Rainier Beach Neighborhood Capacity Project

City of Seattle and
Rainier Beach Neighborhood Advisory Committee

January 23, 2012

(revised 1/30/12 based on RBNAC comments 1/23/12)

Consultant Team:
Trang Tu
Nanette Fok
Mary Murray

Outline

1. **Welcome & Intro**

2. **Learning Updates** (15 mins)

3. **Building a Foundation** (25 mins)

4. **Strategies for Moving Forward** (45 mins)

5. **Project Next Steps** (10 mins)

1. Where We Left Off

December meeting

❖ Shared what we learned about Rainier Beach

❖ Identified strengths and areas to strengthen

❖ Shared research about collaboration and what makes it work

❖ Provided a matrix of collaboration ingredients

1. Today's Goals

1. **UPDATE** on learning and work since last meeting

2. **BUILD a FOUNDATION** to move forward

3. **CRAFT STRATEGIES** to move forward

1. Project Overview

	Oct. – Nov.	Dec.	Jan.	Feb.

Gathering Information

Focused **community input** (surveys, interviews) →

Research on organizational **models** →

Products & Results

Develop / flesh out **org model** →

Refine / finalize model →

SUMMARY OF LEARNING

FUNDERS MTG

Draft **fund development plan** →
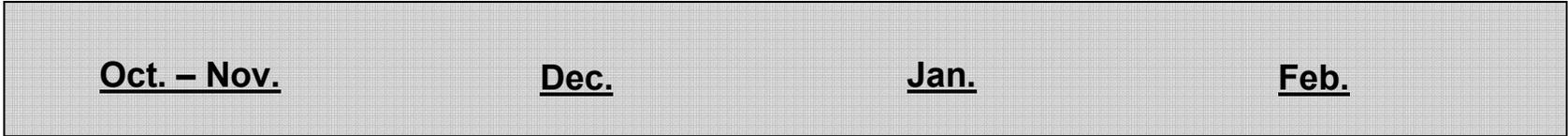
Fund development materials →
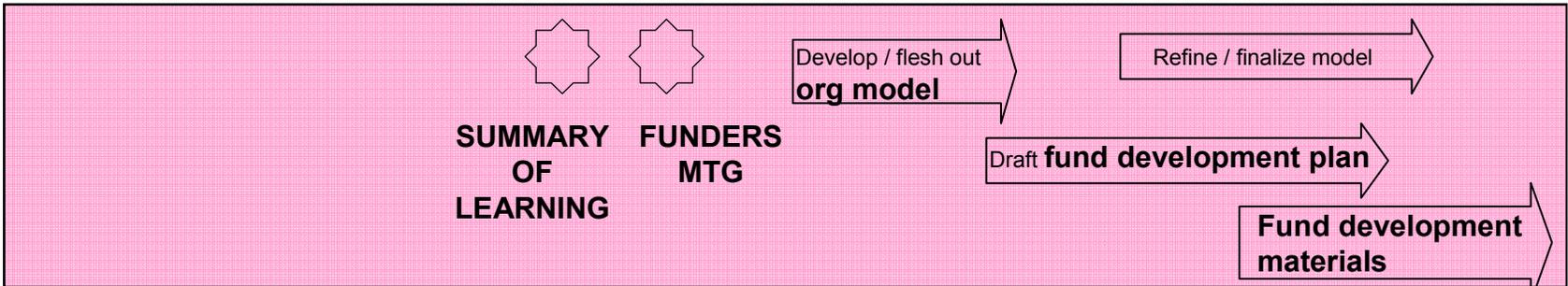
RB NAC Check-ins & Meetings

☆ Small Group Meeting #1
Scoping / Kick-Off

☆ Meeting #2
REPORT BACK

☆ Meeting #3
DEVELOP / REVIEW MODEL

☆ Meeting #4
Finalize Model, Review Fund Dev Items
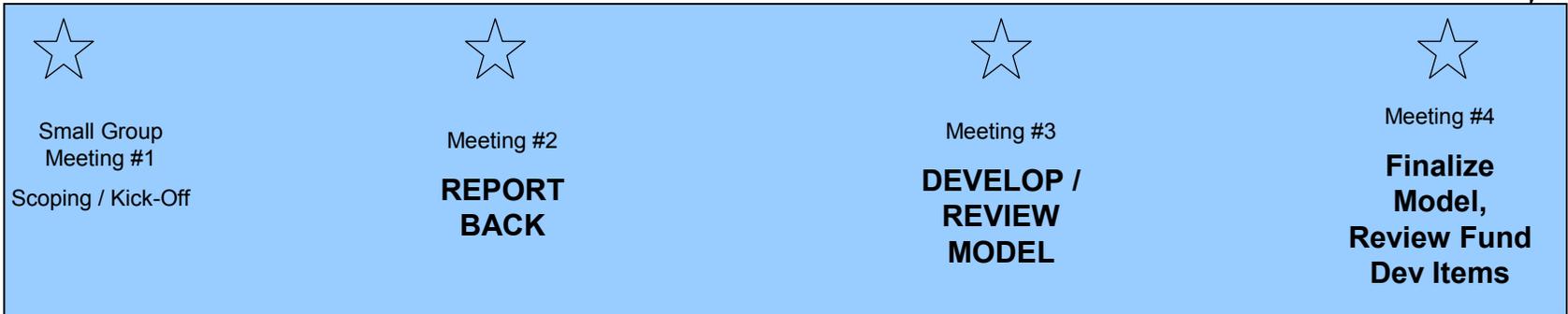
2. Learning Updates

Since December meeting…

✓Funders Meeting

✓White Center Conversation

✓Analysis and Model Development: Collaboration Best Practices & Rainier Beach

2. Learning Updates

Takeaways from Conversation with Funders

✓Meaningful <u>community involvement</u> and partnerships matter

✓Get clear on vision, purpose, infrastructure, goals and plan <u>before</u> pursuing funding

✓Don't be afraid to <u>focus</u> and prioritize

✓Pay attention to your organizational <u>capacity</u> to do the work – be realistic; identify and leverage resources

✓Develop clear communications practices, <u>internally</u> (within the community) and <u>externally</u> (with funders and other stakeholders)

✓Together, these will allow for the most effective, sustained support over the long-term

2. Learning Updates

Takeaways from Conversation about White Center

✓Important to build <u>community leadership</u>, foster engagement and create trust

✓Meaningful involvement from <u>public leaders and agencies</u> is important; structure dialog to foster <u>mutual respect and equal voices</u>

✓Investing in the above (1-2 years in WC), <u>establishes a strong foundation</u> for building the organization, and carrying out the work over the long-term

✓<u>Good timing/luck</u> is also a factor – who is political leadership, what are foundations funding and where, what resources are available, etc.

Questions, discussion re: funders meeting or White Center?

3. Building a Foundation

❖Recap: Outreach Oct-Nov 2011 *(for details see materials from 12/8/11 RBNAC meeting)*

❖**3 tiers of focused outreach with** community groups that might play a direct role in an organizational structure.

❖Focused on idea of a coalition, such as existing organization, RBCEC, as a concrete starting point for discussion (though not predetermined), and identifying possible options and alternatives.

Who	1. RBCEC Board	2. RBCEC Partners	3. Other CBOs Not RBCEC Partners or Historically Underrepresented
Purpose & Focus	❖Thoughts about neighborhood plan implementation ❖Thoughts about an organizational structure ❖Thoughts about potential role of RBCEC, strengths, additional capacity needed ❖Other ideas for community organizational structure		
		❖Experiences as partners	❖Familiarity with RBCEC & thoughts about potential role
Method	Group conversation with consultant	Online survey sent to all partners by Board chair	1-on-1 conversation with consultant
Who Responded	4 of 6 Board members	14 partners	20 individuals from 18 organizations

❖<u>Recap</u>: Who was Reached

2. RBCEC Partners	3. Other Organizations (Not RBCEC Partners or Historically Underrepresented)
14 partners completed survey ❖Center for Ethical Leadership ❖CHAMPS Resource and Service Center ❖Damascus Baptist Church ❖Friends of Atlantic City Nursery ❖Got Green ❖Parents for Student Success ❖Southeast Seattle Community Youth Orchestra ❖7 did not name affiliated organization	**20 individuals from 18 organizations** Refugee & Immigrant-serving Organizations ❖African Business Association of Seattle ❖Center for East African Community Services ❖Ethiopian Community Mutual Assn ❖Filipino Community of Seattle ❖Oromo Cultural Center / Oromo Community Organization ❖Medhane Alem Ethiopian Evangelical Church ❖Vietnamese Friendship Association Faith-based Organizations ❖African American Reach & Teach Health Ministry ❖Buddha Jewel Monastery ❖Medhane Alem Ethiopian Evangelical Church ❖Rainier Beach United Methodist Church Neighborhood Organizations ❖Rainier Beach Community Club ❖Rainier Beach Merchants Association ❖Rainier Beach Medical & Dental Clinic ❖Southeast Seattle Senior Fdn / Brighton Apts Other Community Organizations ❖African American Reach & Teach Health Ministry ❖Mount Baker Housing Association

3. Building a Foundation

❖<u>Recap:</u> what we learned *(for details see materials from 12/8/11 RBNAC meeting)*

❖All share genuine concern for and commitment to Rainier Beach.

❖Involvement and confidence in neighborhood plan process is varied.

❖Most neighborhood organizations are working in silos and not well-connected to each other. Nearly all reached said they would like better connections.

❖Most said more neighborhood organizational "infrastructure" is needed to build connection and collaboration.

❖Regarding a potential role for the RBCEC

  ❖ Nearly everyone who is currently a partner who answered the survey had positive comments, cited numerous strengths of the Coalition and felt they could play a significant role.

  ❖ At the same time, most organizations we spoke with who are not partners of the Coalition and/or represent traditionally underrepresented populations, had little to no familiarity with the Coalition.

3. Building a Foundation

❖<u>Start with the end</u> in mind: a healthy, inclusive, revitalized neighborhood

❖If that's the goal, then it takes more than just organizational structure, or financial resources alone

❖Matrix of what makes good collaboration – how what has worked elsewhere might apply to Rainier Beach

Review & discuss matrix handout, page 1

4. Strategies for Moving Forward

General Thoughts

❖Rainier Beach has organizational strengths/assets in the existence of numerous diverse groups.

❖There is a significant need, desire and opportunity to increase connection and coordination among them because:

> *a stronger, better coordinated, collective community voice = greater power to achieve neighborhood goals.*

❖How can that be accomplished? *(see next slides)*

4. Strategies for Moving Forward

Phasing

❖Crafted "straw dog" strategies for each of the 5 elements of collaboration

❖Over two roughly-timed periods –
- ✓phase 1 (1 – 2 years)
- ✓phase 2 (3 – 5 years)

❖Add dimension of time, because:
- ✓neighborhood is dynamic
- ✓sustainability is often best built incrementally
- ✓work will build on previous progress

Next slides go with pages 2-3 in handout

4. Strategies for Moving Forward

Element 1. Governance Structure & Process

Phase 1	Phase 2

❖Build a **short-term** structure.
   ✓Convene culturally-relevant discussions
   ✓Key task: begin to discuss how to build on existing organizational assets and add value for those involved and neighborhood as a whole, roles, leadership, build trust
   ✓Aim for **Coordination**
      ✓Individual groups take on needed roles, but function independently
   ✓Structure: **Affiliation** or **Network**
      ✓**Affiliation**: A loosely connected system of orgs with a similar interest
      ✓**Network**: Loose-knit group resource and information sharing
      ✓Can build on existing organization or form a new entity
	❖Move into a **more long-term** structure.
	   ✓Aim for **Collaboration** in the continuum
	      ✓Common, new missions and goals
	      ✓Authority & control are shared &mutual
	      ✓Resources pooled or jointly secured and managed by the collaborative structure
	      ✓More is accomplished jointly than could have been individually
	   ✓Structure: **Coalition** or **Federation/Association**
	      ✓**Coalition**: An organization of diverse interest groups combine human and material resources
	      ✓**Federation/Association**: Alliance of organizations established to centralize common functions.

4. Strategies for Moving Forward

Element 2. Membership Characteristics

Phase 1	Phase 2
❖Build a membership that represents and meaningfully engages all constituencies. ✓<u>Values & Goals</u>: shared power, shared concern for community, authentic engagement of diverse groups, community empowerment, self-determination. ✓Invest in <u>community building</u> – esp communities less engaged to date. ✓Structure <u>multiple layers of involvement</u>. ✓Share and organize around <u>mutual interests</u>. ✓Relevant training and/or <u>skill building.</u>	❖Deepen and broaden membership base to ensure you engage all constituencies. ❖<u>Monitor</u> representation and quality of engagement over time; make course adjustments as necessary. ❖Continue skill building as needed as organizations and/or leaders leave or join.

4. Strategies for Moving Forward

Element 3. Communication

Phase 1	Phase 2
❖Members form <u>culturally-relevant communication channels</u>. ❖<u>Informal relationships</u> and communication links are strengthened.	❖Culturally-appropriate communications become <u>more established and are integrated</u> more deeply over time. ❖Informal relationships and links across constituencies <u>expand and strengthen</u>.

4. Strategies for Moving Forward

Element 4. Purpose

Phase 1	Phase 2

❖Develop <u>criteria to prioritize projects</u> – so can focus time/effort and avoid "missed" opportunities to influence.
 	
❖<u>Criteria might include:</u>
 	
    ✓Impact/potential community and/or shared benefits of project
 	
    ✓Likely impact of community involvement
 	
    ✓Timing
 	
    ✓Resources
 	
❖Establish <u>consensus on and select</u> priority projects.
	❖Continue to implement projects phased over time as established in phase 1.
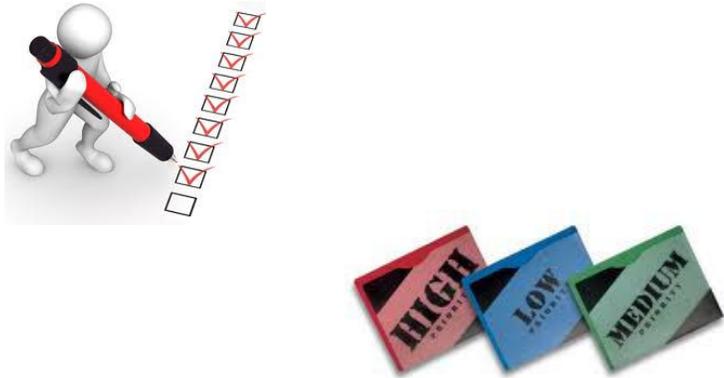
4. Strategies for Moving Forward

Element 5. Resources

Phase 1	Phase 2
❖Ensure <u>organizational "ducks"</u> are in a row (clear plan, systems infrastructure, community representation). ❖In pursuing initial resources, <u>start small</u>, think incrementally and <u>build over time</u>. ❖Build capacity to <u>manage and coordinate</u> implementation, including ability to <u>advocate and influence</u>.	❖Build on progress, <u>increase scale of grants</u> pursued. ❖Expand and deepen long-term relationships and partnerships.

5. Project Next Steps

Model Development

✓Follow-on discussions and/or briefings?

✓Coordination with plan completion?

✓February Open House?

Resource Development

✓Research and i.d. of foundation prospects / 12-month grants calendar (Mid-Feb)

✓Preliminary fund development plan, using neighborhood plan update as a roadmap (Mid-Feb)

✓Create template for a case statement and populate with info known now (Late Feb)