to a private sewage disposal system approved by the City. Every plumbing stack, vent, waste and sewer line shall function properly and be kept free from obstructions, leaks and defects. [13.605(1)] [13.605(2)]
48. All safety controls for fuel-burning equipment shall be maintained in effective operation. [13.702(4)]
49. All boilers, irrigation systems, sprinkler systems, unprotected hose bibs (other than water heater drain), hand showers, retro-fit bidets must be equipped with a backflow device. [13.604(2)]

FIREPLACE, ELECTRICAL PANEL, SUMP PUMP, FURNACE, WATER HEATER

50. Working fireplace – Provide documentation by a licensed chimney sweep or certified individual that the fireplace is in safe working condition. Or completely close off the fireplace. [13.702(1)] [13.702(2)]
51. Dwelling units shall be served by a minimum three wire, 120/240 volt, single-phase electrical service having a rating of not less than 60 amperes. [13.703(1)] If over fusing is discovered, then Type S fuses be installed or replacement of the existing service panel with a new panel properly sized to accommodate the usage. Either correction must be performed by a licensed electrical contractor. [13.703(2)]
52. Sump pumps, roof drains and other storm water drainage systems shall not be connected to a sanitary sewer. [13.605(1)]
53. Documentation from a licensed mechanical contractor must be provided that the furnace and chimney are in safe operating condition. The inspection/documentation must include a check for carbon monoxide and that the furnace is adequately vented and drafting properly. A 3 foot clearance must be maintained around the furnace. [13.702(7)]
54. Water heater must be properly installed and maintained in a safe working condition. The water heater discharge pipe must be within 6 inches above the floor; it cannot have a threaded connection at the end of the piping. A 3 foot clearance must be maintained around the water heater. Some instances for water heater pressure relief valve would require an air gap. [13.604(4)]

CEILING HEIGHTS, BASEMENT BEDROOM EGRESS WINDOW, WINDOW WELL

55. Non-compliant ceiling height may be approved for continued use, provided it is of a functional height and maintained in a safe condition. Requires Building Official approval. [13.503(1)(b)]
56. Basement bedroom windows must meet egress requirements of 5.7sq ft of complete openable space. Sill height cannot exceed 44" from the floor. [13.801(3)(d)]
57. The minimum horizontal area of the window well is to be 9 sq ft. meeting all code requirements. [13.801(3)(d)]

The following must be attached to this application to enable the Review Committee to review you application:

I. Existing Conditions

A **photograph depicting the existing conditions of the property** must be attached to the application. The photograph will enable the Application Review Committee to assess the current condition of the property and how the proposed improvements will contribute to increasing the curb appeal of the property.

II. Description of Project

Please provide a **detailed description of the improvements** planned as part of this curb appeal project. The response should include the materials proposed and your rationale for selecting those materials. It should also include whether the work will be completed by a licensed contractor or the homeowner.

The following should also be attached if applicable: (see attached sample)

- Sample of paint color selection
- Photograph/diagram depicting the addition/repair/replacement of:
 - architectural details
 - doors and shutters
 - landscaping
 - decorative entrance features
 - decorative fencing
 - driveway design/placement

Your response should be as specific as possible to assist the Application Review Committee with assessing the project's consistency with the Curb Appeal Guide, Buckroe Style Guide and the overall scope/quality of the improvements requested.

III. Project Costs - Match Requirement

This matching grant program **requires the applicant match each dollar** of Curb Appeal Matching Grant funds invested in the project. Please disclose the following and include if applicable:

- Contractor costs to include labor and materials (a copy of the quote/contract from licensed contractor should be included)
- Owner costs estimates to include materials for project

Eligible sources of match include improvements that **will be undertaken** by the homeowner in the next six months that are eligible under the Curb Appeal Matching Grant Program and are consistent with the Curb Appeal Style Guide.

Please note: Any labor provided by the homeowner in lieu of using professional contractors cannot be counted toward the match obligation; however, the material costs are eligible sources of match.

By signing this application, I certify that the information and estimates provided in this application are true to the best of my knowledge. If approved, I agree to allow the City of Hampton to display the Caught with Curb Appeal yard sign for the duration of my project

Applicant Signature

Date

Curb Appeal Matching Grant Policy

Matching Grant Overview

The Curb Appeal Matching Grant is a offering of the Hampton Neighborhood Initiative directed specifically at housing revitalization in Hampton neighborhoods. This program is available in the Hampton Housing Venture neighborhoods of Pasture Point, Olde Hampton and Sussex and the Buckroe area.

For more information, contact Jasmine Bryson or Shanel Lewis in the Housing and Neighborhoods Services Division at 727-6140 or visit www.hampton.gov/neighborhoods.

Purpose of the Program

The Curb Appeal Matching Grant Program assists property owners and residents in the selected areas with exterior improvements to their homes. Homeowners and residents are required to match the funds the city invests in the project, and the project must be completed within 6 months.

Eligible Properties/Applicants

Curb Appeal Matching Grants are available to all single-family and duplex residential properties located within the defined areas for the Hampton Housing Venture and the Buckroe Curb Appeal revitalization area.. Eligible applicants include renters (with the written permission of property owner), owner-occupants and investors.

Eligible Improvements

Curb Appeal Matching Grants are available for short-term projects that can be completed within 6 months and must include one or more of the following:

- Architectural Details - Addition, Repair and/or Restoration
- Exterior Painting and/or Façade Cleaning
- Door and shutters - Addition, Repair and/or Replacement
- Landscaping
- Decorative entrance features (i.e. entrance lighting, mailbox, house numbers, etc.)
- Decorative Fencing
- Other (such as re-pointing brick, driveways, etc.)

All projects **must** be consistent with the [Curb Appeal Guide](#) [Style Guides](#), and the following:

- Architectural details should maintain the architectural style of the home.
- Paint choices must be consistent with the suggested color palette or with complimentary colors for the neighborhood.
- Doors and shutters should be of quality standards and compliment the style of the home.
- Landscaping must be visible from the street, compliment the exterior of the house and comply with the attached Landscaping Guidelines.
- Decorative entrance features should complement the architectural style in of the house.
- Decorative fencing must be visible from the street.

Ineligible Improvements

The following are **not** eligible under the Curb Appeal Matching Grant Program:

- Improvements that damage the façade of the house

- ❑ Improvements that are inappropriate or incompatible with the historic context of the neighborhood
- ❑ Improvements on the interior of the property
- ❑ Sidewalk repair (city owned)
- ❑ Installation of chain link fencing
- ❑ Solar lighting that is not permanent
- ❑ Improvements that can not be completed within 6 months

Eligible Funding

The grant will provide residential property owners with matching grants up to \$5,000 or 50% of the total costs of improvement, whichever is less. Grant awards will range from a minimum of \$250 to a maximum of \$5,000.

- ❑ Only one grant will be awarded per property
- ❑ Only the cost of materials will be considered if the labor is not completed by a licensed contractor.

Technical Assistance

Upon request, an architectural design consultation can be made available at no cost to the property owner to assist with selection of materials and improvements that are consistent with the Curb Appeal Guide and the Buckroe Style Guide.

Please contact Jasmine Bryson, Neighborhood Development Associate at 727-6140 or jbryson@hampton.gov to schedule an appointment.

Buckroe Curb Appeal Matching Grant Procedures

Application Due Date

Applications must be received by **4:00 p.m. on Friday, April 17, 2015**. Applications may be hand-delivered or mailed to the following location:

Community Development Department
Housing and Neighborhood Services
c/o Jasmine Bryson
22 Lincoln Street, 5th floor
Hampton, VA 23669

Approval Process

Applications will be evaluated on the following:

- Overall aesthetic quality of the project and its design
- Visual prominence and potential impact on the attractiveness of the neighborhood
- Need for the property improvements
- Compliance with the Curb Appeal Guide, Buckroe Style Guide and Landscaping Guidelines
- Grants will be awarded on availability of funds
- Priority will be given to highly visible owner-occupied projects

An interdepartmental committee comprised of representatives from the Hampton Redevelopment & Housing Authority, Housing and Neighborhood Services, Planning, Public Works, Economic Development and Codes Compliance will make all funding decisions regarding Curb Appeal Matching Grant Program. Due to the availability of funds, the review committee reserves the right to approve applications for less than the amount requested.

Grant Awards

Decisions regarding Curb Appeal Applications received by the due date will be announced no later than **Friday, May 30, 2015**. For approved projects, a Matching Grant Agreement must be returned to the Community Development Department no later than 30 days after notification of approval.

Inspections

All cost estimates and work completed as a part of this program will be inspected by a housing inspector from the Hampton Redevelopment & Housing Authority to ensure that the costs estimates are reasonable and the work was completed in a satisfactory manner.

Payment

All payments under the Curb Appeal Matching Grant Program will be made by reimbursement and are subject to the following conditions:

- Reimbursement is for work performed after approval of the application
- Project must begin within 60 days and be completed within 6 months of approval
- A satisfactory final inspection to verify that the project was completed as agreed in the Curb Appeal Matching Grant Agreement
- Submission of an itemized statement of total project costs and copies of invoices to Jasmine Bryson, Neighborhood Development Associate.

Reimbursement will be made within 3 weeks of completing/submitting the items listed above.

THE GREAT GENEVA NEIGHBORHOOD CHALLENGE

The Great Geneva Neighborhood Challenge is a pride building challenge for the City's neighborhoods in which a group of neighbors can apply for various resources and use them to collaboratively improve their properties. The purpose is to:

- bring neighbors together through shared work,
- improve the physical condition of multiple houses within City neighborhoods, and
- build confidence in the City housing market.

What are the main components of the Challenge?

1. **Physical improvements** to a group of homes completed by the participating neighbor group and community volunteers during one or more weekends this summer.
2. **Events**, such as a block party, created by the participating neighbor group to celebrate the work done.
3. A **Neighborhood Challenge Banquet** in the fall to showcase all of the projects and recognize participating neighbor groups for the outstanding improvements, collaborations, and events.

What are some examples of eligible physical improvements?

Painting	Porch and Soffit Repair	Exterior Lights	Mailboxes
Screen Doors	House Plaques	Landscaping	Sidewalk or Driveway Repair

How will the Challenge be funded?

City Contributions	Participant Contributions	Participant or Volunteer Labor
Private Sponsors	Donated/Purchased Materials	

What are the steps to apply?

1. **Recruit neighbors to participate in the Challenge with you.**
If you want, the GNRC can meet with you and your neighbors to discuss how you all can participate.
2. **Fill out a pre-application form and turn it in to the GNRC.**
Pre-applications are available at the GNRC, online at www.genevanrc.org/resources.htm, through email at info@genevanrc.org or call 315-828-6585.
3. **Come in and meet with the Challenge coordinators at the GNRC.**
At this session, your participating team will get an assessment of your neighborhood block, Challenge ideas for improvement activities for each house, and assistance with the application.
4. **Fill out and turn in the final application.**
The group will need to decide on dates for completing the work and holding your celebration event. You will also need to figure out what each house needs, how much work you can do yourselves, what other resources you can provide, and what resources you are requesting from the GNRC.

What are the important dates for the Challenge?

Pre-applications Due By: MARCH 12TH	Awards Announced:	LATE APRIL
Applications Due By: APRIL 5TH	Improvement Projects & Events:	JUNE-AUGUST
(Having trouble meeting one of the due dates? Contact us.)	Neighborhood Challenge Banquet:	FALL 2010

Do you have more questions?

Come See Us: Geneva Neighborhood Resource Center (GNRC) 105 Seneca Street (corner of Seneca St. and S. Main St.)	Call Us: 315-828-6585
Check Out Our Website: www.genevanrc.org/resource.htm	Email Us: info@genevanrc.org



THE GREAT GENEVA NEIGHBORHOOD CHALLENGE APPLICATION FOR 2012

Do you drive down your street and envision ways to add curb appeal to your home and your neighbors' houses?

If so, apply to win funds to transform your block with your neighbors!



NEED HELP? HOW/WHEN DO WE APPLY? WHAT IS THE CHALLENGE?

WHAT ARE THE MAIN COMPONENTS OF THE CHALLENGE?

1. **Physical improvements** (see back side of this sheet for eligible improvements) to a group of homes completed by your group during one or more weekends this summer.
2. **An event**, such as a block party, created by your group to celebrate the work done.
3. **A Neighborhood Banquet** in the fall to showcase all of the projects and recognize participating groups for their outstanding improvements, collaborations, and events.

HOW IS THE CHALLENGE FUNDED?

Private Sponsors
Discounted Materials

Participant Contributions
Participant or Volunteer Labor

City Contributions

HOW DO WE APPLY?

Check out the back of this sheet for instructions on how to apply.

WHAT ARE THE IMPORTANT 2012 DATES FOR THE CHALLENGE?

Group Meeting Completed By: the Due Date	Awards Announced:	MID-MAY
Applications Due By: 4 PM on May 4th	Improvement Projects & Events:	JUNE -SEPTEMBER
	Neighborhood Challenge Banquet:	OCTOBER

Do you have more questions?

Come See Us: Geneva Neighborhood Resource Center (GNRC)
105 Seneca Street (corner of Seneca St. and S. Main St.)

Call Us: 315-828-6585

Check Out Our Website: www.genevanrc.org/resource.htm

Email Us: collette@genevanrc.org

WHAT ARE THE STEPS TO APPLY?

- 1. Recruit neighbors to participate in the Challenge with you. (4 to 6 houses can apply together)**
- 2. Schedule a meeting with the Challenge coordinators for all participants at the GNRC.**

At this meeting, your participating team will discuss improvement ideas for each house as well as receive assistance with the application. Call 315-828-6585 or email collette@genevanrc.org to schedule a group meeting.

- 3. Fill out and turn in the application to the GNRC.**

The application (attached) includes a group application sheet and individual applications for each participating neighbor. Applications are due by 4 PM on May 4th.

WHAT IS ELIGIBLE FOR THE CHALLENGE?

1. Painting porches/ entry ways (including lattice, columns, balustrades, stairs, railings)
2. Front doors
3. Screen doors
4. Flower boxes
5. Plantings (trees, shrubs, perennials)
6. House plaques with family name and address
7. Shutters
8. Mailboxes
9. Exterior lights

This list is not exhaustive. Have questions? Please ask the Challenge coordinators at the GNRC.

HOW DO I MAKE OUR APPLICATION STRONGER?

1. You have 4 to 6 houses on your street participating. Bonus points will be awarded for adjacent houses.
2. Each participant attends the group meeting with Challenge coordinators.
3. Your physical improvements will make an impact on your street and can be easily completed in a few week-ends (see eligible activities above).
4. You have additional volunteers, resources and contributions for your physical improvements.
5. Each participant makes a financial contribution.
6. Your group plans a celebratory event.

AS A GROUP, PLEASE ANSWER THE FOLLOWING QUESTIONS.

Please select one person to be the main contact for the group and provide contact info below.

Name:

Street Address:

Phone number:

Email:

1. How many houses are participating in this project?
2. What days and dates this summer have you scheduled to do the physical improvements together?
3. Does anyone in your group have any contractor skills (Examples: carpenters, painters, electrical, landscaping, etc.) or do you have any person that has volunteered his/her contractor skills? If so, please describe who and what.
4. Please list any additional volunteers that will be helping your group do the work. (Examples: Boy Scout Troop, friends, other neighbors, etc.)
5. What physical improvements does your group need help with building or installing that your volunteers cannot do? (For example, no one has skills to do the porch repairs needed, build flower boxes, or install exterior lights.)
6. Please list any additional contributions your group will be providing. (Examples: bulk discounts from a hardware store for materials, access to equipment, food for your volunteers during the improvements, etc.)
7. What event are you going to do to celebrate your work? (such as a block party)
8. What day and date is scheduled for the event? Where will the event be located?

Please have each participant (one per house) fill out the next sheet.

**EACH PARTICIPANT (ONE PER HOUSE)
PLEASE ANSWER THE FOLLOWING QUESTIONS.**



Name:

Street Address:

Phone #:

Email:

1. Please check off or list the physical improvements you would like to do.

- Painting porch or entry way (including lattice, columns, balustrades, stairs, railings)
- Front doors
- Screen doors
- Flower boxes
- Plantings (trees, shrubs, perennials)
- House plaques with family name and address
- Shutters
- Mailboxes
- Exterior lights

Other:

2. Are you planning on completing any exterior home improvements this year outside of the Challenge?

If so, what?

3. What skills are you or someone in your household able to contribute to the physical improvements? (Examples: you can paint, install plants, repair porch, or have a friend that can help assist your group) Please include skills that may help your neighbors participating in the Challenge.

4. Each participant (per house) must make a financial contribution. How much do you plan to contribute?

___ less than \$100 ___ \$100 - \$200 ___ \$200 - \$300 ___ \$300 - \$500 ___ More

Community Awareness Appendix

City of Pella Website

HOME CITY GOVERNMENT OUR COMMUNITY DEPARTMENTS SERVICES & PROGRAMS HOW DO I...? Search

PELLA *Iowa* A TOUCH OF HOLLAND NO CURRENT ALERTS

Employment
City Council
City Code
Staff Directory
City Newsletter
Visit/Move to Pella

NOTIFY ME

REPORT A CONCERN

PELLA MAPS

f t CONTACT US

CALENDAR VIEW ALL

PELLA NEWS VIEW ALL

Wed, Jun. 15
FREE Bundled Brush Pick Up

Tue, Jun. 21
Council Meeting

Tue, Jul. 5
Council Meeting

Sign up to Receive News from the City of Pella
The City of Pella's website has a feature that allows you to receive notification of noteworthy items via text or email.
Read on...

Pella City Hall
825 Broadway St.
Pella, IA 50219
Ph: 641.628.4173

Getting Around

- Home
- Intranet
- Sitemap

On Your Device

- Mobile Site
- Apps Download
- SMS Messages

The Technical Stuff

- Accessibility
- Copyright Notices
- Powered by CivicPlus

Next Steps Website

1. Branding: Add a section “About Us” to detail and explain exactly what the City of Perry is - remember to write this for both internal and external audiences.
2. Content:
 - A. With the variety of cultures in Perry it is vital that their website offer a variety of translations. Utilize the Perry Public School’s website as a best practice example, and begin to offer translation in the same languages as the school.
 - B. The content also must be up to date, the Community Calendar should have every opportunity and event that is provided within Perry. This will increase your citizen’s engagement and tourism.
 - C. Utilize the vibrant people who make up the citizens and tourists of Perry to increase traffic on the City of Perry’s website. Write articles about the people who make Perry special.
 - D. Create a space on the website that is specifically titled People of Perry. Each month update it with two people. It would be beneficial to have one person who might be considered a leader in Perry (a city council member, a police officer, or a person who works for the city). The other individual could be any citizen of Perry. Include a professional picture of the individual and a bio. The bio can explain who the individual is, why they have chosen to live in Perry, what they love about the town, and what they believe makes Perry unique.
1. Organization: Create a path through the website that intrigues the audience to be involved and to come visit the town.
2. Design: Perry’s motto is, “Make Yourself at Home.” Utilize warm colors to create a feeling a home. Using pictures of people from the community will also add to the aesthetics of the website.

Next Steps, Facebook

1. Branding: Identified the appropriate profile picture and cover photo that best describes Perry. Use pictures that are professional that will excite potential tourists to want to visit the town.
2. Content: Plan the entire year around the variety of pictures and posts you want to advertise based upon the time of year.
 - A. Create posts that highlight both the citizens of Perry and the tourists. Ensure that the Facebook page has two posts per month with a variety of cultural backgrounds. For citizens, post a picture with a quick comment that describes who the individual is and why they love to call Perry home. For tourists, post a picture with a short comment about why they visited Perry and what they've enjoyed the most.
 - B. Create a hashtag for Perry and utilize in posts, also encouraging citizens to use it while they are participating in city events. To increase the amount of visibility of the hashtag, create a game:
 1. Create a "Town Pride Week" where citizens have the opportunity to post on social media a picture of what they love most about Perry. Have them utilize the hashtag to be entered in the competition. Present the winner with a gift certificate to one of the local businesses in town.
 2. Create a "City of Perry Scavenger Hunt" for Perry citizens and tourists. The City can post a close up picture of an item in the city and add a hint of where it might be. Allow citizens and tourists to find the item, have them post a picture of themselves next to the item and upload it to Facebook with the City of Perry hashtag.
1. Structure: Update the "About" section on the City of Perry Facebook page. Make sure that it the city has capitalized on this section by adding their mission, their motto, and festivals that reside in Perry.

Facebook Profile Picture and Cover Photo

Facebook Profile
Picture



Facebook Cover
Photo



Facebook Post Examples

Perry, Iowa
8 hrs · 🌐

Want to enjoy nature while observing art? A walk through downtown Perry is just what you need! Art and culture at its finest...mixed into Perry's beautiful flowers and greenery. #publicart #cityofperry



👍 Like 💬 Comment ➦ Share

Perry, Iowa
8 hrs · 🌐

The weather forecast looks beautiful for a bike ride on the Raccoon River Trail. Make sure you take a pit stop in the City of Perry! Perry is the perfect place to stop for food, a cold beverage or even a bike tune up! #bikeiowa #raccoonrivertrail #cityofperry



👍 Like 💬 Comment ➦ Share

Perry, Iowa
8 hrs · 🌐

School's out for summer! Need an activity for the kids? Swing by one of the many parks available in Perry. They are clean, safe, and a perfect way to enjoy the sunshine! #perryarks #cityofperry



👍 Like 💬 Comment ➦ Share