City of Minneapolis

Community Engagement Task Force

Recommendations

to

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

November 2007

English
The Community Engagement Task Force (CETF) report outlines principles and practices its members believe are important for an improved community engagement system between the City and community organizations.
If you want help translating this information, call 612-673-3737.

Spanish
El informe preparado por el Equipo de Trabajo para la Participación Comunitaria (CETF, Community Engagement Task Force, por sus siglas en inglés) resume los principios y prácticas que sus miembros consideran importantes para mejorar el sistema de compromiso entra la Ciudad y las organizaciones comunitarias.
Atención. Si desea recibir asistencia gratuita para traducir esta información, llame al 612-673-2700.

Somali
Warbixinta ah ee ay soo saareen gudiga ka qayb gelinta dadweynaha (CETF) waxa uu qeexayaa waxyaabaha aasaasiga ah oo xubnaha gudigani ay rumaysan yihiin inay muhiim u tahay sidii uu wada shaqayn haboon u dhex mari lahayd uradada bulshada iyo magaalada.
Ogow. Haddii aad dooneyso in lagaa kaalmeeyo tarjamadda macluumaadkani oo lacag la' aan wac 612-673-3500.

Hmong
Ntawv sau txog Pabneeg Thamtxog Zejzog (CETF) qhia nthuav txog cov tsiblus thiab kev xyaum ntawm nws cov zejtsoom uas ntseeg tias tseemceeb rau txoj kev txhim kho zejzog kev sibtham ntawm lub Nroog thiab zejzog tej koomhaum.
Ceeb toom. Yog koj xav tau kev pab txhais cov xov no rau koj dawb, hu 612-673-2800.

For a LARGE FONT version of this report please email Community.Engagement@ci.minneapolis.mn.us, call (612) 673-3163, or visit the City's Web site at
http://www.ci.minneapolis.mn.us/communications/CETaskForce_home.asp

LETTERS FROM THE TASK FORCE CO-CHAIRS

Letter from Robert Lilligren, CETF Co-chair;

Working on the Community Engagement Task Force (CETF) has been for me a rare opportunity and honor. I have worked shoulder to shoulder with task force members who are all Minneapolis residents committed to the betterment of our city. The taskforce members exhibited the type of passion that was for me, humbling, encouraging and very reassuring. I wish to thank them for their efforts and state that it was my honor to work with you all.

Community Engagement is an enormous topic in an organization like the City of Minneapolis. It begs many questions like: Why should we need to talk about it? Shouldn't this type of engagement just happen? Aren't citizens engaged enough in government when they step in to a voting booth? Is the system broke? Is there a system at all?

Minneapolis values empowered citizens who endeavor to improve their communities. For the current City Council and Mayor it is a stated priority to engage our constituents in a useful and meaningful way. The CETF report and its recommendations are important tools for us to create more responsive City operations.

Each member of our group had a constituency, whether they represented neighborhood organizations, block clubs, business organizations, or another interest area. They were engaged and often forceful champions of those they represented.

The Task Force has put forward useful recommendations that will inform the City Council's deliberations in many areas such as, departmental operations, communicating with our constituents, the future and function of NRP. One message that was loud and clear was to build on what works and capitalize on our successes.

I believe that the relationships built and strengthened between City Hall and the communities we represent were an important part of the CETF. I further believe that any improvement in the City's system of community engagement can be gauged by how well it increases trust between City Hall and the communities we all work for.

One part of our charge we felt unable to respond to is the question of resources. While the Task Force recognizes the importance of the city budget dedicating resources to community engagement and empowerment, our report and recommendations don't go too far in the resource questions. The identification of resources will be addressed as the city council and the communities continue this work. The CETF recommendations with help inform that discussion.

Finally, I'd like to extend a word of thanks for the City and NRP staff that attended the CETF meetings and directly supported the group's ongoing operations; they were stellar. Also, on August 1, 2007 at 6 p.m. a CETF meeting was just breaking up as the I-35W Bridge fell. Due to the dedication of our City staff and the CETF members, our work continued almost without interruption. This is just one more example of our city's dedicated workers and residents coming together under extreme circumstances to make Minneapolis and its neighborhoods a better place to live, work and play.

Yours,
Robert Lilligren, Co-chair
Community Engagement Task Force

Letter from Matt Perry, CETF Co-chair;

Dear Council President Johnson and Council Members,

The Community Engagement Task Force (CETF) was charged with identifying how to improve community engagement between community organizations and the city. The task force could be viewed as a type of community organization. The process by which it arrived at its conclusions is worth examining as it sheds light on the recommendations it is making.

Representation and Leadership
The voting members of the task force were not elected as is the case of neighborhood organizations, but rather appointed. There were representatives from many different types of organizations as well as from all parts of

the city. The task force used a variety of mechanisms to arrive at its draft recommendations. The discussions were thorough and at times vigorous but always respectful. Even though members brought a range of community experience each put a high value on the community outreach phase. Of the 36 recommendations in the final report, 15 were directly influenced by community input. Notably, both traditional and new outreach methods were used. Even after all of this work, I was still unable to predict how a task force member would vote on a specific recommendation. This group put aside personal agendas to listen to each other, the public and provide leadership on an improved community engagement system.

Checks and Balances
Some community organizations, especially those with all volunteer boards, can come to rely heavily on paid staff to not only implement policy, but frame it and, at times, make policy. The non-voting members of the task force, both staff and elected officials, provided guidance, resources, knowledge and insight, but were always clear it was the voting members who ultimately had to own the final product. On more than one occasion the voting members of the task force asserted this ownership of process and product. Still, it was the staff that took reams of comments and recommendations from task force members and residents alike and synthesized them into items that could be voted on. Voting members completed their responsibility by weighing the merits of each recommendation and voting to approve the final report. I believe strong experience in organizational governance by all participants contributed to the proper checks and balances in the work of the task force.

The Cost of Community Engagement
The voting members of the task force were volunteers. Of the staff assigned to the task force only the Community Engagement Coordinator had as their primary job support of the task force. The challenge before the task force in the time frame given was large. As often occurs under these conditions, some staff and some voting members went far beyond what was asked of them to ensure a solid final report. Even so, many on the task force felt there was much more that could have been done had there been more time and additional staff resources. Community organizations engaging with each other and the city will result in a healthier city and an empowered citizenry. Sufficient resources to enable this level of engagement are crucial to the consistency and quality of results.

I would like to extend my sincere gratitude to Council President Johnson and City Council Members for the privilege to participate on the Community Engagement Task Force. I would like to thank my fellow task force members for their trust in electing me to serve as their co-chair. Finally, I would extend my sincerest thanks to the Community Engagement Coordinator, Jennifer Lastoka, and the other staff who participated on the task force who without their expertise and partnership this report would not exist.

Sincerely,

Matt Perry
Co-chair, Community Engagement Task Force
Chair, East Harriet Farmstead Neighborhood Association

City of Minneapolis
Community Engagement Task Force
Recommendations

Table of Contents

Community Engagement Background and Introduction..... Page 1

Task Force Structure and Timeline..... Page 2

Task Force Charges..... Page 2

Recommendations..... Page 3-5

Minneapolis Core Principles of Community Engagement ..... Page 5-6

Characteristics of Organizations That Can Receive Resources..... Page 7

APPENDIX A: List of Background Material ..... Page 8

APPENDIX B: Task Force Members & Biographies..... Pages 9-13

APPENDIX C: Task Force Attendance Record..... Page 13

Community Engagement Background and 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, financial constraints, and the approaching sunset of legislation that created the funding source for the NRP.

In May 2006 the Mayor and Minneapolis City Council directed a staff work group to review and summarize previously documented feedback, reports and recommendations on the City's current community engagement activities. The work groups' Community Engagement Report, including feedback collected through a public comment process, included recommendations for how the City could improve its community engagement process.

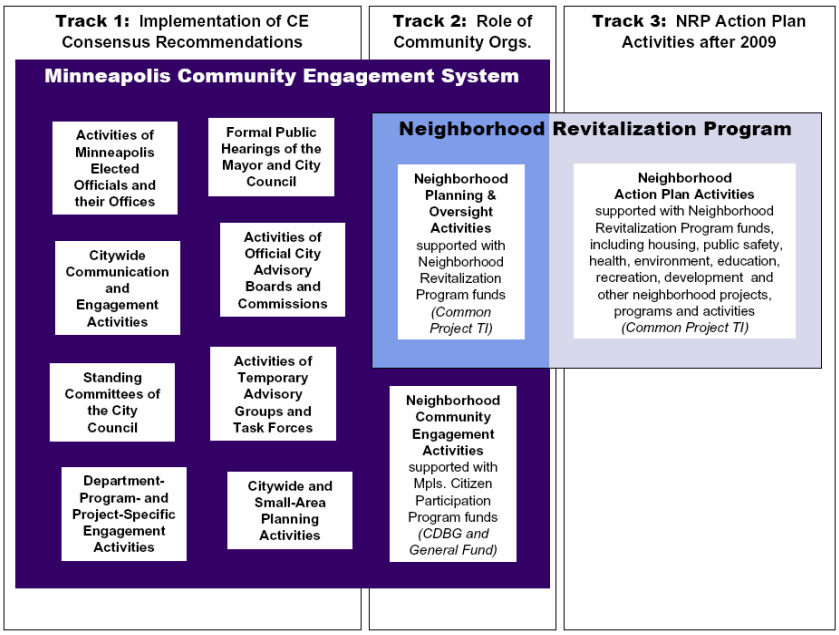
Following these recommendations and recognizing that input from residents, neighborhoods and community organizations leads to better decision-making, the Mayor and Minneapolis City Council approved a three-track work plan in May 2007. The goal of the work plan is to bring the City's community engagement 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:

- Explain the decision-making authority and process for each type of major City decision;
- Clarify the roles and responsibilities of all official committees, boards and commissions, and
- Develop accessible, consistent, two-way communication systems to allow residents and other stakeholders to better understand and participate in City decision-making processes.

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. Track 3 goals include a research period, conversations with the NRP's jurisdictional partners, and the creation of a common 2008 legislative strategy regarding the future of NRP.



Graphic of the three-track work plan approved by the Mayor and Minneapolis City Council in May 2007

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 and early fall of 2007 to generate options to take to the broader public for input.

Task Force Structure and Timeline

The Task Force was co-chaired by City 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 and the meetings were facilitated by Karen Gray and Nora Hall of GrayHall.

The 21 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. It also included non-voting members including three council members, a representative from the Mayor's Office, and other City staff from various departments who had a particular experience or role in engaging with the community in the course of their work.

The Task Force met for 10 two-hour meetings at City Hall to create the first draft of a report of recommendations. The draft report was presented to the Mayor and City Council Sept. 20, 2007 before taking it to the broader public for input. City Staff and Task Force members sought community feedback on the report through a variety of methods including five community forums; roundtable discussions by elected officials; CETF member outreach to their communities; presentations at business association meetings, City boards and commissions, and neighborhood organizations (per requests). The Task Force then reconvened for two additional meetings to discuss how to incorporate community feedback into the final set of recommendations to be presented to the Mayor and City Council Nov. 15, 2007.

Timeline summary:

June 27 to Sept. 12, 2007	– Task Force meetings (x10)
Sept. 12, 2007	– Task Force approves draft report to take to the community
Sept. 20, 2007	– Draft report presented to Mayor and City Council
Oct. 2007	– Input from the community gathered through community forums (Oct. 9, 10, 16, 17 and 18); presentations at business association meetings, City boards and commissions, and neighborhood organizations (per requests); roundtable discussions by elected officials, and CETF member outreach to their communities.
Oct. 29 & Nov. 8, 2007	– Task Force reconvened to incorporate community feedback
Nov. 15 2007	– Final recommendations presented to Mayor and City Council

Task Force Charges

The Mayor and City Council established the task force with the following charges.

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.

RECOMMENDATIONS

DEFINITION OF COMMUNITY ENGAGEMENT

R1 - APPROVE DEFINITION – Recognize the scope of people and activities that community engagement includes by approving the following "Definition of Community Engagement."

Community engagement is the participation of members of a community in 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 youths.

CORE PRINCIPLE 1: RIGHT TO BE INVOLVED . . .

R2 - APPROVE PRINCIPLES - Document the value of and commitment to community engagement by approving "Minneapolis Core Principles of Community Engagement" **page 7**.

R3 – MEASURABLE GOALS - The City should incorporate quantifiable and measurable goals in its community engagement system to encourage and promote community engagement from department level to the individual employee level.

CORE PRINCIPLE 2: CONTRIBUTION WILL BE THOUGHTFULLY CONSIDERED . . .

R4 - REQUIRE ORGANIZATION TO INCORPORATE PRINCIPLES - 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.

R5 – EARLY INVOLVEMENT - Design and implement tools that City staff and departments utilize to communicate upcoming projects early in the process to support early involvement of residents. These tools should also assist City staff in identifying ways in which resident input can be solicited and incorporated into the planning processes of upcoming projects.

CORE PRINCIPLE 3: RECOGNIZE THE NEEDS OF ALL . . .

R6 - INCLUDE INDEPENDENT BOARDS - Develop more formal ways to include independent government boards in the community engagement system (School Board, Park Board, County, etc.)

R7 - COMMUNICATE WITH NON-GEOGRAPHIC GROUPS - Notify geographic and non-geographic community organizations about community engagement processes.

R8 - DEVELOP CITYWIDE SYSTEM - Develop a system for citywide engagement regarding citywide issues.

R9 - COORDINATE INPUT & ACTIVITIES - Develop a system to coordinate input from the Neighborhood Revitalization Program (NRP) to City departments and between City Departments.

R10 - BLOCK CLUBS & COMMUNITY ORGANIZATIONS - The city should promote more collaboration and improved communication between community organizations and block clubs where their respective goals in community engagement align.

R11 - INCREASE PLANNING INPUT - Develop a system to permit community organization priorities to inform the City's planning process and contribute to the City's work prioritization.

CORE PRINCIPLE 4: SEEK OUT INVOLVEMENT . . .

R12 - ALLOCATE RESOURCES - Develop a system to allocate resources to organizations that are asked to engage the community. Resources may include but are not limited to administrative funding, training or staff assistance, or professional technical assistance to eligible groups that desire to work to engage the community.

R13 - APPROVE ORGANIZATION CHARACTERISTICS - Approve "Characteristics of Organizations That Can Receive Resources to Engage the Community" **page 9**.

R14 - DEVELOP ACCOUNTABILTY SYSTEM - Develop a system of accountability for organizations that receive funding to engage the community.

R15 - SUPPORT CURRENT INITIATIVES - Utilize and support current community engagement projects and initiatives, including the NRP.

R16 - ALLOCATE RESOURCES FOR NRP - Allocate resources and staff for administration of adopted NRP Neighborhood Action Plans and existing contracts beyond 2009.

R17 - IMPLEMENT FIELD HEARINGS - Implement a system of field hearings—hold more meetings at times and locations that are convenient to the affected community. In addition, explore holding meetings of the city council, commissions and boards in the community.

R18 - IDENTIFY ALERNATIVE LOCATIONS - Identify or create locations around the city for meetings.

R19 - CREATE POINTS OF INTERACTION - Create well-defined points of interaction (clear processes, contacts within departments, and timing, etc) between the City and community organizations from the beginning of each process to its ends, including evaluation. These points of interaction should be established in all City departments.

R20 - MAINTAIN CONTACT INFORMATION - Maintain an updated, centralized and inclusive list of contact information on community organizations (both geographic and non-geographic) for notification and outreach.

R21 - COORDINATE TIMELINES - Make timelines for City projects better coordinated between City planners and community organizations.

R22 - IMPLEMENT BOARDS AND COMMISSION CE REQUIREMENTS - Require City boards and commissions to implement community engagement strategies in their work, providing them with sufficient resources and training. Strategies should include annual evaluation and accountability reports. Independent boards, commissions, and departments should work together on community engagement work plans that are cross-jurisdictional.

CORE PRINCIPLE 5: PARTICIPANTS DESIGN PARTICIPATION . . .

R23 - SEEK INPUT INTO CE SYSTEM - Seek out and include community engagement partners in decisions regarding changes to the community engagement system.

R24 - SEEK INPUT INTO CE RESOURCES - Include community organizations in decisions about resource allocation whenever possible and appropriate.

R25 - BEST PRACTICES AND PEER SUPPORT - The City should provide a forum where best practices can be shared among community organizations seeking or receiving City funding for community engagement and City departments. Peer support by those demonstrating best practices should be utilized.

R26 – SUPPORT FOR VOLUNTEER PROGRAMS - The City should provide adequate resources to City programs such as CCP/SAFE that rely on volunteer residents to carry out its mission.

CORE PRINCIPLE 6: ADEQUATE INFORMATION . . .

R27 - CREATE A RESIDENT-BASED COMMISSION - Create a resident-based commission of community engagement.

The <u>responsibilities</u> of a community engagement commission should include but not be limited to:

- Actively assisting in short and long-term planning, development and implementation of the City's community engagement system.
- Working with and advising the City on the development of policies related to community engagement.
- Advising the Mayor, City Council and City Departments on community issues and needs related to community engagement and the City's community engagement system.
- Reviewing the organizations seeking official support from the city for the purpose of community engagement

The <u>composition</u> of a community engagement commission should:

- Reflect the diverse interests and perspectives of the Minneapolis community. The recruitment process should be designed to ensure diversity of representation and ideas and take into consideration the City's commitment to civil rights, affirmative action and geographic distribution wherever possible.
- Include resident appointees from the County, Park Board, and School Board
- Be provided the necessary City staff to meet these responsibilities.
- Continuously evaluate its work and responsibilities to evolve with the needs of the City's community engagement system.

R28 - TAILOR ACCESS TO INFORMATION - Provide information quickly and in ways that are tailored to users' needs.

R29 - USE TECHNOLOGY FOR DISSEMINATION - Utilize technology, including the Web and WiFi, to provide information to encourage and increase informed community engagement.

R30 - CREATE CENTRAL LOCATION - Create a central location that informs people of the various avenues and resources available for participation.

R31 - USE EXISTING GROUPS - Find consistent ways to use existing communities and groups to gather and disseminate information.

R32 – PROVIDE RESOURCES - Provide the resources to support a variety of communication strategies known to reach residents directly.

R33 - MAINTAIN WEB - 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.

R34 - REQUIRE TRAINING - Require City staff members who work in the community to have ongoing cultural orientation and community engagement training. Encourage staff and board members from community organizations receiving City funding for community engagement to have cultural orientation and community engagement training.

CORE PRINCIPLE 7: KNOWN EFFECT OF PARTICIPATION . . .

R35 - REPORTING RESULTS - Establish policies that require **reporting the results** of a decision, particularly to those who provided input.

R36- FOLLOW-UP ACTIONS – This report is a statement of what should be done to improve community engagement rather than how to make those improvements. The task force acknowledges that additional detail is necessary. Due to the scope of this work (including the timeframe) those details are not included in this report. However, it will be important that decision-makers thoughtfully consider the funding and implementation details with ample and diverse community input.

MINNEAPOLIS CORE PRINCIPLES OF COMMUNITY ENGAGEMENT

(RECOMMENDATION 2)

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 . . .

   VALUED - Community engagement should be a fundamental value and should be part of the regular culture of how things are done.

2) **CONTRIBUTION WILL BE THOUGHTFULLY CONSIDERED** - Public participation includes the promise that the public's **contribution will be thoughtfully considered.**

   QUALITIES . . .

   EARLY - Engagement should happen as early in the process as possible—before momentum is difficult to redirect.

   INCLUSIVE - All organizations involved in the community engagement process should encourage and provide the opportunity for all viewpoints to be heard.

   RESPECTFUL AND OPEN - Individuals involved in the community engagement process should strive to be respectful and open to the ideas of others.

   DELIBERATIVE - Community engagement should include a deliberative process of weighing pros and cons.

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 . . .

RESPONSIVE - Engagement should be about what the community needs not only about what the City needs input on at any given time.

FAIR - the process must be fair—not everyone gets their way, but everyone has a place at the table.

TWO-WAY - Communication must be two-way.

BROAD - Notifications should be broad.

FORMAL AND INFORMAL - Formal and informal relationships should be identified, recognized and valued.

COORDINATED - The City should coordinate with other jurisdictions, such as parks, schools and libraries, on community engagement.

4) SEEK OUT INVOLVEMENT - Public participation **seeks out and facilitates the involvement** of those potentially affected by or interested in a decision.

QUALITIES . . .

CREATIVE - Potential community engagers should be creative in their techniques to gain participation.

EASY - Efforts should be made to identify barriers and make the path to participation easier for those who are least likely or able to participate.

SUPPORTED – Resources should be allocated or available to groups with community engagement mandates.

MONITORED - Groups that receive resources to provide participation should have accountability and measurable outcomes including how the group is representative.

5) PARTICIPANTS DESIGN PARTICIPATION - Public participation seeks **input from participants in designing how they participate**.

QUALITIES . . .

ESTABLISHED - There should be established expectations and roles.

CLEAR - There should be clear expectations and mutual accountability for core principles.

6) ADEQUATE INFORMATION - Public participation **provides participants with the information they need** to participate in a meaningful way.

QUALITIES . . .

CONSISTENT - There should be a consistent and predictable system for sharing information needed for informed community engagement.

TRANSPARENT - Communication should be well-defined, timely, fair, clear, and transparent.

INFORMATIVE - Communities should be made aware of how decisions will affect them.

LEGAL - Legal requirements for notice should be clearly stated and understood by all.

7) KNOWN EFFECT OF PARTICIPATION - Public participation **communicates to participants how their input affected the decision.**

QUALITIES . . .

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

CHARACTERISTICS OF ORGANIZATIONS THAT CAN RECEIVE RESOURCES TO ENGAGE THE COMMUNITY (RECOMMENDATION 13)

(**Note:** these characteristics are based on the City's Citizen Participation Guidelines for neighborhood associations with changes and additions made by the Task Force.)

These characteristics identify community organizations that are eligible to receive City support for community engagement initiatives that have as their purpose: involving resident participation and leadership in prioritizing community issues, planning and implementing strategies that address those issues.

CHARACTERISTICS:

The City may provide resources including but not limited to administrative funding, training or staff assistance to eligible groups that desire to work to engage the community.

1) Represent:

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

   (b) a **cultural or affinity group**.

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

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

4) Representative groups must demonstrate that they use **broad, open and inclusive deliberations** on behalf of their constituents and **comply with all applicable laws**.

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

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

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

8) 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.

9) The organization must have a **board of directors** who is elected on a regular basis by that organization's membership and who is in place for at least one year prior to the beginning of the contract year. In the case of community organizations, the organization's board must represent a reasonable cross-section of the community. In the case of neighborhood organizations, neighborhood residents must comprise no less than 60 percent of the organization's board.

10) 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 - Background Material

Several pieces of background material were handed out or referred to at Task Force meetings including:

- City of Minneapolis Citizen Participation Guidelines – approved by City Council February 24, 2006
  www.ci.minneapolis.mn.us/cped/docs/citizen_participation_guidelines.pdf
- City of Minneapolis Org Chart (PDF)
  www.ci.minneapolis.mn.us/communications/docs/cityorgchartAUG2006.pdf
- Community Engagement Report, prepared for the Mayor and Minneapolis City Council, Nov. 8, 2006
  www.ci.minneapolis.mn.us/communications/CEReport06_CE.asp
- Community Manifesto: Valuing Australia's Community Groups – a report by Ourcommunity.com (PDF)
  www.ci.minneapolis.mn.us/communications/docs/CommunityManifesto_Australia.pdf
- Comparison Points of Community Engagement Activities (PDF)
  www.ci.minneapolis.mn.us/communications/docs/ce_matrix_081507.pdf
- Council Presentation on Community Engagement work plan, "Community Engagement Report, Public Feedback & Next Steps," summary presentation prepared by the Office of the City Coordinator, April 2007
  www.ci.minneapolis.mn.us/council/2007-meetings/20070427/Docs/01_PP_Presentation.pdf
- Definition Reference from Community Engagement FAQ on the Web (PDF)
  www.ci.minneapolis.mn.us/communications/docs/CE_FAQReference.pdf
- Description of Current CE Activities (PDF)
  www.ci.minneapolis.mn.us/communications/docs/CurrentCEActivities_20080801.pdf
- International Association Core Values of Public Participation (PDF)
  www.ci.minneapolis.mn.us/communications/docs/IAP2CoreValues.pdf
- Levels of Engagement Continuum: Tamarack: An Institute for Community Engagement, 2002 (PDF)
  www.ci.minneapolis.mn.us/communications/docs/LevelsOfEngagementContinuum.pdf
- Minneapolis School District note (PDF) reference from Destination Excellence: Revitalizing Minneapolis Public Schools Web site
  www.ci.minneapolis.mn.us/communications/docs/CE_MplsSchoolsNote.PDF
  http://destinationexcellence.mpls.k12.mn.us/destinationexcellence.html
- "Models of participatory governments," Memo from Robert Miller, NRP Directory, July 25, 2007 (PDF)
  www.ci.minneapolis.mn.us/communications/docs/CE_ParticipatoryGovts.pdf
- Neighborhood Revitalization Program Primer
  www.nrp.org/R2/AboutNRP/Basics/Primer.html
- Proposed Definition of Community Engagement (PDF)
  www.ci.minneapolis.mn.us/communications/docs/CEdefn_language.pdf
- Public Participation Spectrum from the International Association for Public Participation (PDF)
  www.ci.minneapolis.mn.us/communications/docs/PublicParticipationSpectrum_2003workgroup.pdf
- Public Schools and Engaged Communities, from the Kettering Foundation (PDF)
  www.ci.minneapolis.mn.us/communications/docs/EngagedCommunities_Kettering.pdf
- Report on the Community Engagement Process Review, March 2007 (PDF)
  www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_62.pdf
- "Summary of Results from the Community Engagement Report Review Process," Memo from Robert Miller, NRP director, March 21, 2007 (PDF)
  www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_61.pdf
- "Summary of Community Input on CE Task Force Draft Report," compiled through Oct. 29, 2007 (PDF)
  http://www.ci.minneapolis.mn.us/communications/docs/CETFCommunityReport_102507.pdf

Appendix B – Task Force Members & Biographies

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, discontinued participation in the group due to personal circumstances.)

Non-voting Participants

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

Mayoral Representative: Cara Letofsky

Staff Resources:
Jennifer (Amundson) Lastoka
Erik Hansen
Luther Krueger
Barb Lickness
Greg Simbeck

Task Force Support:
Alicia Scott
Tamara Downs-Schwei
Pa Vang

Task Force Facilitators:
GrayHall (Karen Gray & Nora Hall)

Voting Participant's Biographies

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.

continued

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

John Bernstein is an equity research analyst for Sit Investment Associates. He has lived in and around Minneapolis for more than 20 years. Since moving back into Minneapolis eight years ago, he has been actively involved in the community for most of that time. He served on the Lowry Hill Residents, Inc. for the past six years, including four as the NRP Chair and two as the organization's Vice President. John also serves on the Capital Long-Range Improvement Committee (CLIC) and is a board member of WESAC Baseball, Inc.

John enjoys coaching youth baseball and soccer, and teaching downhill skiing during the winter months. He lives in the Lowry Hill Neighborhood with his wife and four children.

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

Elena has eleven years of experience working in the community development field, most recently serving as the Executive Director of the Powderhorn Park Neighborhood Association. She recently accepted a Project Administrator position with the Council on Crime and Justice.

Elena brings to the task force a strong commitment to community-driven planning and policy development. She holds a B.S in planning from St. Cloud State University and lives in South Minneapolis with her son.

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. The Twin Cities Media Alliance offers citizen journalism classes and media skills workshops, and publishes the Twin Cities Daily Planet, an online news website that is updated daily with original reporting by citizen journalists, and the best of the local neighborhood and community press. Iggers has a PhD in philosophy from the University of Minnesota. 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.

Repa Mekha

Repa Mekha is the Executive Director of Payne-Lake Community Partners (PLCP), a community development intermediary currently supporting development in South Minneapolis and East St. Paul, MN with a focus on building strategic connections between community engagement and community development approaches. Payne-Lake Community Partners also helps to discover and generate innovative ideas, initiatives, and institutions that arise from within neighborhoods and have the potential to reach significant scale. Before PLCP Repa served as Executive Director of Freeport West, a community-based social service and community building agency serving the Twin Cities area. Repa has also served as a local and national consultant and social entrepreneur on organizational change and development. He has lived in the Twin Cities since 1988.

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

Jessie Saavedra has been a Phillips resident for over 40 years. He is active in the Latino community, a member of the Latino Advisory Committee to the Mayor and the City Council, board chair of La Familia Guidance Center, a volunteer for Holy Rosary Church and works for the Minnesota Department of Health.

Jeffrey Strand

Jeffrey L. Strand has been involved in neighborhood and community empowerment efforts in Minneapolis since joining the Shingle Creek Neighborhood Association board in 1992. Strand served as neighborhood chair from 1997-2006 and remains a director. The neighborhood has seen major changes in the past 15 years, with such collaborative projects as the Humboldt Greenway, Shingle Creek Regional Pond, and Humboldt Industrial Park-Minneapolis Business Center. Shingle Creek completed NRP Phase I and received approval for its Phase II NRP Action Plan. Over the years, the Shingle Creek neighborhood organization has been involved in Camden Community-wide and/or citywide planning efforts with other partners through the Camden Alliance of Neighborhoods, the Mississippi Corridor Neighborhoods Coalition, the Penn-Lowry Lyndale Implementation Council, and the Northside Neighborhood Alliance.

Strand has served on the NRP Policy Board in 2001-2002 and 2004-2007 and on the Minneapolis Capital Long-Range Improvement Committee for 13 years. He is currently the president of the community board for the CommonBond Shingle Creek Commons senior housing facility and a director for Minneapolis DFL Senate District 58. Strand is hopeful that the adopted draft Community Engagement Task Force report will stimulate further discussion and action to fully fund the existing nationally-recognized NRP program, while providing for improvements to the City's process to encourage increased civic engagement and empowerment.

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

Long X. Yang was originally from Laos. He came to the United States in 1978 as a Hmong refugee. He first settled in Dallas, Texas, and then resettled in Greensboro, North Carolina, St. Paul, Minnesota, Pullman & Colfax, Washington, Milwaukee and Hilbert, Wisconsin. He then came to Minneapolis in early 2007 working for the Hmong American Mutual Assistance Association in north Minneapolis.

He has been a long time public services person. He is active in education and resettlement programs. He had been served and is now serving various positions such as board member, advisor, co-chairperson, and chairperson from youth to mainstream organizations.

Long X. Yang has been a life-long student of politics. He graduated with a Bachelor Degree from the University of Minnesota, Twin Cities in 1990. He then went on to get his Masters Degree in Political Science from Mankato State University in 1994. He was accepted to the Ph. D. program in Political Science at Washington State University in Pullman, Washington. However, he transferred to and received his post graduate degree from Northern Illinois University in Dekalb, Illinois.

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.

Appendix C – Task Force Meeting Attendance

First Name	Last Name	6/27	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/12	10/29	11/8
% of attendance		84%	81%	90%	77%	87%	93%	80%	70%	77%	81%	48%	52%
Anne	**McCandless**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**A**
Barb	Lickness	X	A	X	X	X	X	A	X	X	X	X	X
Cam	Gordon	X	X	X	X	X	X	X	X	X	A	X	A
Chris	**Morris**	**X**	**X**	**X**	**X**	**X**	**A**	**X**	**X**	**A**	**A**	**A**	**A**
David	**Rubedor**	**X**	**X**	**X**	**A**	**X**	**X**	**A**	**A**	**X**	**A**	**A**	**X**
Diana	**Hawkins**	**X**	**A**	**A**	**A**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**
Diane	Hofstede	A	X	X	X	X	X	X	X	A	X	X	A
Diann	**Anders**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**A**
Don	**Fraser**	**A**	**X**	**A**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**A**	**X**
Elena	**Gaarder**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**A**	**X**	**A**	**X**
Erik	Hansen	X	A	X	X	A	X	X	A	X	X	A	A
Greg	Simbeck	X	A	X	X	X	A	X	X	X	A	A	X
Jeffrey	**Strand**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
Jennifer (Amundson)	Lastoka	X	X	X	X	X	X	X	A	X	X	X	X
Jeremy	**Iggers**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**X**
Jessie	**Saavedra**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**A**
John	**Bernstein**	**A**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
Joyce	**Wisdom**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**
Justin	**Huenemann***	**X**	**X**	**X**	--	--	--	--	--	--	--	--	--
Kathleen	**Anderson**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**A**	**A**
Luther	Krueger	A	X	X	A	X	X	X	X	X	X	A	X
Mark	**Fox**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
Mary	**Keefe**	**X**	**X**	**X**	**X**	**A**	**X**	**X**	**X**	**X**	**X**	**A**	**A**
Matt	**Perry**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
Mayor/Rep Cara Letofsky		X	X	X	X	X	X	X	X	A	X	X	X
Mohamed	**Ali**	**X**	**X**	**X**	**A**	**A**	**X**	**A**	**A**	**A**	**A**	**A**	**A**
Repa	**Mekha**	**X**	**A**	**A**	**A**	**X**	**X**	**A**	**A**	**X**	**X**	**A**	**A**
Robert	Lilligren	X	X	X	X	X	X	X	X	A	X	X	**X**
Russ	**Adams**	**X**	**X**	**X**	**A**	**X**	**X**	**A**	**A**	**A**	**X**	**A**	**X**
Shirley	**Yeoman**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**
Long	**Yang**	**A**	**A**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**

Names in **bold** indicate voting task force members

*due to personal circumstances, Justin Hueneman was unable to fulfill task force duties and respectfully withdrew his name.