City of Minneapolis

Community Engagement

Track 2
Task Force Report

to

Define roles and funding of neighborhood, community and cultural
organizations as parts of the community engagement system

September 2007

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*Please note that none of the recommendations or information
included in this draft report has been approved by the Task
Force. At this point, this document is a working document only.*

Highlighted material indicates text that is pending discussion or a vote
by task force members.

Track 2 Task Force Report

Introduction

Minneapolis faces several issues that have spurred review of the City's overall community engagement system. This system includes the City's relationships with community, business, and neighborhood organizations, and the Neighborhood Revitalization Program (NRP). Issues that affect effective community engagement include changes in population demographics, tight financial constraints, and the approaching sunset of legislation that created the NRP.

Recognizing that input from residents, neighborhoods and community organizations leads to better decision-making, the Minneapolis City Council approved a three-track work plan in May 2007. The goal of the work plan is to bring the city's community engagement system into its next generation, including finding clear ways to support what is currently working and explore new ideas to enhance what's being done.

> **Track 1:** Implement consensus recommendations for immediate improvements to the community engagement system.

> **Track 2:** Define roles and funding of neighborhood, community and cultural organizations as parts of the community engagement system.

> **Track 3:** Determine the focus, funding and governance of the Neighborhood Revitalization Program and Action Plan activities after 2009.

The Task Force that developed this report was assembled to work on Track 2 of the work plan: Define roles and funding of neighborhood, community and cultural organizations as parts of the community engagement system.

The Track 2 Task Force met throughout the summer of 2007 to generate options that the city could take to the broader public for input.

Task Force Structure

The Track 2 Task Force was facilitated by GrayHall facilitators, Karen Gray and Nora Hall. Jennifer Amundson, the city's community engagement coordinator, organized the meetings.

The task force was co-chaired by Council Vice President Robert Lilligren and Task Force Member Matt Perry, who was elected by the group. City Council President, Barbara Johnson, authorized the final list of task force members.

The 22 members of the Task Force represent neighborhood organizations, block clubs, ethnic/cultural organizations, issue-focused organizations, business associations, and community development corporations as well as residents serving as at-large representatives.

The task force met for nine two-hour meetings at city hall. During the meetings, the task force members met as a large group and worked in small groups to develop to discuss the charges and develop this report.

Task Force Charge

1. Identify **types of community organizations** that the City should recognize as formal participants in its community engagement system.

    ➤ Consider all organizations that may participate in city improvement including both geographic (planning districts, neighborhoods, blocks) and non-geographic (business, ethnic, cultural, issue-specific) organizations.

2. Develop a **clear set of expectations** about what these organizations should expect from the City and what the City should expect from these organizations as participants in the City's community engagement system.

3. Describe the **connection points** between the City and these community organizations that would be needed to meet these expectations and support more effective participation.

    ➤ Consider both systems and practices.

4. Develop alternatives for an **improved organizational structure** that supports the connection points and identifies responsibility for action.

    ➤ Review the strengths and weaknesses of the current structure.

    ➤ Consider national models and best practices.

5. Describe the **official support** (financial or otherwise) necessary for this organizational structure to succeed.

Next Steps

A subcommittee of the Task Force began meeting in August 2007 to develop an outreach plan to bring the Task Force's report to the greater community for review. The City will use the Task Force's outreach plan to gather feedback about the report. Outreach is expected to take place during the fall of 2007 and possibly include on-line information, email distribution, hard copies, public meetings and surveys.

Task Force members and City staff will incorporate the community input into recommendation options, which will be presented to the Mayor and City Council for discussion.

This report answers the charges given to the Task Force by the City Council. In this report the Task Force outlines principles and practices it believes are important for an improved community engagement system between the city and community organizations. It gives guidance on what city support is necessary to make such improvements be successful. Further work needs to be done to bring these recommendations to the next level of detail. The Task Force is recommending this additional work be citizen driven as was the generation of this report.

Track 2 Task Force Members

Voting Participants

Neighborhood Organizations:
Chris Morris
Elena Gaarder
Jeffrey Strand
John Bernstein
Matt Perry (co-chair)
Shirley Yeoman

Block Clubs:
Anne McCandless
Diann Anders

Ethnic/Cultural Organizations:
Jessie Saavedra
Mohamed Ali
Long Yang

Issue-focused Organizations:
Don Fraser
Russ Adams

Business Associations:
Diana Hawkins
Joyce Wisdom

Community Development Corporations:
David Rubedor
Mary Keefe

Community Engagement Innovator:
Repa Mekha

Civic Participation Advocate:
Jeremy Iggers

At-large residents:
Kathleen Anderson
Mark Fox

Total Voting Participants: 21 (The original number of voting members was 22. One voting member, representing Ethnic/Cultural Organizations, discontinue participation in the group.)

Non-voting Participants

Council Members:
Council Member Cam Gordon
Council Member Diane Hofstede
Council Member Robert Lilligren (*co-chair*)

Mayor / Mayoral representative Cara Letofsky

Staff Resources

Task Force Support

How the Task Force met the charge

To meet its charge, the Task Force used its discussion of the five charges to developed three sets of information:

- "Minneapolis Core Principles of Community Engagement," which includes seven principles with qualities for each;
- Recommendations for community engagement, organized by principle; and
- "Characteristics of Organizations that can Receive Funding to Engage the Community"

More specific information about each charge follows.

Charge #1 - Types of community organizations

Charge: Identify types of community organizations that the City should recognize as formal participants in its community engagement system.

The Task Force brainstormed a list of possible community organizations (Appendix A) that *could* be recognized as formal participants in the city's community engagement system. There was extensive discussion about the definitions of "formal" and of "community engagement" and members never identified, as a group, specifically which organizations should be recognized.

The group did develop "Characteristics of Organizations that can Receive Funding to Engage the Community" and included approval of the characteristics as one of its recommendations. To develop the characteristics, the group began with the characteristics used in the City's Citizen Participation Guidelines for neighborhood associations and modified them according to the will of the group.

Charge #2 - Clear set of expectations

Charge: Develop a clear set of expectations about what these organizations should expect from the City and what the City should expect from these organizations as participants in the City's community engagement system.

Through out the discussion of the Task Force the group discussed expectations for how community engagement should happen in Minneapolis. Many of the expectations were included in the International Association for Public Participation (IAP2) Core Values of Public Participation. IAP2 is an association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. A task force member recommended this organization as a source of potential information. The group developed a set of "Minneapolis Core Principles of Community Engagement" using IAP2 Core Values as a base and adding to them. These principles became the framework the task force used to develop its recommendations.

Charge #3 - Connection points

Charge: Describe the connection points between the City and these community organizations that would be needed to meet these expectations and support more effective participation.

The Task Force identified several potential and existing connection points (Appendix A). It was noted that not everyone had the same definition of what a connection point is. While some consider connection points as where in the process engagement happens other see connection points as how connections are made.

Charge #4 - Improved organizational structure

Charge: Develop alternatives for an improved organizational structure that supports the connection points and identifies responsibility for action.

Several themes for recommended improvements emerged through small group discussions. These themes represent high-level recommendations for improvement to community engagement system. Under each theme specific ideas were developed, some of which became part of the groups overall recommendations. Themes:

- Inter-jurisdictional collaboration
- New department or commission of community engagement
- Improved accessibility to information
- Processes are well defined, well documented, provide community input at meaningful points throughout the process and provide feedback to the community at its conclusion
- Entities within the community engagement system must have well defined responsibilities and well understood relationships to each other
- Entities within all aspects of the structure are driven by consistent expectations and good customer service
- Block clubs incorporated as a basic building block of the system
- Build on what works

Charge #5 - Official support

Charge: Describe the official support (financial or otherwise) necessary for this organizational structure to succeed.

Minneapolis Core Principles of Community Engagement

Community engagement is the participation of members of a community assessing, planning, implementing, and evaluating solutions to problems that affect them. As such, community engagement involves interpersonal trust, communication, and collaboration. Such engagement, or participation, should focus on, and result from, the needs, expectations, and desires of a community's members. Community is not solely defined by geographic boundaries and may include residents, users, community organizations and institutions, neighborhood associations, businesses and workers, cultural communities, advocacy groups, students and youth.

Principle #1 – Right to be involved

Public participation is based on the belief that those who are affected by a decision have a **right to be involved** in the decision-making process.

Qualities of this principle:

- Community engagement should be a **fundamental value** and should be part of the regular culture of how things are done.
- Community engagement should be **consistent** regardless of who you are or who is in charge at any given time.

Recommendations related to this principle:

a) Document the value of and commitment to community engagement by approving "Minneapolis Core Principles of Community Engagement"

Principle #2 – Contributions will be thoughtfully considered

Public participation includes the promise that the public's **contribution will be thoughtfully considered.**

Qualities of this principle:

- Engagement should happen as **early in the process** as possible—before momentum is difficult to redirect.
- Organizations involved in the community engagement process should encourage and provide **the opportunity for all viewpoints to be heard**.
- Individuals involved in the community engagement process should strive to be respectful and **open to the ideas of others**.
- Community engagement should include a **deliberative process** of weighing pros and cons.

Recommendations related to this principle:

a) Require organizations that receive resources to engage the community, to encourage openness to alternative viewpoints by incorporating "Minneapolis Core Principles of Community Engagement" in their work.

Principle #3 – Recognize the needs of all

Public participation promotes sustainable decisions by **recognizing and communicating the needs and interests of all participants,** including decision makers.

Qualities of this principle:

- Engagement should be **about what the community needs** not only about what the city needs input on at any given time.
- The process must be fair—not everyone gets their way, but **everyone has a place at the table.**
- Communication must be **two-way**.

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- Notifications should be **broad**.
- **Formal and informal** relationships should be identified, recognized and valued.
- The city should **coordinate with other jurisdictions**, such as parks, schools and libraries, on community engagement.

Recommendations related to this principle:

a) Develop more formal ways to include independent government boards in the community engagement system (ex. School Board, Park Board, County, etc.)

b) Require City Boards and Commissions to implement community engagement strategies in their work, providing them sufficient resources and training. Strategies should include annual evaluation and accountability reports.

c) Provide cultural communities that do not have a city advisory committee the opportunity to do so, providing equal access.

d) Notify geographic and non-geographic community organizations about community engagement processes.

e) Develop a system for citywide engagement regarding citywide issues.

f) Develop a system to coordinate input from the Neighborhood Revitalization Program to City departments.

g) Develop a system to get increased citizen input into the planning process.

Principle #4 – Seek out involvement

Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

Qualities of this principle:

- Potential community engagers should be **creative** in their techniques to gain participation.
- Efforts should be made to identify barriers and **make the path to participation easier** for those who are least likely or able to participate.
- **Resources** should be allocated or available to groups with community engagement mandates.
- Groups that receive resources to provide participation should have **accountability and measurable outcomes** including how the group is representative.

Recommendations related to this principle:

a) Develop a system to allocate resources to organizations that are asked to engage the community.

b) Approve "Characteristics of organizations that can receive resources to engage the community."

c) Develop a system of accountability for organizations that receive funding to engage the community

d) Utilize and support current community engagement projects and initiatives including the Neighborhood Revitalization Program.

e) Allocate resources and staff for administration of adopted NRP Neighborhood Action Plans and existing contracts beyond 2009.

f) Implement a system of field hearings - hold more meetings at times and locations that are convenient to the affected community.

g) Identify or create locations around the city for meetings, etc.

h) Create well-defined points of interaction between the City and community organizations from the beginning of each process to its end including evaluation.

i) Maintain an updated, centralized and inclusive list of contact information on community organizations (both geographic and non-geographic) for notification and outreach.

Principle #5 –Participants design participation

Public participation seeks **input from participants in designing how they participate**.

Qualities of this principle:

- There should be **established expectations and roles**.
- There should be **clear expectations and mutual accountabilit**y for core principles.

Recommendations related to this principle:

a) Require all partners involved in the community engagement process to incorporate the "Minneapolis Core Principles of Community Engagement" in their work.

b) Seek out and include community engagement partners in decisions regarding changes to the community engagement system.

c) Include community organizations in decisions about resource allocation whenever possible and appropriate.

Principle #6 – Adequate information

Public participation **provides participants with the information they need** to participate in a meaningful way.

Qualities of this principle:

- There should be a consistent and predictable system for sharing information needed for informed community engagement.
- Communication should be **well-defined, timely, fair, clear and transparent**.
- Communities should be **made aware of how decisions will affect them**.
- **Legal requirement** for notice should be clearly stated and understood by all.

Recommendations related to this principle:

a) Create a citizen commission of community engagement.

b) Provide information quickly and in ways that are tailored to users' needs.

c) Utilize technology, including the Web and WIFI, to provide information to encourage and increase informed community engagement.

d) Create a central location that informs people of the various avenues and resources available for participation.

e) Find consistent ways to use existing community and groups to gather and disseminate information.

f) Dedicate adequate staff time to maintain a community engagement section on the City's Web site that is user-friendly and can provide two-way communication through interactivity.

g) Require city staff who work in the community to have cultural orientation and community engagement training.

Principle #7 – Known effect of participation

Public participation **communicates to participants how their input affected the decision.**

Qualities of this principle:

- There should be two-way **follow-up to "close the loop"** about what happened and why.

Recommendations related to this principle:

a) Establish policies that require reporting the results of a decision, particularly to those who provided input.

Characteristics of organizations that can receive funding to engage the community

The City may provide resources including administrative funding, training or staff assistance to eligible groups that desire to work to engage the community.

Characteristics:

1) Represent a **geographically defined neighborhood** (in its entirety) within Minneapolis as identified by the most current Minneapolis Communities and Neighborhoods Map.

2) Represent a **cultural or affinity group**.

3) Represent, and **provide for the participation of, the interests of all segments of the entire community**, including, but not limited to, homeowners, renters, property owners, business owners, immigrants, non-English speakers, low-income residents and communities of color. Groups that primarily represent the interests of one segment of the community or concentrate primarily on one issue are not eligible.

4) The group must be able to **demonstrate how it is representative**.

5) The group must periodically **provide the City with information on the priorities of the constituency** the community organization represents.

6) Community organizations that receive resources for community engagement should provide information on how to participate in city processes to the community they represent.

7) The group must incorporate the "**Minneapolis Core Principles of Community Engagement**" in their work.

8) Ensure that membership is open with **no barriers to participation** or membership (such as membership dues, requiring attendance at a certain number of meetings before voting rights are conferred, etc.).

9) **Hold regular open meetings** and take positive steps to encourage all interested parties in any issue to attend and participate. Also, all written information of the organization (including books, minutes, membership lists, etc.) must be available for review by any member of the organization. A group may deviate from this rule only in case of labor and legal disputes.

10) The group **must be incorporated** (or identify an appropriate fiscal agent) and have adopted by-laws. The group must also have a grievance procedure by which its members may have their concerns addressed by the organization, and a conflict of interest policy and procedures.

11) The group **must have a board of directors** elected annually by the membership of the organization. The board must represent a fair cross-section of the community; neighborhood residents must comprise no less than 60% of the organization's board. An elected board must be in place for a minimum of one year prior to the beginning of the contract year to be considered eligible for funding.

12) The group must have the ability to **manage and provide clear documentation to account for resources used**, how they were used and what was achieved. This includes, but is not limited to, being current on reporting on previous grants.

Appendix A – Community Organizations and Connection Points

Community Organizations

The Task Force brainstormed a list of possible community organizations that *could* be recognized as formal participants in the city's community engagement system. There was extensive discussion about the definitions of "formal" and of "community engagement" and members never identified, as a group, specifically which organizations should be recognized. The group did develop "Characteristics of Organizations that can Receive Resources to engage the community"

- 87 neighborhoods
- 67 neighborhood organization plus Metro Urban Indian Directors (MUID)
- 51 organizations (boards and commissions)
- Individuals/Joe Q. Resident
- Business Associations
- Block Clubs
- Media organizations
- WIFI
- Schools
- Community development organizations
- County, MNDOT
- Chamber of Commerce
- Professional associations – legal, medical
- Ad-hoc committees
- Organized labor
- Political organizations

- Project-specific (any person whose life or property is at risk for city action)
- Association of minority contractors
- Affordable housing groups
- AARP
- Disabled communities
- Colleges and universities
- Visitors and transient communities
- Meet legal requirements
- Town home associations
- Minneapolis Public Housing Authority
- Ellison's office is trying to model Wellstone's outreach model and we should take advantage of that.
- Youth
- Foundations
- Senior citizens and senior housing providers
- Gay-lesbian-bisexual-transgender community

Connection Points

The Task Force identified several potential and existing connection points. It was noted that not everyone had the same definition of what a connection point is. While some consider connection points as where in the process engagement happens other see connection points as how connections are made:

- City departments/staff
- Policy decisions
- Neighborhood organizations
- Block clubs
- Ethnic groups
- Opportunities for engagement should happen at various times and at various locations (not necessarily at city hall in the middle of the day)
- City's Web site
- WIFI
- Existing media
- Interactive media such as a blogs, online forums
- Ombudsperson
- Grass roots groups
- Use existing resources, CCP/SAFE, virtual block clubs

- A place in the community - go to where people are already meeting and gathering
- Non-meeting formats
- Internet information that is enable for cell phones
- Political organizations
- City Council
- Mayor's office
- Events (parades, etc.)
- Community meetings
- Newsletters
- Social/cultural groups
- Business Associations
- Approved NRP plans
- 311
- When a decision is pending or it is a staff priority

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Appendix B - Background Material

Several pieces of background material were handed out or referenced at task force meetings including:

Community Engagement Report, prepared for the Minneapolis City Council Nov. 8, 2006
Council Presentation on Community Engagement work plan, summary presentation prepared by the Office of the City Coordinator, April 2007

Track 2 Task Force Work Plan

Memo from Robert Miller, director, NRP, March 2007

Report on the Community Engagement Process Review March 2007

Neighborhood Revitalization Primer
Levels of Engagement Continuum: Tamarack: An Institute for CE, 2002

International Association for Public Participation core values

Community Manifesto: Valuing Australia's Community Groups – a report by Ourcommunity.com

Minneapolis School District note reference from Destination Excellence
Reference from CE FAQs

Models of participatory governments

Appendix C – Bios

Russ Adams

Russ Adams has been the Director of the Alliance for Metropolitan Stability since 1995. Adams has worked as a nonprofit advocate and community organizer for over 22 years building community coalitions in support of economic and racial justice, sustainable & equitable development, renewable energy practices, better land-use and urban growth policies, and challenged public officials to address environmental justice concerns. The Alliance and its partner groups have secured millions of dollars in public investments for transit, affordable housing, "digital inclusion," and brownfield clean-up.

Adams also served as the field director for the successful Keith Ellison for U.S. Congress campaign. He has also previously served with All Parks Alliance for Change, worked as a Housing Specialist for the Harrison Neighborhood Association, and served as a volunteer with the Sierra Club *Northstar Chapter*, Environmental Justice Advocates of Minnesota, Powderhorn Park Neighborhood Association, Sustainable Resources Center, and the Community Solutions Fund.

Adams' work with the Alliance on advanced innovative strategies like Inclusionary Housing measures and Community Benefits Agreements received the National Neighborhood Coalition "Communities Leading the Way" award in 2000.

Mohamed Ali

Mohamed Issa Ali was born and raised in Mogadishu, Somalia. He immigrated to the United States in 1993 after the Somali civil war, lived in New York, Ohio and Tennessee before moving to Minnesota in 1997.

Issa Ali is actively involved in the Somali community and is a member of, or serves on the boards of the West Bank Community Coalition, the Confederation of Somali Communities in Minnesota, the Somali Intellectual League and the Somali-American Political Engagement Committee. He has also served on the board of the West Bank Community Development Corporation and serves as a consultant to the Somali Mai Community of Minnesota and the Somali American Media Association.

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Issa Ali currently is an Employment Counselor with EMERGE WORKFORCE, an affiliate of Pillsbury United Communities a non-profit community based organization, at its North Minneapolis office Job Bank. He is also host/writer and editor for Somali American Media Association Television (SAMA TV).

Issa Ali has nine children and two grandchildren.

Diann Anders

Diann Anders is a proponent of building community and has been working at it for most of the 37 years she has been a resident of Minneapolis. Anders currently works on this goal by serving on the Seward Neighborhood Group board. As a board member, she actively works on community policing, block club organizing and developing sustainability indicators for Seward.

Anders edited the Seward Profile for more than five years. She is a strong believer in strong citizen engagement as a way of nurturing communities and feeling empowered to take actions. She has also worked with the Minneapolis Public Schools in trying to engage the neighborhoods.

Kathleen Anderson

Since returning to Minneapolis 25 years ago, Kathleen Anderson has been increasingly interested in the city, its government and the immediate community she lives in. She follows City policies for growth and prosperity closely and monitors its programs for maintaining and enhancing the quality of life for our citizens.

A resident of a historically designated building, the North Star Blanket Factory, Anderson serves on the Minneapolis Heritage Preservation Commission, the St. Anthony Falls Heritage Board and other community organizations. She is also a member of the Lawyers Board of Professional Responsibility.

John Bernstein

Mark Fox

A lifelong resident of Minneapolis, Mark Fox grew up in the Kenny neighborhood and is currently a resident of Northeast Minneapolis. Fox started working in advertising design and was soon drawn into neighborhood activism.

Fox has served on the Audubon Neighborhood Association's board for 7 years, and is a two-term treasurer and president. Three years ago Fox helped found the Northeast Citizen Patrol, a volunteer group that offers walking patrols in nine Northeast neighborhoods. More than 100 walkers participate in these patrols.

Fox believes that his NECP experience has redefined his expectations of community engagement and wants to preserve community empowerment while expanding engagement beyond the limits of the current circle of activists to create a better balance between neighborhood and citywide interests.

Don Fraser

Donald M. Fraser was born in Minneapolis, educated in the Minneapolis Public Schools including University High School and went on to receive his BA in 1944 and LLB in 1948 from the University of Minnesota .

After serving in the Pacific on active duty with the US Naval Reserve from July 1942 through June 1946, he served in the Minnesota Senate (1954-1962) and in the U.S. House of Representatives (1963-1978). He returned to Minneapolis and served as Mayor of Minneapolis from 1980 through 1993.

While in Congress, Fraser successfully sponsored a provision in Washington D.C. charter calling for elected advisory neighborhood councils and required financial support for the councils. Fraser also successfully sponsored a measure calling for emphasis on building local democratic institutions in countries receiving U.S. foreign assistance.

Fraser is currently active in the community. He helped organize the SouthEast Minneapolis Council on Learning, served as co-chair of the Board of Ready4K, and is now the convener of a committee on the achievement gap authorized by the Minnesota DFL Education Foundation in January 2007.

Elena Gaarder

Diana Hawkins

Diana Hawkins has been in the cable industry since 1994. In her current position she is a Government Affairs Professional. Before coming to Comcast Cable, Hawkins was employed for 12 years with Time Warner Cable and served 10 years with Carlson Companies in various positions. Hawkins is best known for her work with the City of Minneapolis Code Four, lobbying for a new school in the Nellie Stone Johnson Community School and is the co-founder of the Hawthorne Huddle Organization.

Hawkins has also been recognized for her involvement in many community programs. She was responsible for implementing a Minneapolis National Association of Multi-Ethnicity in Communications chapter as well as being responsible for the Time-To-Read Literacy/Mentoring Program for Time Warner Cable. Hawkins serves on many organization boards representing both her community in which she lives and is employed.

Hawkins has a Bachelor of Science in Management, and a Certificate in Human Resource Management. She recently completed a dual-Master's Degrees in Business Management and Project Management.

Jeremy Iggers

Jeremy Iggers recently left the Minneapolis Star Tribune after more than 22 years as a staff writer. Iggers is currently the executive director of the Twin Cities Media Alliance, a non-profit organization that brings together media professionals and engaged citizens to improve the quality, accountability and diversity of the local media, and to give citizens the tools they need to become more active participants in the emerging media environment.

Iggers has a PhD in philosophy from the University of Minnesota; his doctoral dissertation was published in revised form as "Good News, Bad News: Journalism Ethics and the Public Interest (Westview Press, 1998). He lives in CARAG with his wife, Carol Bouska, and two cats.

Mary Keefe

Mary Keefe is the Executive Director of Hope Community, Inc., a community development corporation with a history of 30 years in the Phillips Community. In addition to significant neighborhood revitalization, Hope is known for extensive community engagement that involves hundreds in leadership and learning opportunities each year. Over 1400 diverse adults and youth have been involved in community dialogues through Hope's *Community Listening* strategies.

Keefe began her work at Hope in 1994 after over 20 years of related experience. She directed two broad-based, multi-cultural community organizations in the Twin Cities and New York City. She was a contributing editor writing for a New York City magazine about low-income issues. She also coordinated the strategic planning phase for a multi-sector St. Paul Children's Initiative.

Anne McCandless

Anne McCandless is a retired Minneapolis police sergeant and an active resident of the Jordan neighborhood of Minneapolis. McCandless serves on the Jordan Area Housing Committee and is a block leader. McCandless works hard to keep the neighborhood involved and fights to prevent blight and crime in the neighborhood.

McCandless enjoys gardening and is a Hennepin County Master Gardener.

Diann Anders is a proponent of building community and has been working at it for most of the 37 years she has been a resident of Minneapolis. Anders currently works on this goal by serving on the Seward Neighborhood Group board. As a board member, she actively works on community policing, block club organizing and developing sustainability indicators for Seward.

Anders edited the Seward Profile for more than five years. She is a strong believer in strong citizen engagement as a way of nurturing communities and feeling empowered to take actions. She has also worked with the Minneapolis Public Schools in trying to engage the neighborhoods.

Repa Mekha

Chris Morris

Christopher (Chris) Morris is a resident, former elected Board member and now Executive Director of the McKinley Community in North Minneapolis. A resident since 1990, Chris Morris arrived as a student at the University of Minnesota and has lived in seven different neighborhoods of Minneapolis.

Morris is married with two children, both of whom attend Minneapolis Public Schools and extensively use both the Minneapolis Public Library and Minneapolis Park & Recreation systems.

Matt Perry

Matt Perry has been actively involved building community in both the public and private sectors for most of his adult life – building private sector organizations in the technology start up area and in helping community and neighborhood groups solve challenges during their early stages of organizing in the public sector. He has successfully worked with several neighborhoods in south Minneapolis on projects that cross neighborhood boundaries and is an advocate for greater involvement of the private sector in developing the fabric of both commercial and residential neighborhoods.

Perry is the chair of the East Harriet Farmstead Neighborhood Association and a co-leader of a block club. He is also the president of Nicollet-East Harriet Business Association in Kingfield and East Harriet neighborhoods. He is active in a Great City Design Team, with the Walker Task Force (as co-chair), the Minneapolis Zoning Board of Adjustment (vice-chair) and is currently president and CEO of Twin Cities PC MD, Inc.

David Rubedor

David Rubedor is a resident of north Minneapolis, living in the Jordan neighborhood for the past six years. Before living in the Jordan neighborhood, he lived in the Powderhorn Park neighborhood for 10 years.

Rubedor currently works for Powderhorn Residents Group (PRG), Inc, a non-profit affordable housing developer where he has been the Executive Director since 2004. PRG currently has housing development projects underway in both north and south Minneapolis. Prior to PRG, he worked as the Executive Director of the Powderhorn Park Neighborhood Association from 1998 - 2004.

Rubedor also serves on the Juxtaposition Arts board of directors, a youth arts organization in north Minneapolis.

Jessie Saavedra

Jeffrey Strand

Joyce Wisdom

Joyce Wisdom is the current executive director of the Lake Street Council. She has been active in the community as a private business owner and in a professional capacity with neighborhood associations and community institutions.

Wisdom was formerly associate director of the Green Institute and has served as president of the Hiawatha-Lake Business Association and chair of the Empowerment Zone Strategic Planning and Lake Street Council Marketing committees. In her role as the executive director of the Lake Street Council, she engages, serves and represents the many diverse voices of the Lake Street business community and maintains open communication for the business community and with the many neighborhood associations that border Lake Street.

Long Yang

Shirley Yeoman

Shirley Yeoman is a transplanted Kansan who made South Minneapolis her home in 1975. Yeoman began actively working in the community by joining Standish-Ericsson Neighborhood Association in 1996, just as the NRP Full Plan work was getting underway and has been active in the community ever since.

Most of Yeoman's professional and community work has been with non-profits, large and small. She has served on boards of Harriet Tubman Shelter and Twin Cities Habitat for Humanity. Yeoman has degree in education and has completed the coursework for an M. S. in Management.

Staff Resources

Barb Lickness (Staff Resource)

Neighborhood Specialist Barb Lickness has been with the Neighborhood Revitalization Program since 1994. Barb works with neighborhood associations who represent the neighborhoods of North Loop, Downtown East and West, Elliot Park, Ventura Village, Phillips West, Midtown Phillips, Prospect Park, Powderhorn Park, Corcoran, Cooper, Howe, Hiawatha, Longfellow, Keewaydin, Minnehaha, Morris Park, Wenonah, East Harriet, Fulton and the Metropolitan Urban Indian Directors.

Barb works with neighborhoods to assist them with developing their NRP Neighborhood Action Plans and helps to provide resources for them as they implement the strategies in their approved plans. Barb provides technical support and training when requested.

Barb is an active volunteer in her neighborhood of Whittier. She lives with her husband Kevin, their 17 year old son Blake and her two cats in a turn of the century victorian they have spent the last 16 years renovating. Barb is an avid gardener and a passionate chef.

Greg Simbeck (Staff Resource)

Greg Simbeck works as a Project Coordinator for the Department of Regulatory Services. One of his principal responsibilities is to assist residents, the City Council and the Mayor's Office on housing inspections and regulatory issues. Prior to his work in Regulatory Services, Simbeck served as a Council Aide to Council Members Paul Zerby and Diane Hofstede. He has also served as the Neighborhood Coordinator for Southeast Como neighborhood.

CPS Luther Krueger (Staff Resource)

Crime Prevention Specialist Luther Krueger has been with the Minneapolis Police Department since 1995. CPS Krueger is a member of the International Association of Crime Analysts, the Minnesota Crime Prevention Association, and the American Society for Public Administration.

Krueger has moderated the Virtual Block Club (VBC) for the 1st Precinct for twelve years. Through his crime prevention work with the MPD, Krueger received the Hennepin County Chiefs' Crime Prevention Practitioner of the Year for 1999. He was also awarded the MPD Chief's Award of Merit with his partner, Officer Craig Williams for their development of the "Virtual Block Club," an email crime alert system which includes community participation.

Krueger holds a B.A. in English and Theatre Arts from the University of Minnesota (1985) and a Master of Public and Nonprofit Administration degree from Metropolitan State University (2005), where he is also a community faculty member. Krueger writes a regular column for the Southwest Journal and book reviews for the Journal of Urban Affairs. Krueger is an avid solar chef and lives in south Minneapolis with his wife Jo and two cats.

Appendix D – Some Additional Comments Related to Charges

1. Identify **types of community organizations** that the City should recognize as formal participants in its community engagement system.

Additional comments related to this charge:

- By trying to be inclusive you can be exclusive by developing a list.
- Some people don't identify with their neighborhoods and should have other options for community engagement.
- Identifying different types of organizations as formal would provide the potential to reach more stakeholders and tap into the wisdom and experience of groups/individuals/institutions not organized geographically.
- Neighborhood organizations have been an effective mechanism for disseminating and engaging residents in decision-making through the Neighborhood Revitalization Program.
- Non-geographic community engagement could result in people who don't live in a community speaking for the community.
- Increased formal non-geographic community engagement could weaken the ability of neighborhood organizations to be representative.
- Increasing the number of formal participants without significantly redesigning the city's community engagement system may overwhelm the system and work against efficient and effective governance.
- Types of organization(s) should be dependent on the type of issue or opportunity that is being addressed.
- There should be a continuum—the more people a decision is expected to effect, the more formal the influencing groups must be.
- We could identify some qualitative means by which to measure the value of economy of scale and validation for an organization to be formally recognized.
- Basing community engagement on decision making is more palatable if we explain that the best way to engage people over a pending decision is to establish a habit of interaction even when no decision is pending.
- The level of engagement from a community can be dependent on the level of trust with who is doing the engaging.

2. **Develop a clear set of expectations about what these organizations should expect from the City and what the City should expect from these organizations as participants in the City's community engagement system.**

Additional comments related to this charge:
- If you're strengthening silos, you're not necessarily addressing the bigger issues – schools are an example of this.
- Consider requiring positive assent for action: if an issue is not important enough to inspire a quorum of stakeholders to weigh in, the action will not be taken.
- It's not always about the number of people voting - "why disagree with the experts" (i.e. whether to replace a bridge, etc.)
- Engagement implies an interaction that is flowing more from the city to a stakeholder. Empowerment suggests giving both rights and responsibilities that the city currently has to a stakeholder.
- The city should set up a timeline for each issue the community is involved in.
- Community groups need to develop trust among their stakeholders.
- Community groups should also represent feedback that may represent minority opinions on an issue.

3. **Describe the connection points between the City and these community organizations that would be needed to meet these expectations and support more effective participation.**

   Additional comments related to this charge:
   - The connection points should reflect the type of issue or opportunity that is being addressed.
   - Fix broken connections such as between block clubs and neighborhood groups.
   - There should be a policy relationship between neighborhood groups and city zoning and planning decisions.
   - The city should connect with the approved NRP Action Plans when establishing citywide plans.
   - Community engagement should reflect that not everyone has a computer.
   - Meetings at city hall can make the building, which is a community building, feel more accessible.
   - Technological communication is not a replacement for face to face relationship building.
   - Consider impact: citywide, community, local.
   - The city needs to identify situations that require affirmative outreach.

4. **Develop alternatives for an improved organizational structure that supports the connection points and identifies responsibility for action.**

   Additional comments related to this charge:
   - Bring more citizens to city hall in a fun way – food and transportation
   - 80+ groups can be administratively heavy, but it creates a different level of input
   - Neighborhood groups: some are naturally consolidating
   - A consistent and widespread community engagement system could be useful in dealing with unprecedented crime in some parts of our city
   - Citizen committees at 13 planning district level, 80+ too many
   - Review what funds the city gives to the schools
   - Community schools are better for community engagement and communication in general
   - Put in place requirements of communication engagement in order for schools to receive city funds
   - Schools consistent expectations throughout the district
   - Gap in neighborhood action plans and funding
   - If the community engagement system holds neighborhood action plans as value, then resources and staff should be provided for those action plans
   - A Commission of Community Engagement should have limited taxing authority

5. **Describe the official support (financial or otherwise) necessary for this organizational structure to succeed.**