



MEMORANDUM

Date: April 2, 2008

To: Councilmember Sally Clark
Seattle City Council

From: Stella Chao, Director
Department of Neighborhoods

CC: David Yeaworth, Committee Staff
Kieu-Anh King, Council Central Staff

Subject: Response to SLI 129-2-A-1
DON Neighborhood Leadership Training

In FY2008, the City Council appropriated one-time funds in the amount of \$100,000 for development of a Neighborhood Leadership Training for community organizations and community councils. With this budget appropriation, the Council also adopted a Statement of Legislative Intent (“SLI”) which stated:

It is the intent of this Council in adding \$100,000 to the 2008 Department of Neighborhood (DON) Budget for Neighborhood Leadership Training (via green sheet action #129-1-A-1) that the Department shall develop and provide leadership training to community councils and other community organizations in 2008. Consistent with this intent, the DON shall submit a plan for this effort to the Economic Development and Neighborhoods Committee no later than February 15, 2008.

Following is the Department’s Neighborhood Leadership Training Proposal:

Neighborhood Leadership Training Proposal

March 31, 2008
 Department of Neighborhoods

Goals:

- To identify and build capacity of new and emerging community leaders
- To build capacity of community groups to meaningfully engage under-represented populations.
- To assist neighborhood groups build organizational capacity, connect and work together, and vision for the common good of their neighborhoods and the City.

Why Leadership Training?

Meaningfully representative civic engagement and community leadership development creates a more involved public that can collaborate with government on City projects and initiatives. It promotes sustainability in community leadership, a better-informed public, and provides us with strong future leadership in the City.

Department of Neighborhoods has provided community leadership classes, trainings, and workshops that have benefited community councils and similar established groups. Many community-based organizations, and diverse and under-represented populations are not fully engaged in civic participation and have faced barriers to past leadership development and capacity-building programs. With the opportunity 2008 neighborhood leadership training funds, the City seeks to engage a more diverse population and develop more leaders from broad communities to partner with City government.

Types of training:

Standard training workshop models work well for part of the population. Other models of learning may be more appropriate for those communities that are not currently engaged.

Examples, Models, or ideas	Outcomes
1. Get Involved in Your Neighborhood program at Seattle Housing Authority buildings, where residents trained other residents. Explore how this model can be tailored to various populations.	For community groups/members: <ul style="list-style-type: none"> • How to engage diverse and under-represented groups • Knowledge of City government and process • Community organizing, convening and facilitation skills • Utilization of
2. Annual Refugee Community Building Conference – Non-Profit Assistance Center’s annual conference that provides information, networking, and workshops that build capacity of community groups to access information and resources, conduct community organizing campaigns, and build organizations.	
3. Youth Leadership in Urban Planning – building youth experience and knowledge about community development and providing participatory opportunities for them in current decision-making processes can open doors of understanding that identify emerging needs of populations as	

<p>well as developing leadership for future partnerships with government. Youth Leadership in community building and civic engagement can bridge generations and bridge language and cultural barriers for immigrant and refugee populations. Examples from Hampton, VA, San Francisco, Ca, and Seattle, WA</p>	<p>community resources</p> <ul style="list-style-type: none"> • Public speaking • Stakeholder analysis • Ability to recruit volunteers, inspire constituents, and sustain groups
<p>4. Community Leadership Training program:</p> <p>25-30 community members will attend a retreat and monthly training sessions. Out of these sessions they will identify neighborhood projects and learn the steps for engaging community members and implementing the project. They will complete two projects, such as leading a town hall meeting, as part of a nine-month civic and community leadership program (September 2008 – June 2009) taught by seasoned community leaders and City staff. DON staff, including neighborhood district coordinators, and community groups will recruit participants. Special effort will be taken to include people from groups typically absent from civic engagement: for example, renters; people of color; youth; seniors; people with disabilities; low-income people; and immigrants and refugees.</p> <p>Session topics include:</p> <ul style="list-style-type: none"> • Running effective meetings in mainstream models. Does Roberts' Rules work all the time, organizational development and infrastructure for effective groups • Effective, culturally competent engagement strategies and alternative community meeting formats • Ways to sustain community groups and overcome the challenges of people moving, becoming worn out, and losing interest; volunteer recruitment • Community Asset-Mapping - Mapping neighborhoods and communities that would benefit from stronger neighborhood groups, community-based organizations, and mutual assistance associations • Beyond surveys and focus groups - Techniques for community input e.g. Photovoice, ComNet, Participatory Theatre (guerilla theatre) <p>Participants will take their accumulated knowledge from program sessions into their own neighborhoods during the training. They will report back on how they are implementing what they have learned in their own neighborhood, facing their own unique circumstances in their own cultural environment.</p> <p>Program sessions will be held at various locations (CBOs, Parks and Rec centers, Libraries) to give participants exposure to the diversity of community groups and populations in Seattle.</p> <p>The program will be designed to facilitate interaction among staff from diverse groups and backgrounds as well as among the participants.</p> <p>Updates to Neighborhood Plans may be used as a framework for implementing capacity-building projects.</p>	<p>For City:</p> <ul style="list-style-type: none"> • Develop a large cadre of diverse community leaders who are knowledgeable about City process and resources • Develop community leaders who understand visioning for their neighborhoods and for the City as a whole • Improve City's cultural competency in working with varied groups and populations • Offer specific ideas and tools for future engagement

Coordination and oversight:

A DON staff group will coordinate the neighborhood leadership trainings.

A community steering committee with broad membership, including people from diverse and under-represented populations, district councils, and City staff will help the DON coordinating group recruit participants, provide ideas for peer-to-peer trainings, and give input on instructors and the curriculum for the Community Leadership Training program.

Funds:

An RFQ will be issued to receive training ideas and proposed budgets that address the categories of engagement listed above. The community steering committee members will review the RFQs with DON staff.

The following are items for which neighborhood leadership training funds would be used:

Item	Comments
Participant stipends	Way to recruit members of diverse and under-represented groups.
Instructor stipends	Way to engage peer and non-peer trainers.
Room rental	Community organizations may donate space.
Interpretation and translated materials	Way to enable full participation.
Internship salary (graduate student)	See Timeline below.
Childcare, transportation, and other access services	Stipends rather than reimbursements.

Timeline: Following is a timeline for implementation of the training programs:

What	When
Recruit graduate student intern to assist with plan implementation	Underway (DON has applied for a summer Mayor's Fellow from UW Evans School; the Fellow would assist with this program)
Form DON group to coordinate training programs	April 2008
Form community steering committee to oversee programs	May-June 2008
DON develops and issues RFQs	May - June 2008
Review and select training programs Recruit/select instructors; finalize curricula	July - August 2008
Implement training programs	September 2008 - June 2009
Complete first project	October 2008 - November 2008
Complete second project	January 2009 - May 2009
Evaluation and documentation of training programs	July 2009

Sustainability:

The community steering committee and DON/Executive will review the outcomes of the leadership training program, and make recommendations.