



Work Group 1: Program Guidelines, Funding and Implementation Meeting 3: September 6, 2018

Check In:

- Name/Pronoun introductions
- Each person in attendance named a favorite thing about fall

Review:



- Working Agreements
- City Council Definitions of Equity
- City Council Equitable Engagement
 - *Reminder* - Pink groups are those identified by the city as those that are in most need of engagement engagement cultural groups
- *Notes* -
 - Clarifying question on programmatic ideas included in Meeting #2 notes: These were written out verbatim based on the flip charts submitted by small groups at the end of Meeting #2.
 - *Reminder* - For future reference, if you have any concerns about notes, please email Steve Gallagher 24 hours in advance of next meeting

Discussion on goals of workgroup:

- *Note* - Reviewed goals on page one of document Steve sent to group to prep for this meeting
- *Summary* - NCR developed goals from the questions, ideas and discussions from the last two meetings work group one has had; plus, added more to anticipate future questions and to help identify problem areas. The WG went through each goal and made the following suggestions.
 - Goal #1 - change “many” to “several”
 - Goal #2 - *Reminder*, not every group has financial accountability attached to their strategic plan

- Goal #4 -
 - Take “program” out
 - Reminder, 2018 survey was updated to meet a more expanded definition of diversity
- Goal #5 - clarify “City of Minneapolis” (example: does this include NCR?)

Ranking of programmatic ideas into categories

- *Summary* - NCR staff also created a list of guideline possibilities based on previous discussions. In this meeting all members present voted on each guideline to indicate whether or not to incorporate each specific guideline possibility into first proposal mock drafts (green = incorporate; red = do not incorporate; yellow = more discussion needed). The group also recommended an additional set of guidelines for consideration.
- This exercise consisted of each member having a Red, Green and Yellow piece of cardstock. The facilitator announced the guideline and individual members raised the corresponding color of their agreement. Any idea which that full agreement, or those with over 2/3rds agreement (7 out of 10 votes), will be listed as incorporate (green) or not incorporate (red) into the guidelines. Any idea which has a majority of yellow, or a mix of Red and Green votes, will be considered further for debate and final consideration both in small and large groups.
- Upon completion, time remained and the group began discussing # 10. The group had a majority wishing to spend 10 mins or less on each topic and allow each member a chance to speak (prior to responses from members who had already participated)

Conversation on (#10, original language): *“Collaborations between Neighborhoods and Cultural Groups: Require both Neighborhood Organizations and Cultural Community Groups, whom are funded, to have minimum expectations of cooperation.”*

- *Summary* - A robust discussion to clarify and amend this guideline rounded out the meeting. Key majority opinions, concerns and opportunities centered primarily around the following thoughts (though no final conclusion was decided on):
 - Discussion of including the word “require” vs “encourage”
 - Want to be sensitive to cultural group’s time - that can’t be all things to all people
 - Want to attract the right resources
 - Does using “require” force groups to keep this top of mind?
 - Vetting
 - Are there concerns the city would require neighborhoods to work with a group they’re not comfortable with (due to past experience, reputation, etc)
 - Reminder - these groups are vetted and they will be vetting neighborhood as well
 - Neighborhoods need to go to these orgs, unlikely to be vice versa
 - Should you work with cultural groups that are within your neighborhood (over others)?
 - Keep in mind disproportionate numbers of groups based on neighborhoods - not all have the same #s or access
 - Should “collaborate” change to “partner”
 - How does the city find these cultural groups?
 - How do neighborhoods find these groups? How do we bridge that gap?

- Could there be a liason that works with the neighborhoods?
 - Public comment reinforcing the help a liason can bring, also providing empathy and knowledge back and forth
 - Could there be a required day for neighborhoods to go meet with these groups?
- *Initial suggestions from Steve to wrap up conversation*
 - Make this guideline a best practice
 - Explained that discretionary income can be expanded, designed to facilitate collaboration
 - Volunteered to have NCR staff come up with a position statement to clarify the guideline for the group to react to.
- *For the next meeting -*
 - NCR staff will cluster guidelines into general categories and/or provide more narrative where necessary
 - WG asked to break into small groups to discuss
- *Future timeline -* During the meeting between September 20 and October 2 (Meetings 4 & 5) staff will develop one or two funding proposals, taken from the programmatic features, and present to the work group. Using the guideline framework developed previously, staff will try to determine the viability financially. Previous funding proposals will be presented at the Work Group. The work group will then review, ask questions, comprehend, debate and adjust into potential funding proposals.

Check Out:

- Next meeting is Thursday, September 20 from 6 to 8 p.m.
 - Location: Crown Roller Mill, 2nd Floor Conference Room
 - 105 S. 5th Avenue
- Resource reminders:
 - Use the Workgroup Resource Library, <http://www.minneapolismn.gov/ncr/2020>
 - Reference materials [here](#)
- Homework:
 - Review the updated guidelines document sent out by Steve G
- Do you have questions for the community? Steve has the ability to ask those that volunteered to be on a listserv. Contact him with suggestions!
 - Steven.gallagher@minneapolismn.gov
 - 612.673.2905

To ensure everyone on the work group has a base understanding of the questions which will be brought forth at the next meeting I have created a list for review. Many of these ideas were derived from the questions/results/recommendations from the meeting on August 16th.

The next pages are a list of 'ideas', and brief explanations, which will be discussed at the next meeting. These ideas were developed from the questions, ideas and discussions from the work groups have in the last two meetings; plus, staff added more to anticipate your future questions and to help identify problem areas. Do not take this as a wish or want list. Ideas were suggested that may include items which no one would support to those which are highly supported. NOT BECAUSE THEY ARE EXPECTED OR WANTED. Please familiarize yourself to these. Also, if you have any other programmatic ideas please send them to Steven Gallagher prior to the next meeting so they can be incorporated into the meeting.

One of the first exercises will be to "run through" programmatic ideas to create a list of "Green – Incorporate" – "Red – Do not incorporate" – and "Yellow - need more discussion by the group"

This exercise will consist of each member having a Red, Green and Yellow piece of cardstock. The facilitator will announce an idea. Individual members will raise the corresponding color of their agreement. Any idea which has full agreement, or those with over 2/3rds agreement, will be listed as incorporate or not incorporate into the guidelines.

Any idea which has a majority of yellow, or a mix of Red and Green votes, will be discussed further for debate and final consideration both in small and large groups.

Between the September 6th and September 20th meeting staff will develop a "mock" guideline proposal which incorporates the ideas mentioned above. The Work Group will then review, comprehend and adjust the document into their draft guideline proposal. This "mock" guideline will be a general outline and not have finite details incorporated.

The meeting between September 20th and October 2nd staff will develop one or two funding proposals, taken from the programmatic features, and present to the work group. Using the guideline framework developed previously staff will try to determine the viability financially. Previous funding proposals will be presented at the Work Group. The work group will then review, ask questions, comprehend, debate and adjust into potential funding proposals.

The work group can then decide where they would like to listen to feedback from the community.

Goal 1: Increase *inclusive and vibrant* leadership within neighborhoods. Creating space for new ideas, people and planning

Explanation: Several neighborhoods have had the same individuals on the board for 15-20 years. Many executive committee members have been in leadership roles for 10-15 years. How can the program guidelines help in creating a fluid, welcoming environment for new leaders?

Goal 2: Create *effective* financial and program accountability of neighborhood organizations to communities served and taxpayers.

Explanation: Some neighborhoods have a lack of financial awareness and responsibility. The reporting of financial information is not standardized or consistent. Multiple neighborhoods have had embezzlement and fraud occur. Not every neighborhood organization has financial accountability attached to their strategic plan.

Goal 3: Increase *effective* capacity of neighborhoods in the areas of administration and program development

Explanation: Neighborhoods across Minneapolis operate in different ways. Some have a full time Executive Director and staff, while others have an all-volunteer operation. Find some areas in which minimums must be met in capacity areas. Elevate the work of neighborhood organizations.

Goal 4: Create *Inclusive, diverse and equitable* neighborhood organizations.

Explanation: The past two diversity surveys of neighborhood organization showed a preponderance of White Homeowners in their Board of Directors. Need to increase diversity and representation of People of Color and under-engaged.

Goal 5: Clarify an *effective* role and relationship with the City of Minneapolis- NCR.

Guidelines that will assist funded organization to work effectively and cooperatively with one another.

1. Board Member Term Limits: Should boards be required to implement term limits on members

- ❖ Potentially Addressing Goal: 1,3,4

2. Board Officer Term Limits: Should neighborhoods be required to implement term limits on its executive committee members. (i.e. two terms of two years)

- ❖ Potentially Addressing Goal: 1,3,4

3. Uniform Board eligibility procedures: Each neighborhood would have the same set of acceptable board member eligibility requirements.

- ❖ Potentially Addressing Goal: 2,3,5

4. Early Voting: Provide the ability to conduct early voting for Board Membership of funded organizations

- ❖ Potentially Addressing Goal: 1,3,4

5. Uniform Annual Meeting Agendas: Each neighborhood would have to cover certain basic requirements at every annual meeting. Annual meeting agendas would have to cover items such as but not limited to: a) financial health of organization b) outreach efforts for the past year c) Audit issues or successes

- ❖ Potentially Addressing Goal: 1,3,4

6. Board training: NCR would provide training for all new board members within the City. This could be a one-day event for all new members; or, multiple training as all neighborhoods; or, one-day event with additional training when the needs arise at specific neighborhoods. *Combined with one-day election logistics for combined board training is feasible.

- Mentoring/succession planning for board members during transition periods

- ❖ Potentially Addressing Goal: 1,2,3,4,5

7. Baseline Funding Programming: Each neighborhood would have a baseline of funding in order to budget going forward.

- ❖ Potentially Addressing Goal: 2,3,5

8. Impact Funding: Create additional funding opportunities dependent on plans to exceed expectations. Neighborhoods could plan to increase their engagement activities and receive additional funding.

- ❖ Potentially Addressing Goal: 1,2,3,4

9. Funding to non-neighborhood groups: Funding should be allocated to cultural group along with neighborhoods for expanded and combined engagement efforts.

- ❖ Potentially Addressing Goal: 4

10. Collaborations between Neighborhoods and Cultural Groups: Require both Neighborhood Organizations and Cultural Community Groups, whom are funded, to have minimum expectations of cooperation.

- Introduction of membership
- Letter of support or review from one another for funding applications
- Encourage cooperation in programming

- ❖ Potentially Addressing Goal: 1,3,4

11. Staff: Funded organizations will have paid professional staff.

- ❖ Executive Director
- ❖ Community Outreach Staff
- ❖ Accountant/Finance
- ❖ Mentoring/succession planning
- ❖ Potentially Addressing Goal: 2,3 possible 5

12. Discretionary Funds: A separate funding stream that is available to organizations for specific one-time special projects.

- Potentially Addressing Goal: 1,2,3,4,5

13. Competitive Funding: A separate funding stream that is available to funded organizations for specialized projects. Funded organizations would compete for these funds based on need, planning and City priorities.

- Potentially Addressing Goal: 1,2,3,4,5

14. City Funding: Shift 50% of current funding to cultural organizations. 50% stays with neighborhood organizations.

- Potentially Addressing Goal: No Goals met

15. City Funding: Increase City funding to allow more funding for cultural organizations

- Potentially Addressing Goal: 1,3,4

16. Pooled Services: Encourage and allow neighborhoods with less capacity to pool their services to create a base level of staffing, professional services, and administration.

- Executive Director(s)
- Community Staff
- Accounting Services
- The City of Minneapolis provide additional funding to assist with transitioning to pooled services.
- ❖ Potentially Addressing Goal: 1,2,3,4,5

17. Budgeting: Create budgeting to reflect the demographics in the geographic area

- Separate funds proportional to gaps in representation- if there is a 35% gap in board representation then shift 35% of funds to renter outreach
- If 60% of the demographics are renters then 60% of your budget/staff should prioritize rental issues
- Potentially Addressing Goal: 4

18. Infrastructure: Have a dedicated post office address for organization

- Not members home
- Not Park Buildings
- Minimum of a P.O. Box
- Potentially Addressing Goal: 2,3,5

19. Required Basic Meetings: Funded Organizations will have a set of meetings open to the public (Respond to each)

- Monthly Meetings
- Quarterly Meetings

- Annual Meeting
- ❖ Potentially Addressing Goal: 1,2,3,4

20. Mandatory Door Knocking: Require neighborhood to door knock every door in neighborhood every year/two year

- Potentially Addressing Goal: 1,3,4

21. Accounting Ability: Funded organizations must have an acceptable accounting contracted individual/entity or staff member able to provide a minimum level of service. (Respond to each)

- Should the organization be expected to use an accounting program (i.e. QuickBooks)
- Funded organization shall agree to follow the NCR Audit Policy. Refusing an audit is grounds for funding termination
- Contractual agreement for funded organization to prosecute in cases of fraud or embezzlement
- ❖ Potentially Addressing Goal: 2,3,4,5

22. Create a minimum duty to perform for funded organizations: Should each funded organization have a set of minimum activities to qualify for funding.

- List potential minimum duties to perform
- ❖ Potentially Addressing Goal: 3,4

23. Same day Citywide Election for Board Members: All funded organizations would have one date for their annual meeting/election of board members. Offers the opportunity to do a city-wide campaign to inform residents about neighborhoods and how they can be involved. Helps to focus efforts to reach out to cultural organizations and communities. Also, allows the City to employ its PR focus to assist neighborhoods. Provide neighborhoods with funding to sign on to this action.

- ❖ Potentially Addressing Goal: 1,2,3,4,5++

24. Funded Organizations are independent non-profit organizations; however, most only have income from the City of Minneapolis. Does the City, as a funding source, have an expectation for receivables from this funding?

- ❖ Potentially Addressing Goal: 1,2,3,4,5

25. Technical Assistance from The City/NCR: Ensure the NCR department aids with items like: Accounting, planning, communications

- ❖ Potentially Addressing Goal: 2,3,5

26. Communications/Graphic Design: NCR Department contracts with a graphic designer which neighborhoods could use up to 4 hours of time each year for quality flyers, designs or engagement activities

- ❖ Potentially Addressing Goal: 3,4,5

27. Childcare: NCR Department contracts with child care providers which funded organizations could use during meeting. Maximum time per organization, but organization could supplement funding if more needed.

❖ Potentially Addressing Goal: 1,3,4,5

28. Outreach/Door knocking: NCR Department contracts with groups to provide door knocking services for struggling neighborhoods. Allocate 20 hours of door knocking before annual meeting.

❖ Potentially Addressing Goal: 1,3,4,5

29. Outreach Services: Neighborhoods, Neighborhood Specialists and Cultural Community Specialists would work together in identifying cultural community connections

❖ Potentially Addressing Goal: 1,,3,4,5

30. Training: NCR should provide training for best practices. Encourage neighborhoods to attend the Learning Lab series. Provide a survey to neighborhood organizations for what is most needed.

❖ Potentially Addressing Goal: 1,2,3,4,5

31. Bylaw Review: The NCR Department shall review all neighborhood bylaws to suggest best practices, ensure effective governance and encourage leadership development.

❖ Potentially Addressing Goal: 1,2,3,4,5

32. Technology: The City will help secure, train and implement technological programs: Accounting, volunteer identification, donation tracking.

❖ Potentially Addressing Goal: 2,3,5

33. Technology: The City will provide a user-friendly means to track funded organizations balances, plan modifications, program status and reporting of activities

❖ Potentially Addressing Goal: 2,3,5

34. Audits: The City will pay for audit services for funded organizations. The City will create an audit schedule (not every funded organizations will be audited every year)

❖ Potentially Addressing Goal: 2,3,5

35. Insurance: NCR Department will request quotes, and work with a provider, to find the best Directors and Officers Insurance. NCR Department will fund Directors and Officers Insurance.

❖ Potentially Addressing Goal: 2,3,5

36. Citywide Recognition Awards: Every couple of years the City identifies excellent work in 2-3 categories. Creating "Best of". The City could include a monetary award for this recognition.

❖ Potentially Addressing Goal: 1,2,3,4,5

37. Collaborations: Funded organizations would be encouraged:

- Observe other funded organizations board meetings
- Periodic gatherings of board chairs, treasurers, etc. to encourage dialogue and share projects
- Find and incorporate alternatives to Robert's Rules of Order
- Staff Gatherings
- ❖ Potentially Addressing Goal: 1,2,3,4,5

38. Health Insurance pool for Neighborhood Staff

39. NCR create a General liability insurance pool

40. NCR Provide Human resources information

41. NCR Provide translations/interpretations

42. Americans with Disability Act resources available to neighborhoods by NCR

43. NCR Create Citywide Training Handbook

44. Work Plan: NCR Staff, neighborhood specialist and cultural specialist have written work plans

Neighborhoods 2020 - Guideline Questions

Yes	No	Maybe	Guideline
4		5	1. Board Member Term Limits
7		2	2. Board Officer Term Limits
1	2	6	3. Uniform Board eligibility procedures
6	1	2	4. Early Voting
6		3	5. Uniform Annual Meeting Agendas
7	2		6. Board training
3	1	5	7. Baseline Funding Programming
7		2	8. Impact Funding
4	1	4	9. Funding to non-neighborhood groups
2		7	10. Collaborations between Neighborhoods and Cultural Groups
	1	8	11. Staff: Funded organizations will have paid professional staff.
			a. Executive Director
			b. Community Outreach Staff
			c. Accountant/Finance
1		8	12. Discretionary Funds
5		5	13. Competitive Funding
	5	5	14. City Funding: Shift 50% of current funding to cultural organizations.
7		3	15. City Funding: Increase City funding to allow more funding for cultural organizations.
8		2	16. Pooled Services: Encourage and allow neighborhoods with less capacity to pool their services to create a base level of staffing, professional services, and administration.
			a. Executive Director(s)
			b. Community Staff
			c. Accounting Services
			d. The City of Minneapolis provide additional funding to assist with transitioning to pooled services.
	1	9	19. Budgeting: Create budgeting to reflect the demographics in the geographic area.
6		4	20. Infrastructure: Have a dedicated post office address for organization.
			21. Required Basic Meetings: Have a set of meetings open to the public (Respond to each)
5	3	2	a. Monthly Meetings
8		2	b. Quarterly Meetings
9		1	c. Annual Meeting
2	3	5	22. Mandatory Door Knocking
			23. Accounting Ability: organizations must have an acceptable
7		3	a. Should the organization be expected to use an accounting program (i.e. QuickBooks)
10			b. Funded organization shall agree to follow the NCR Audit Policy. Refusing an audit is grounds for funding termination.
		10	c. Contractual agreement for funded organization to prosecute in cases of fraud or embezzlement.
4		6	24. Create a minimum duty to perform for funded organizations.
3		7	25. Same day Citywide Election for Board Members.
8		2	26. Funded Organizations: Expectation for receivables from this funding?
8		2	27. Technical Assistance from The City/NCR: Accounting, planning, communications
7	2	1	28. Communications/Graphic Design: NCR Department contracts with a graphic designer

Neighborhoods 2020 - Guideline Questions

Yes	No	Maybe	Guideline
6	3	1	29. Childcare: NCR Department contracts with child care providers
1	1	8	30. Outreach/Door knocking: NCR Department contracts with groups to provide door knocking services
7		3	31. Outreach Services: Neighborhoods, Neighborhood Specialists and Cultural Community Specialists
5		5	32. Training: NCR should provide training for best practices
			33. Board training: NCR would provide training for all new board members within the City
7	1	2	34. Bylaw Review: The NCR Department review neighborhood bylaws
4	2	4	35. Technology: The City will help secure, train and implement technological programs
8		2	36. Technology: The City provide to track organizations balances, plan modifications, program status
10			37. Audits: The City will pay for audit services for funded organizations
8		2	38. Insurance: NCR Department will fund Directors and Officers Insurance
5		5	39. Citywide Recognition Awards: Every couple of years the Creating "Best of"
			40. Collaborations: Funded organizations would be encouraged:
5	1	4	a. Observe other funded organizations board meetings
10			b. Periodic gatherings of board chairs, treasurers, etc. to encourage dialogue and share projects
8	1	1	c. Find and incorporate alternatives to Robert's Rules of Order