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.**
- Focused community input (surveys, interviews)
- Research on organizational models

**Dec.**
- FUNDERS MTG
- Develop / flesh out org model
- Refine / finalize model

**Jan.**
- SUMMARY OF LEARNING
- Draft fund development plan
- Fund development materials

**Feb.**
- Meeting #2
- Meeting #3
- Meeting #4
- Finalize Model, Review Fund Dev Items

**RB NAC Check-ins & Meetings**
- Small Group Meeting #1
- Scoping / Kick-Off
- REPORT BACK
- DEVELOP / REVIEW MODEL
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 community involvement and partnerships matter
✓ Get clear on vision, purpose, infrastructure, goals and plan before pursuing funding
✓ Don’t be afraid to focus and prioritize
✓ Pay attention to your organizational capacity to do the work – be realistic; identify and leverage resources
✓ Develop clear communications practices, internally (within the community) and externally (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 **community leadership**, foster engagement and create trust

✓ Meaningful involvement from **public leaders and agencies** is important; structure dialog to foster **mutual respect and equal voices**

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

✓ **Good timing/luck** 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.

<table>
<thead>
<tr>
<th>Who</th>
<th>1. RBCEC Board</th>
<th>2. RBCEC Partners</th>
<th>3. Other CBOs Not RBCEC Partners or Historically Underrepresented</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose &amp; Focus</strong></td>
<td>Thoughts about neighborhood plan implementation</td>
<td>Thoughts about an organizational structure</td>
<td>Thoughts about potential role of RBCEC, strengths, additional capacity needed</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Other ideas for community organizational structure</td>
</tr>
<tr>
<td><strong>Method</strong></td>
<td>Group conversation with consultant</td>
<td>Online survey sent to all partners by Board chair</td>
<td>1-on-1 conversation with consultant</td>
</tr>
<tr>
<td><strong>Who Responded</strong></td>
<td>4 of 6 Board members</td>
<td>14 partners</td>
<td>20 individuals from 18 organizations</td>
</tr>
</tbody>
</table>
### Recap: Who was Reached

#### 2. RBCEC Partners

- 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

#### 3. Other Organizations

- **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

- **Recap:** 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

- **Start with the end 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

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
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</table>
| ❖ 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

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

### Element 3. Communication

<table>
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<tbody>
<tr>
<td>- Members form culturally-relevant communication channels.</td>
<td>- Culturally-appropriate communications become more established and are integrated more deeply over time.</td>
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<tr>
<td>- Informal relationships and communication links are strengthened.</td>
<td>- Informal relationships and links across constituencies expand and strengthen.</td>
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</tbody>
</table>

Source: [http://www.nynj-phtc.org/pccc.cfm](http://www.nynj-phtc.org/pccc.cfm)
## 4. Strategies for Moving Forward

### Element 4. Purpose

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

### Element 5. Resources

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