

MADDEN HILLS NEIGHBORHOOD

25th Annual Leadership in Building Communities Seminar

MPA 526 POL 426 SOC 426



University of Dayton
Fitz Center for
Leadership in
Community

2019

December 2019

Introduction to the Twenty-Fifth Annual Leadership in Building Communities Seminar

The seminar that resulted in this report is about the process of change. It is about learning together the art of leadership at the local community level. It is about working in teams to assure that the collective wisdom of the group exceeds individual insights and contributions. It is about learning to listen to people whose communities are served, to recognize their individual and organizational assets, and to structure actions that build on these assets.

Leadership in Building Communities is a University of Dayton seminar for graduate students offered by the Public Administration program and for undergraduate students offered by the departments of Political Science and Sociology, Anthropology and Social Work. Several learning strategies are combined to provide a distinctive and connected seminar opportunity. Participants are introduced to asset-based community development and learn about a neighborhood directly from its citizens, businesses, and leaders. Participants also practice the art of working in teams to achieve shared objectives.

The participants in this seminar function as a learning organization with the neighborhood. A neighborhood tour, two evening meetings in the neighborhood and individual interviews bring citizen leaders and community partners together with seminar participants to identify and explain the community's own analysis of the past, description of the present, and vision of the future. Additionally, each student participant keeps a journal of the experiences.

Learning how to build and sustain community is among the most important tasks facing our society in the 21st century. The University of Dayton has a long tradition of building community among ourselves and with the people of Dayton. This seminar is a serious attempt to transfer some of our learning to the process by which neighborhoods rebuild themselves. It is also an open admission that we have much to learn from the people and the neighborhoods among which we live and work and go to school.

Sincerely,



Bro. Raymond L. Fitz, S.M., Ph.D.
Instructor



Grant W. Neeley, Ph.D.
Instructor



Hunter P. Goodman, Ph.D.
Instructor

Notice to the Reader

This report is the work of University of Dayton students enrolled in a seminar entitled Leadership in Building Communities in the Fall of 2019. Although the process that resulted in this report involved participation by neighborhood leaders, citizens, and community partners, the contents of this report are the sole responsibility of the student participants. The written descriptions, analyses, and recommendations should be understood to be those of the students, in consultation with interested individuals, associations, and institutions.

Seminar Interaction with the Madden Hills Neighborhood

August 28, 2019 – The students in the seminar had a tour of the neighborhood. The tour allowed the students to have a preliminary introduction to the neighborhood and the neighbors. Through the tour, the students receive a preliminary appreciation of “What is going well?” “What are the assets of the neighborhood?” and “What are the challenges?”

Throughout September – Students interviewed individual neighbors on their perception of what is going well, what are the assets, and what are the challenges.

September 25, 2019 – The first Community Meeting was held at the Madden Hills Library branch of Dayton Metro Libraries. In that meeting, students engaged members of the neighborhood in a conversation about their desired future for the Neighborhood and their idea on potential projects to reach this desired future.

October 30, 2019 – The second Community Meeting was held at Dayton Public School’s Wogaman Middle School. In that meeting the students presented their preliminary work with multiple poster boards. The conversation provided the opportunity for the neighbors to affirm, critique, and modify the preliminary work of the students.

December 4, 2019 – The final presentation to the neighborhood was held at Dayton Public School’s Wogaman Middle School. The class presented their final report to the Neighborhood.

Six Seminar Teams

Team 1: The Current Situation: Strengths, Assets, and Challenges

- Joseph Myers, Alexander Mingus, Widad Mukhar, and Nick Williams

Team 2: An Attractive and Welcoming Neighborhood

- Madeline Boone, Kate Gerling, Emily Holterman, and Gwen Sloas

Team 3: A Vibrant and Growing Community

- Erin DeCero, John Dickson, Adam Kaye, and Travis Pheanis

Team 4: A Proud and Engaged Neighborhood

- Anna Mumma, Seaniece Richardson, Hannah Kratofil, and Miranda Melone

Team 5: An Attractive, Interactive and Sustainable Neighborhood

- Jackie Chmiel, Carly Hall, Abby Miller, and Ben Woodruff

Team 6: A Safe and Connected Neighborhood

- Laura Howell, Kelly Howard and Katherine Schweninger

Student Roster

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Management Information Systems

Erin E. DeCero
Accounting

John C. Dickson
Pre-Med

Katherine E. Gerling
Psychology

Kelly E. Howard
Management Information Systems
Operations & Supply Management

Adam G. Kaye
Political Science

Hannah Kratofil
History
Political Science

Abigail A. Miller
Environmental Biology

Widad Mukhar
Psychology

Anna M. Mumma
Sociology
Criminal Justice Studies

Seaniece D. Richardson
Criminal Justice Studies

Kathleen E. Schweningen
Sociology

Nick Williams
Criminal Justice Studies

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Carly Hall
Master of Public Administration

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Master of Public Administration

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Fitz Center for Leadership in Community

Neighborhoods and Partners Since 1995

1995	Edgemont and Twin Towers	Edgemont Neighborhood Association
1996	Southern Dayton View	M. L. King
1997	MacFarlane and Springfield	MacFarlane Neighborhood St. Mary's Development
1998	Fairgrounds	Fairgrounds Neighborhood Association
1999	Rubicon Park District	Rubicon Park Master Plan
2000	Huffman and South Park	Huffman NDC and Historic South Park, Inc.
2001	Edgemont Twin Towers	Edgemont Neighborhood Coalition East End Community Services
2002	Dayton View Fairgrounds	Dayton View CDC (multiple) Fairgrounds Neighborhood Association
2003	Wright-Dunbar/Wolf Creek	Wright-Dunbar, Inc.
2004	Grafton Hills/Five Oaks/Riverdale	Grandview Hospital/Renaissance Alliance
2005	Old North Dayton/McCook Field	Old North Dayton and McCook Field Neighborhood Associations
2006	Walnut Hills	Walnut Hills Neighborhood Association
2007	Carillon	Carillon Civic Council
2008	Wright Dunbar/Wolf Creek	Wright-Dunbar, Inc. and the MacFarlane/West Third Street
2009	Comprehensive Neighborhood	Phoenix Project, South Park and Twin Towers Redevelopment
2010	Old North Dayton/McCook Field	Old North Dayton and McCook Field Neighborhood Association
2011	Wolf Creek/South Dayton View	Helping Hands Southern Dayton View, Old Dayton View, Jane Reece, Dayton View Historic
2012	Walnut Hills	Walnut Hills Neighborhood Association
2013	Westwood	Westwood Collaborative Network
2014	Carillon and Edgemont	Carillon Civic Council Edgemont Neighborhood Coalition
2015	Five Oaks	Five Oaks Neighborhood Association
2016	Belmont, Eastmont, and Hearthstone	Belmont, Eastmont, and Hearthstone Community Council
2017	University Row Neighborhood	University Row Neighborhood Association
2018	Roosevelt Neighborhood	Roosevelt Neighborhood Collaborative
2019	Madden Hills Neighborhood	Madden Hills Neighborhood Association

DEMOGRAPHICS

Madden Hills Demographic Data*

Statistics	Census Tract 41, Montgomery County, Ohio		Dayton city, Ohio	
SE:B01001. Age (Short Version)				
Total Population:	2,343		140,939	
Under 18 Years	737	31.5%	30,906	21.9%
18 to 34 Years	582	24.8%	43,115	30.6%
35 to 64 Years	671	28.6%	49,219	34.9%
65 and Over	353	15.1%	17,699	12.6%
SE:A03001. Race				
Total Population:	2,343		140,939	
White Alone	62	2.7%	78,097	55.4%
Black or African American Alone	2,272	97.0%	55,410	39.3%
American Indian and Alaska Native Alone	0	0.0%	444	0.3%
Asian Alone	0	0.0%	1,307	0.9%
Native Hawaiian and Other Pacific Islander Alone	0	0.0%	62	0.0%
Some Other Race Alone	0	0.0%	887	0.6%
Two or More Races	9	0.4%	4,732	3.4%
SE:A10008. Households by Household Type				
Households:	1,022		57,778	
Family Households:	626	61.3%	29,710	51.4%
Married-Couple Family	187	18.3%	14,523	25.1%
Other Family:	439	43.0%	15,187	26.3%
Male Householder, No Wife Present	0	0.0%	2,865	5.0%
Female Householder, No Husband Present	439	43.0%	12,322	21.3%
Nonfamily Households:	396	38.8%	28,068	48.6%
Male Householder	214	20.9%	14,045	24.3%
Female Householder	182	17.8%	14,023	24.3%
SE:B12001. Educational Attainment for Population 25 Years and Over (Collapsed Version)				
Population 25 Years and Over:	1,421		87,874	
Less than High School	282	19.9%	14,954	17.0%
High School Diploma	1,060	74.6%	57,347	65.3%
Bachelor's Degree or Better	79	5.6%	15,573	17.7%

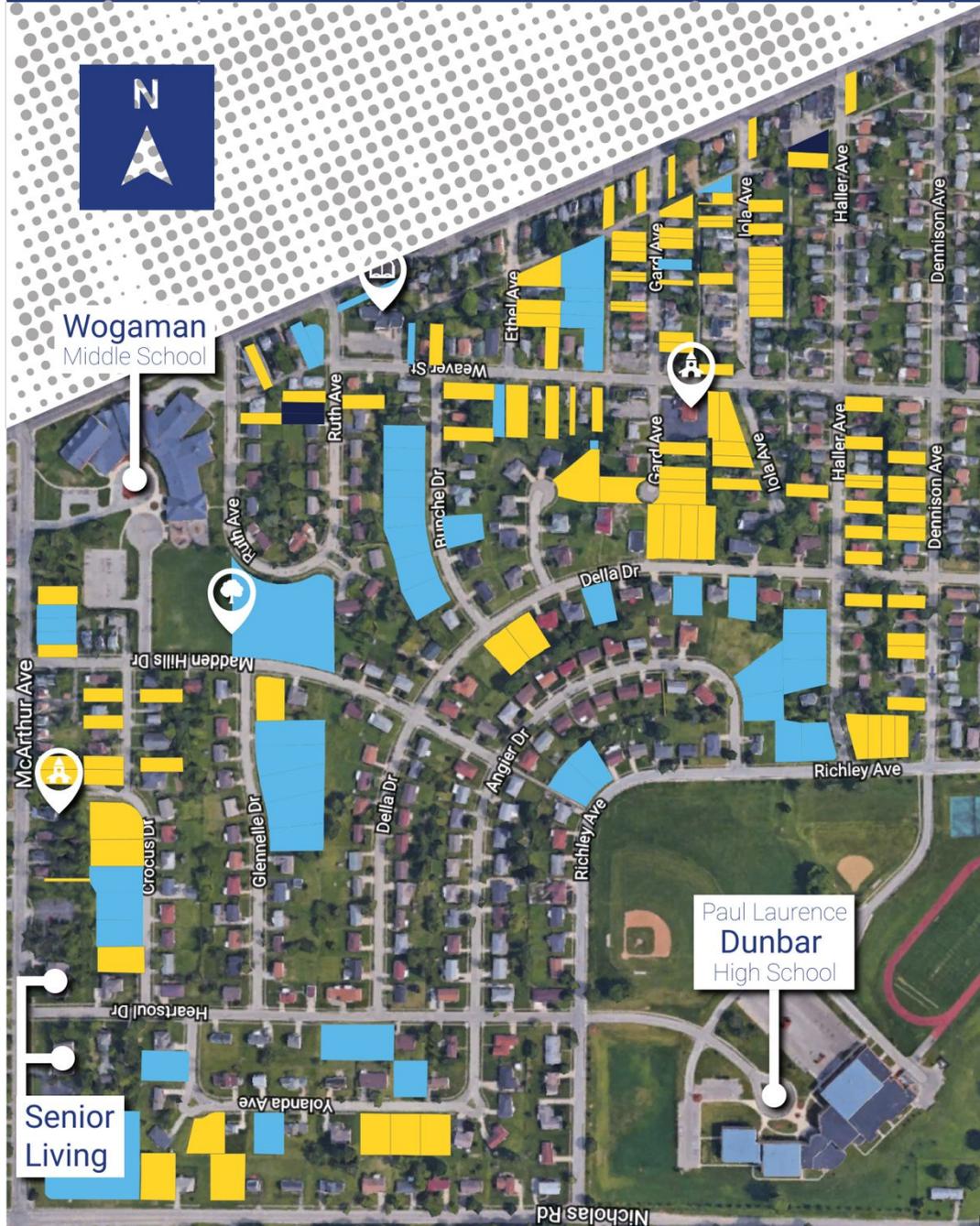
*Madden Hills Neighborhood is contained in Census Tract 41

Statistics	Census Tract 41, Montgomery County, Ohio		Dayton city, Ohio	
SE:A12003. School Dropout Rate for Population 16 to 19 Years				
Civilian Population 16 to 19 Years:	82		9,830	
Not High School Graduate, Not Enrolled (Dropped Out)	0	0.0%	347	3.5%
High School Graduate, or Enrolled (In School)	82	100.0%	9,483	96.5%
SE:A17002. Employment Status for Total Population 16 Years and Over				
Population 16 Years and Over:	1,645		113,161	
In Labor Force:	758	46.1%	64,394	56.9%
In Armed Forces	0	0.0%	317	0.3%
Civilian:	758	46.1%	64,077	56.6%
Employed	588	35.7%	55,818	49.3%
Unemployed	170	10.3%	8,259	7.3%
Not in Labor Force	887	53.9%	48,767	43.1%
SE:A14006. Median Household Income (In 2017 Inflation Adjusted Dollars)				
Median Household Income (In 2017 Inflation Adjusted Dollars)	\$16,083		\$30,128	
SE:A10044. Occupancy Status				
Housing Units:	1,406		74,582	
Occupied	1,022	72.7%	57,778	77.5%
Vacant	384	27.3%	16,804	22.5%
SE:A18009. Median Gross Rent				
Median Gross Rent	\$270		\$653	
SE:A18003. Median Gross Rent as a Percentage of Household Income in the Past 12 Months (Dollars)				
Median Gross Rent as a Percentage of Household Income in the Past 12 Months (Dollars)	38.5%		33.5%	

Statistics	Census Tract 41, Montgomery County, Ohio		Dayton city, Ohio	
SE:A13002. Poverty Status in of Families by Family Type by Presence of Children Under 18 Years				
Families:	626		29,710	
Income Below Poverty Level:	384	61.3%	8,455	28.5%
Married Couple Family: with Related Child Living Bellow Poverty Level	52	8.3%	1,172	3.9%
Married Couple Family: No Related Children Under 18 Years	11	1.8%	702	2.4%
Male Householder, No Wife Present:	0	0.0%	755	2.5%
With Related Children Under 18 Years	0	0.0%	618	2.1%
No Related Children Under 18 Years	0	0.0%	137	0.5%
Female Householder, No Husband Present:	321	51.3%	5,826	19.6%
With Related Children Under 18 Years	268	42.8%	5,014	16.9%
No Related Children Under 18 Years	53	8.5%	812	2.7%
Income At or Above Poverty Level	242	38.7%	21,255	71.5%
SE:A13003A. Poverty Status in for Children Under 18				
Population Under 18 Years of Age for Whom Poverty Status Is Determined:	737		30,445	
Living in Poverty	605	82.1%	15,039	49.4%
At or Above Poverty Level	132	17.9%	15,406	50.6%
SE:A10065. Children Living with Single Parents				
Own Children under 18 Years:	574		26,033	
Children Living with Single Parents	426	74.2%	15,654	60.1%

Neighborhood Map

MADDEN HILLS NEIGHBORHOOD



LEGEND

- City Owned
- Commercial Vacant
- Residential Vacant Land
- Public Park
- Public Library
- Place of Worship

Data provided by CITYWIDE

Leadership in Building Community 2019

Madden Hills Neighborhood

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Organization of the Report

During the 2019 Fall Semester, the students of the University of Dayton's Leadership in Building Community class engaged with Neighbors of the Madden Hills Neighborhood in conversations around the following questions:

- What would you like to see in your neighborhood five years from now – a shared vision of the future?
- What are assets and resources the neighborhood could mobilize to realize this shared vision of the future?
- What are the problems and barriers that must be overcome to realize this shared vision of the future?
- What projects/strategies would engage the neighborhood in moving toward the shared vision of the future?

This report is the students' summary of what they heard from these conversations with the neighbors in the Madden Hills Neighborhood.

The section **Current Situation in Madden Hills Neighborhood** summarizes the key strengths, assets, and challenges that describe the current situation, as neighbors perceive it. Every student was in 1:1 dialogue with one or more persons and asked the following questions:

- What is going well in the neighborhood? – Strengths of the Madden Hills Neighborhood
- What are important assets and resources in the neighborhood? – Assets of the Madden Hills Neighborhood
- What are the challenges that the neighborhood should address in the future? – Challenges of the Madden Hills Neighborhood

A team of students synthesized the answers to these questions and then presented them back to the neighbors for their critique. Based on the neighbors' critique the Team revised them and the results are summarized in the Current Situation in Madden Hills Neighborhood.

The **Shared Vision: Madden Hills Neighborhood in 2024** is a list of the Key Outcomes of the Shared Vision for the Madden Hills Neighborhood. The students engaged the neighbors in a conversation on what they want for their shared future utilizing the Nominal Group tool for guiding conversations. The students took the results of this conversation and organized these results into a preliminary list of Key Outcomes. This list was presented to the neighbors for their critique and suggested revisions. The revisions are presented in the **Shared Vision: Madden Hills Neighborhood in 2024**.

The **Change Frameworks and Recommended Projects** section contains an analysis of five Key Outcomes and a description of a Project to move toward that Key Outcome. The Change Framework is a 3 by 2 matrix that is used to organize the information generated in the conversations of how to realize a particular Key Outcome. The Key Outcome is listed at the top of the matrix. The top third of the Change Framework describes the gap between the realization of the Key Outcome (Indicators) and the Current Situation (descriptors that parallel the indicators). The middle third of the Change Framework contains a description of the Assets/Resources and Barriers/Problems that are contained in the neighborhood. The bottom third of the Change Framework contains a description of the Assets/Resources and Barriers/Problems that lie outside of the neighborhood. The Change Framework allows the neighbors and the students to develop strategies and projects that can realize the Key Outcome. Strategies and projects are developed by asking “What Barrier/Problems do we have to overcome or remove to realize our Key Outcome?” and “What Assets/Resources can we mobilize to realize our Key Outcome?”

The Recommend Projects provide a proposed plan to realize a Key Outcome. The projects were developed in conversation with the neighbors. A brainstorming session with the neighbors generated a large list of potential projects. From this list the students selected three potential projects that neighbors could use to move toward the Key Outcome. The students presented these three options to the neighbors and asked them which of the three options they preferred. Based on the neighbors’ choice, the students developed a more complete Project Plan.

As a summary of the conversations on each Key Outcome with the neighbors, the students have presented a completed Change Framework and a detailed Project Plan.

**CURRENT
SITUATION IN
THE MADDEN HILLS
NEIGHBORHOOD**

What are the Major Strengths in the Madden Hills Neighborhood?

The Madden Hills Neighborhood is a favorable place to live, as indicated in one-on-one interviews conducted with the residents and neighborhood businesses. The following strengths were identified most frequently during these interviews, and highlight the many positive elements within this community. From safety to resiliency, the Madden Hills Neighborhood is well-positioned for success in the future.

- **Friendly and Welcoming Neighbors:** The residents believe the neighborhood is both friendly and welcoming for current and new residents.
- **Safe:** Many residents said the neighborhood is generally safe and there is relatively little crime.
- **Well Maintained Yards:** The majority of those within the neighborhood take pride in the upkeep and condition of their yards.
- **Quiet:** The residents of the Madden Hills Neighborhood often comment on the quietness of the neighborhood, which they see as a significant appeal to the location.
- **Resilient Residents:** The Madden Hills Neighborhood has faced a lot within its history, and the residents display a strong sense of resiliency.
- **Residents with Long Histories in the Neighborhood:** Many residents found their forever homes within the neighborhood, a major contributor to the widely well-kept state of the area.

What are the Key Assets in the Madden Hills Neighborhood?

The Madden Hills Neighborhood is rich in resources and assets, as learned through one-on-one interviews with neighborhood residents and stakeholders, and nominal group technique. Whether it be educational or recreational, assets central to sustained growth are fruitful in the neighborhood.

- **Schools:** The Madden Hills Neighborhood has two schools within its borders: Wogaman Middle School and Paul Laurence Dunbar High School.
Library: Although the Dayton Metro Library Madden Hills Branch is closing its doors, the building remains an asset for the Madden Hills neighborhood and the site of potential future development.
- **Golf Course:** The Madden Golf Course borders the neighborhood to the south and is an attractive recreational asset for residents.

- **Large Lot Sizes and Green Space:** The Madden Hills neighborhood boasts large lots sizes and green space for recreational activity and space for new residential or commercial development.

What are the Major Challenges Facing the Madden Hills Neighborhood?

Challenges facing the Neighborhood were able to be identified during the Nominal Group Technique, one-on-one interviews, and touring the neighborhood. Challenges that the neighborhood faces vary depending on the individual. Below are challenges that have been identified and discussed the most by the residents.

- **Vacant Lots:** The number of vacant lots in the Madden Hill Neighborhood totals over fifty, and includes city-owned, commercial, and residential vacant lots. The neighborhood has identified the lack of maintenance, development, and overall appeal given to these lots. The lack of housing options and development in the neighborhood has many residents concerned.
- **Lack of Street Maintenance:** The condition of the roads throughout the Madden Hills Neighborhood is not satisfactory to the resident's expectations. The roads are in a relatively bad condition, rough to drive on, potholes, cracks, etc.
- **No Stores, Especially for Groceries:** Though the neighborhood is located close to Germantown, there is no easy access to quality and fresh foods within walking distance of the Madden Hills Neighborhood. Within the Neighborhood limits, there is not a single grocery store, this is a major concern for the residents. As for existing stores surrounding the neighborhood, residents are wanting a "facelift," as many are unwelcoming or an eyesore to drive-by every day.
- **Lack of Lighting:** Throughout the neighborhood, there is a lack of adequate lighting among the public streets and private homes. The safety of the Neighborhood is brought into question because of the simple need for lighting. Walking within the neighborhood is limited because of this insecurity. This challenge affects the security of the residents and those passing through the Madden Hills neighborhood.
- **Landfill:** The Madden Hills Neighborhood is located near a landfill, and has served as a point of contention within the community. It causes many issues in various aspects of the neighborhood. From the property value, the overall health of the residents, and the quality of their community have all been affected. Landfills are enormous dump-sites which allow waste to sit without any real progress. They are not beneficial to the ecosystem nor the Madden Hills Neighborhood.

**DESIRED FUTURE
FOR THE
MADDEN HILLS
NEIGHBORHOOD
IN 2024**

Desired Future for the Madden Hills Neighborhood

In 2024 the Madden Hills Neighborhood will have the following characteristics:

An Attractive and Welcoming Neighborhood

- Well maintained sidewalks and streets including high-quality street lighting
- Utilized and maintained vacant city lots
- Enhanced neighborhood appearance through demolishing or rehabilitating vacant homes
- Welcoming and prominent signage identifying neighborhood limits
- Appealing trees and landscaping elements
- Revitalized properties increasing curb appeal and property value

A Vibrant and Growing Neighborhood

- A shared benefit and understanding between the school, businesses, and community members
- Increasing community events to make the neighborhood more attractive and welcoming to all ages
- A structured and organized approach to welcoming new residents to the neighborhood
- Increased educational and recreational opportunities for youth in the neighborhood
- More utilization of the school and its facilities as a community asset

A Proud and Engaged Neighborhood

- Regular meetings or get-togethers promoting new and old friendship development
- School and neighborhood engagement
- Increased neighborhood and community events
- People take pride living in the Madden Hills neighborhood

Create a Community Culture that Fosters Health and Wellness Opportunities

- Community space/library alternative
- Creating raised beds (Metro Parks) in currently vacant lots
- Utilize new walking path, more walkable streets with better/accessible sidewalks
- Adding bike lanes to connect to Great Miami River bike trail (closest trail to Madden Hills)
- Taste of Madden Hills (local businesses, potluck) at school

A Safe and Connected Neighborhood

- Increased police presence, safety patrol, block captains, and neighborhood watch
- Put in modern and elegant street lighting and fix the sidewalks
- Create a community space which discourages loitering
- Implement security and safety measures in the neighborhood after school

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**CHANGE
FRAMEWORKS
AND
MADDEN HILLS
NEIGHBORHOOD
RECOMMENDED
PROJECTS**

Key Outcome: An Attractive and Welcoming Neighborhood	
Current Situation	Desired Future
Crumbling sidewalks, potholes, and inconsistent street lighting	Well maintained sidewalks and streets including high-quality street lighting
Vacant city lots are unutilized and maintained at minimum city standards	Utilized and maintained vacant city lots
Abandoned homes sitting vacant and inviting suspect activity	Enhanced neighborhood appearance through demolishing or rehabilitating vacant homes
Current signage is inadequate and only located at one neighborhood entrance	Welcoming and prominent signage identifying neighborhood limits
Sparse landscaping	Appealing trees and landscaping elements
Varying levels of exterior residential and commercial upkeep	Revitalized properties increasing curb appeal and property value
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Strong neighborhood association--people are willing and eager to engage</p> <p>Collective wisdom of residents</p> <p>Informal connections and associations held by residents</p> <p>Access to functional land, including neighborhood park</p> <p>Civic and homeowner pride</p>	<p>Inability to attract younger families</p> <p>Varying degrees of ability and desire for change among residents and business owners</p> <p>Time limitations of residents due to respective personal obligations</p> <p>Monetary and time cost for improvements</p> <p>City not responsive (or city is slow to respond to) resident needs</p> <p>Ambiguity over vacant home ownership</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Working relationship with CityWide Development (Caitlyn Jacob)</p> <p>Various governmental and nonprofit grant opportunities</p> <p>Connection to UD Fitz Center, its programs, staff, and students</p> <p>Community volunteers and service programs</p> <p>Upcoming election</p>	<p>Limited city funds available for public works</p> <p>Proximity to landfill and water treatment facility</p> <p>Inadequate city policies regarding vacant lot maintenance</p> <p>Devaluation of properties due to nearby public housing</p> <p>Nonresident landlords</p>

Project Title: Madden Hills Helpful Neighbor Catalog

Project Description:

Residents of Madden Hills have extensive skills, expertise, equipment, and physical abilities. Many are willing to share these assets with their neighbors. Interviews will be conducted with residents to determine what/how they are willing to contribute. A printed (and possibly an online) catalog will be created and updated annually. Residents who have a need can check the catalog for a neighborhood “expert” and connect with them directly.

Project Objective:

Empower neighbors to help one another when a need arises by sharing resources, expertise, and abilities. For example, residents can use the catalog to find assistance with home improvement projects (including borrowing tools) or with covering a short-term need (physical help with yardwork while recovering from an illness) - all while making/strengthening connections within the neighborhood. Through the use of the catalog, residents will be able to share their knowledge or volunteer their time/abilities for the betterment of the neighborhood. The catalog may also include external service organizations and resources that provide similar assistance free-of-charge.

Project Champion:

A neighborhood volunteer who is organized, committed, and comfortable delegating tasks to others will be the champion of this project. This person should be knowledgeable about the Madden Hills Neighborhood and enthusiastic about neighborhood engagement. This person will serve as the point person for managing volunteers for the following tasks: (1) organizing the collection of information for the catalog, (2) identifying printing sources and distribution method/locations/contacts, (3) assembling the catalog following printing, and (4) selecting/determining online availability of the catalog.

Assets/Resources to Mobilize:

The project will utilize the knowledge, enthusiasm, and skills of the Madden Hills Neighborhood residents. Informal and formal connections and associations of the residents can provide leads to potential neighbors to be listed in the catalog. Sharing this information will reinforce civic pride as neighbors want Madden Hills to be attractive and welcoming. The Project Champion can utilize the Madden Hills Neighborhood Association and possibly the UD Fitz Center to assist in collecting the information and distributing the catalog.

Barriers/Problems to Overcome:

Potential barriers to this project are the varying degrees of residents’ abilities to contribute to the catalog and desires for change. Another barrier may be the time limitations of residents due to respective personal obligations. In addition, improvements always have monetary and time implications, so some neighbors may rather be compensated for their contributions than provide them at no cost.

Project Partners:

Important partners for organizing the Madden Hills Helpful Neighbor Catalog could be local service groups such as Boy Scouts, Girl Scouts, National Honors Society or other area service groups, the University of Dayton Fitz Center, and the University of Dayton Center for Social Concern. Leadership at local schools such as Wogaman and Paul Laurence Dunbar could help

identify students in need of service hours or other community-oriented initiatives within their schools. Another important partnership might be the local women’s group Single Women and Tools (SWAT). This group arose out of a local church and empowers women to help each other with home improvement projects. This group could provide valuable advice regarding how to organize the project. CityWide Development is also an essential partner in helping identify a vendor to print the catalog. Finally, the Madden Hills Neighborhood Association will be vital in the distribution of the final product to the members of the neighborhood.

Action Plan

Action Steps	Responsibility
1. Select a project champion for the Madden Hills Helpful Neighbor project.	Madden Hills Neighborhood Association
2. Develop a plan and identify volunteers to collect participating resident information.	Project Champion
3. Assemble catalog information in a user-friendly format.	Project Champion
4. Find funds and vendor for printing/distribution.	Project Champion
5. Distribute catalog to neighborhood residents.	Madden Hills Neighborhood Association
6. Make updates on an annual basis as needed.	Project Champion

Key Outcome: A Vibrant and Growing Neighborhood	
Current Situation	Desired Future
<p>Lack of communication across all community elements, reducing effectiveness of the community and their initiatives</p> <p>No real community events aside from neighborhood association meetings, and previous events have faltered or had poor turnout</p> <p>No formal introduction or greeting to the neighborhood for new residents</p> <p>Minimal opportunities for youth engagement resulting in a lack of extracurricular experiences</p> <p>Limited interaction between school and neighborhood</p>	<p>A shared benefit and understanding between the school, businesses, and community members</p> <p>Increasing community events to make the neighborhood more welcoming to all ages</p> <p>A structured and organized approach to welcoming new residents to the neighborhood</p> <p>Increased educational and recreational opportunities for youth in the neighborhood</p> <p>More utilization of the school and its facilities as a community asset</p>
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Close proximity to downtown Dayton and the assets that comes with it</p> <p>Access to several modern school facilities</p> <p>An engaged and active neighborhood association with strong leaders</p> <p>A friendly and open minded community willing to engage with each other</p> <p>Multiple vacant properties and plots, allowing for growth and repurposing</p> <p>Newly renovated River Stewards park can function as a community space for outdoor events</p>	<p>Water treatment facility less than 1 mile from Madden Hills</p> <p>Two landfill sites within 2 miles of Madden Hills</p> <p>Less jobs available due to economic shift</p> <p>Lack of formal organization and resources (ie. public space) to plan community events; Departure of library</p> <p>Gap between aging population and students in neighborhood</p> <p>Poor communication between school administrators and community members</p> <p>Lack of continuity in school administration</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Close proximity to multiple hospitals, career centers, and colleges</p> <p>Dayton is at a crossroads of two national highways to ship in any direction</p>	<p>Factory jobs and multiple industries have left the area</p> <p>Recent tornadoes and economic issues have taken away assets</p>

<p>Nearby Boys & Girls Club, Golf Course, Humane Society, and VA Hospital</p> <p>City Wide, Dayton Development Coalition, Food Bank, Catholic Social Services, and NGOs</p>	<p>Close proximity to Desoto Bass and other neighborhoods with greater challenges</p> <p>Dayton Public Schools' poor rating and perception</p> <p>Lack of grocery stores and fresh foods in the area</p>
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Project Title: Madden Hills Welcome Wagon

Project Description: The Madden Hills Welcome Wagon initiative is designed to encourage a more engaged, welcoming and collaborative neighborhood for residents. Through the formation of a committee, led by a project leader, current residents can be actively involved in greeting new residents of Madden Hills and making them feel welcomed and appreciated. This initiative is also an opportunity for current residents to engage with neighbors and give back to their community with varying levels of involvement. Organized by a single project leader, willing volunteers can rotate responsibilities to help assemble and distribute wagons or baskets. The Welcome Wagon can include a newsletter about the Madden Hills Neighborhood's history and upcoming Neighborhood Association events, coupons or advertisements from local businesses and other donated goods. This project will encourage engaged members of the community to connect new and established residents and create a more connected and welcoming community.

Project Objective: New community members will feel welcomed and involved when they move into Madden Hills. Current residents will have the opportunity to engage with new neighbors, give information about the Neighborhood Association, present gifts from neighbors and share the history of Madden Hills. Create a community social media platform for communication and dissemination of information. The overall outcome will be an increased sense of community and connection among all residents, old and new.

Project Champion: Resident volunteer(s) who is familiar with the neighborhood, its residents, and its community values. Someone who is outgoing, welcoming to newcomers, and passionate about the growth of the neighborhood. This person would be responsible for coordinating and planning the welcoming process, including the goods and information that would be included in a "welcome package." Maintain and push information to the community through the communication platforms. This person would network with other willing community members to coordinate the welcoming effort for new residents.

Assets/Resources to Mobilize: This project will utilize the engaged and active neighborhood association in the Madden Hills Neighborhood. This neighborhood association has several strong leaders in the community. Additionally, the friendly and open minded community will help with welcoming new residents into the neighborhood through their willingness to engage with each other.

Barriers/Problems to Overcome: Difficulties could arise with unresponsiveness from community members. Additionally, resources may be tough to coordinate and gather for the Welcome Wagon baskets. These bags will take planning and multiple people working together to create. Additionally, this project could have difficulties organizing and coordinating volunteers, whether through distributing or creating baskets. The human nature of this project could result in miscommunication or disorganization.

Project Partners: Nearby businesses that could donate goods, services or coupons; Madden Hills Neighborhood Association, school board, community leaders and non government organizations that all could provide assets, workforce, or relationships that could further advance the Madden Hills and greater Dayton area.

Action Plan

Action Steps	Responsibility
1. Select a Project Champion to initiate the Welcome Wagon project	Madden Hills Neighborhood Association
2. Mobilize volunteers to form a committee to assemble and organize welcome baskets	Project Champion
3. Create communication platform for the community and gain insight into participation and insights of neighbors	Created by LBC Team 3 and given to the resident volunteer committee for upkeep and management. Use multiple platforms to greatest coverage of residents
4. Gather materials, funds, and donations to assemble the welcome baskets	Volunteers and Project Champion
5. Place materials into baskets and determine which volunteers will distribute welcome baskets to new residents	Volunteers and Project Champion
6. Distribute welcome baskets to new residents	Volunteers

Key Outcome: A Proud and Engaged Neighborhood	
Current Situation	Desired Future
Lack of a reliable and consistent location for which the neighborhood association can meet and collaborate	Regular meetings or get-togethers promoting new and old friendship development
No engagement or relationship between the neighborhood and the schools	School and neighborhood engagement
Very few neighborhood and community events	Increased neighborhood and community events
Lack of neighborhood pride	People take pride living in the Madden Hills neighborhood
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Strong neighborhood association</p> <p>People are willing and eager to engage</p> <p>Camaraderie</p> <p>Original tenants are still present - have strong social networks in the area</p>	<p>Aging population</p> <p>No common meeting space for the neighborhood association</p> <p>No welcoming atmosphere/lack of events for new residents to meet neighbors</p> <p>Lack of relationship between neighborhood and schools</p> <p>Lack of neighborhood engagement and pride events</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Pastor getting involved in the neighborhood meetings</p> <p>CityWide</p> <p>RTA</p> <p>Part of the city of Dayton</p>	<p>Lack of restaurants and food markets</p> <p>Presence of crime inside and outside the neighborhood</p> <p>Lack of economic investment in West Dayton</p> <p>Public housing brings down the average income which discourages business investment</p>

Project Title: Madden Hills Neighborhood Monthly Community Potluck

Project Description:

The residents of Madden Hills have expressed concerns of inconsistent and unreliable dates and times for the neighborhood association and the residents to meet and collaborate. The residents hope to develop more neighborhood pride by strengthening their relationships with fellow neighbors. Many residents have also expressed interest in having more neighborhood and community events which can promote wide scale neighborhood involvement.

In order to obtain the goal of an engaged and social group of residents, this project will focus on the organization of a semi-regular neighborhood-wide Potluck event for the residents in the Madden Hills Neighborhood. For the Potluck to occur, the neighborhood will appoint a champion to lead this project and start the new tradition. Once the neighborhood determines the champion, the champion will trouble-shoot possible future issues, market the event to fellow residents, and encourage involvement.

As a neighborhood, the residents will work to decide the best times for the event, how often the event will occur, and where the event will be located. The residents will work alongside the champion to implement the plan in a way that will work best for the community. By keeping this project open-ended, we encourage the residents to take initiative through planning, coordinating, and implementing the Potluck.

Project Objective:

To create and foster an engaged and social group of residents who regularly meet, share in camaraderie, and spend time working together to create a future initiatives to implement in their community.

Project Champion:

The champion's tasks include the creation of an invite list, the coordination of meals and details of the event, and the accommodation of different schedules. Ideally, for the success of the program, the champion would be willing to commit to the position and neighborhood for a minimum of six (6) months to start and regulate the program. With these tasks in mind, the champion needs to be organized, known by many people in the neighborhood, and confident in booking or finding a location for the events. For the coordination and marketing of the event, the champion must practice good communication skills and have resident contact information. Finally, for the community engagement aspect of the project, the champion needs to be open-minded and welcoming to new ideas and suggestions.

Assets/Resources to Mobilize:

The project will be supported and encouraged through the involved neighborhood association and the active residents looking for opportunities to meet and develop new friendships. The Madden Hills residents are an involved group of neighbors who attend regular association meetings and create a positive atmosphere which fosters change and new ideas. These residents are excited to get to know each other and are eager for change within their community.

Barriers/Problems to Overcome:

A potential barrier of this project would be the lack of regular meeting locations for the Potluck to occur. By relying on the champion to find a location, the meeting may not seem consistent. Another barrier is the time commitment for the champion to plan, market, and implement the Potluck event. There is also the possible problem of sustainability. To achieve the objective of an engaged neighborhood, Potlucks should regularly occur over an extended period of time. If there are only a few scattered events, it will be difficult to foster a sense of engagement and social connectivity. The Neighborhood Champion should ensure that Potlucks occur multiple times a year so neighbors stay engaged.

Project Partners

Potential future partners can be the neighborhood association to help with the marketing, scheduling, and information-sharing. The other future partners could be local restaurants, supermarkets, or eateries to help cater some of the food at the event.

The Dayton Food Bank could be a potential partner because they work to provide meals to low income families. They could possibly work with the residents and donate food for them to cook/eat at their monthly community Potluck. The nearby schools could also partner with the association and provide space to host the event. Members of the school and some of the older students could volunteer to help with the event and even participate.

Action Plan

Action Steps	Responsibility
1. Appoint a neighborhood champion	Neighborhood Association and Residents
2. Set a date, time, and location for first event	Neighborhood Champion and other interested volunteers
3. Formulate sign-up sheet and distribute to residents	Neighborhood Champion
4. Encourage involvement and market the event (i.e. flyers, word of mouth, neighborhood association meetings)	Neighborhood Champion
5. Meet with residents and ask for advice for future events and make changes	Neighborhood Champion
6. *Optional: organize and plan activities for the event	Neighborhood Champion

Key Outcome: A Community Culture that Fosters Health and Wellness Opportunities	
Current Situation	Desired Future:
Madden Hills Public Library	Community space/ library alternative
Vacant lots	Raised beds (Metro Parks)
Madden Hills Park	Utilize new walking path, more walkable streets with better/ accessible sidewalks
Lack of access to bike path	Adding bike lanes to connect to Great Miami River bike trail (closest trail to Madden Hills)
Food insecurity	Taste of Madden Hills (local biz, potluck) at school
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Madden Hills Park</p> <p>Empty lots - available space</p> <p>Community desire for increased culture and wellness elements</p> <p>Library building infrastructure - potential redevelopment for health, wellness & cultures</p> <p>Local businesses</p> <p>Schools - Paul Lawrence Dunbar High School, Wogaman Middle School</p>	<p>Apathy</p> <p>Generational gap</p> <p>Library relocation</p> <p>Disengaged youth/ high school students loitering</p> <p>Disinvestment (healthy food choices)</p> <p>Poor soil quality (raised beds)</p> <p>Retention pond (flooding and mosquitos)</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Boys and Girls Club</p> <p>City Wide (Caitlin Jacob)</p> <p>River Stewards/ UD partnership</p> <p>City of Dayton partnership</p> <p>VA Hospital</p> <p>Pineview neighborhood (close proximity to MH)</p>	<p>Water treatment facility</p> <p>Landfill (smell)</p> <p>(Mis)perception of safety</p> <p>Close proximity to DeSoto Bass and Germantown</p> <p>Transient populations on Gettysburg Ave.</p>

Project Title: Madden Hills Garden Collective: *Lots of Opportunity*

Project Description:

Creating raised beds in the currently existing vacant lots is a great example of a project to work on during the next one to three years in the neighborhood. These raised beds would be used as a community gardening space to provide an opportunity for access to fresh vegetables and beautification. This initiative provides an opportunity for community building as people of the neighborhood come together to work on the garden. Neighborhood members would be tasked with coming together to ensure the success of the garden beds. This would achieve the goal of making use of vacant lots, offering an opportunity for community building, and making strides at increasing the access of fresh produce. It may be worthwhile to develop a committee within the neighborhood to champion this endeavor, involving possibly partnering with an outside organization to help with gardening expertise.

Project Objective: To create a community culture that fosters health and wellness opportunities through revitalization of vacant lots with raised garden beds.

Project Champion: The project champion would be a group of volunteers within Madden Hills who are passionate about nature and gardening, preferably with a background in gardening.

Key Assets/Resources: Key assets for this project include residents with a background in gardening, the availability of residents to upkeep and maintain the garden beds, available gardening equipment already in the neighborhood, and ample space to build the garden beds. Another asset is that it will have a relatively low sustainability cost once it is started. With this project, there is also an opportunity to establish **Project Partners** such as :

- City Wide
- Five Rivers Metroparks - Grounded and Growing Program
- Homefull
- Dakota Center
- Shared Earth

Barriers/ Problems to Overcome: Barriers to overcome for this project include determining which available lots are private or public, educating residents on gardening and sustaining interest in upkeep, and providing utilities like irrigation for the garden beds. There may also be a challenge in finding a project champion and dealing with soil quality, weather, and invasive wildlife.

Action Plan

Action Steps	Responsibility
1. Identify neighborhood champion/ form a garden committee	Neighborhood Association
2. Identify lot locations/ ownership	Neighborhood Association + City Wide
3. Establish partnerships outside the	Garden leader and committee

neighborhood	
4. Gather materials and tools	Project Champions/ Community Members/ Partners
5. Test soil	Garden Leader/ Partners
6. Outline garden beds/ begin building	Garden committee/ Community Members/ Partners
7. Plan educational gardening programs	Garden Leader + Educational Partners (Dakota Center, Homefull, or Shared Earth)
8. Kickoff community planting and education event	Garden leader and committee/ Community Members/ Project Partners

Key Outcome: A Safe and Connected Neighborhood	
Current Situation	Desired Future
Lack of organized safety measures that connect residents and police	Increased police presence, safety patrol, block captains, and neighborhood watch
Lack of lighting and paved sidewalks	Put in modern and elegant street lighting and fix the sidewalks
Loitering presence outside of local businesses	Create a community space which discourages loitering
Little to no security in neighborhoods after school	Implement security and safety measures in the neighborhood after school
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Low crime rates</p> <p>Engaged citizens who are passionate about ensuring safety in the neighborhood potentially becoming block captains</p> <p>The library and park being a potential gathering space for residents and discouraging loitering in the process</p> <p>Active neighborhood association provides a forum for safety to be discussed and implemented</p> <p>Current library programs for adults and children</p>	<p>Little initiatives taken to create relationships between older and newer neighbors</p> <p>Lack of funding to pave sidewalks for children's play</p> <p>An abundance of vacant homes allow for potential transient/squatters to reside inside</p> <p>Low rates of young families moving into the neighborhood</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Police presence in the neighborhood</p> <p>Potential grants from city and nonprofits</p> <p>Outside partners such as, CityWide and Fitz Center that are building connections within the community</p> <p>Local Colleges in the area: University of Dayton, Wright State University, and Sinclair Community College</p> <p>Advocacy from local politicians, such as Chris Shaw, City Commissioner</p>	<p>Increased crime rates near the fringes of the neighborhood</p> <p>Lack of communication between Madden Hill neighbors and surrounding neighborhoods</p> <p>Lack of communication between Dayton Police and residents</p> <p>Lack of funding from city government for police presence and neighborhood improvements</p>

Project Title: Creating a Neighborhood Watch Program Which Collaborates with Police

Project Description: Although little crime is reported within the Madden Hills neighborhood itself, crime does occur on the fringes of the neighborhood often. As a preemptive strategy, and to continue building community within the neighborhood, residents have suggested a Neighborhood Watch Program. According to Vector Security, Neighborhood Watch Programs help to reduce the risk of crime in neighborhoods. These programs reduce crime because residents are taught to take preventative measures to decrease the likelihood of becoming a victim of crime. In addition, residents are better prepared to respond to suspicious activity, should it occur.

Ideally one person within the neighborhood will spearhead the program. However, we hope each street will have a block captain who is responsible for encouraging the participation of their fellow street residents. We believe a neighborhood watch program will help the residents get to know one another better and be able to identify unfamiliar figures or potential threats to the neighborhood faster.

Once the neighborhood watch program is well-established, the goal would be to ensure the sustainability of the program and the continued communication between residents and the police department. Perhaps the project champion could have a direct line of communication with the local police department to decrease the response time from calling 911. This in turn will improve the police response rate and strengthen the trust and responsibility between the department and the neighborhood residents.

Project Objective: To encourage community relationships and safety through a Neighborhood Watch Program which collaborates with the local police department.

Project Champion: The Project Champion will be an organized and motivated community member who is interested in ensuring the continued safety of the neighborhood. This individual will be responsible for communicating with neighborhood residents, creating a watch schedule and acting as a liaison between the neighborhood and the local police department.

Assets/Resources to Mobilize: This project will be supported by the Neighborhood Association and residents of the community not currently involved with the Neighborhood Association. Residents themselves are the biggest asset to mobilize. Residents will need access to cell phones to communicate issues with others on the watch, or with the local police department.

Barriers/Problems to Overcome: Not every member of the community will have a reliable cell phone or form of communication. Finding funding to purchase cell phones or walkie talkies to be used during shifts will be important to ensure the success of the project.

Another potential barrier is having enough volunteers for the Neighborhood Watch Program. In order for the program to be successful, volunteers will need to commit to a watch schedule which could be difficult to maintain.

Project Partners: Potential partners include the City of Dayton and CityWide.

Action Plan

Action Steps	Responsibility
1. Appoint a neighborhood champion	Neighborhood Association
2. Create a list of residents interested in participating	Neighborhood Association President or Neighborhood Champion
3. Connect with the local police department for potential training and to learn best practices for neighborhood watch programs in the region.	Neighborhood Champion
4. Look into funding to provide cell phones/walkie talkies to volunteers while on duty.	Neighborhood Champion
5. Establish a schedule, rotation and route to monitor.	Neighborhood Champion