

City of Minneapolis

Community Engagement

Track 2 Task Force Report

to

Define roles and funding of neighborhood, community and cultural organizations as parts of the community engagement system

September 2007

City of Minneapolis
Community Engagement

Track 2 Task Force Report

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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.

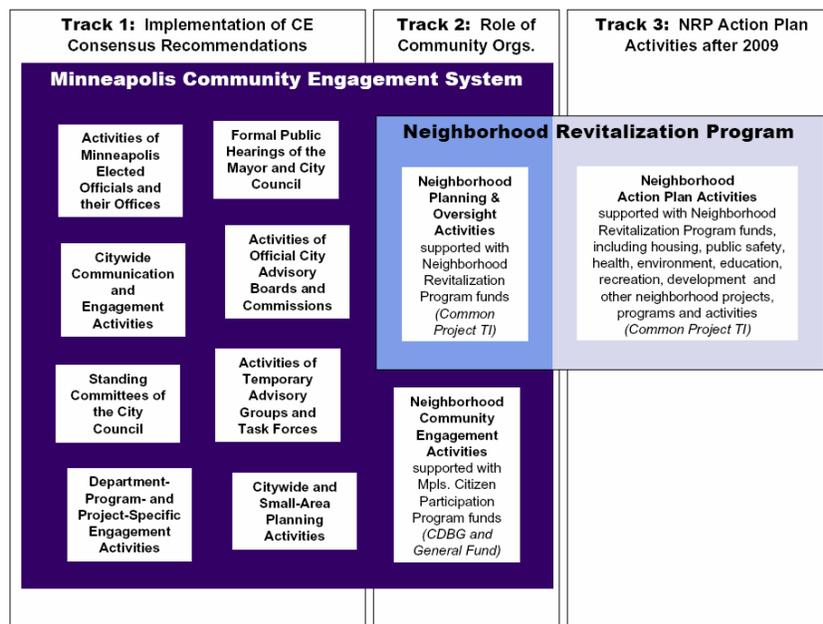
Following these recommendations and recognizing that input from residents, neighborhoods and community organizations leads to better decision-making, the Mayor and Minneapolis City Council approved a [three-track work plan](#) in May 2007. The goal of the work plan is to bring the City's community engagement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

The Track 2 Task Force was facilitated by GrayHall facilitators, Karen Gray and Nora Hall. Jennifer Lastoka, the City's community engagement coordinator, organized the meetings.

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.

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 several non-voting members, including three council members, a representative from the Mayor's Office, and other City staff from a variety of 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. During the meetings, the Task Force members met as a large group and worked in small groups to discuss the charges and develop this report.

Professor Archon Fung, Associate Professor of Public Policy at Harvard University Kennedy School of Government, made a community engagement presentation to the Task Force on Aug. 29th.

Track 2 Task Force Members

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

Task Force 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.

Next Steps

Task Force members have developed an outreach plan to bring the Task Force's report to the greater community for review. The City will use the outreach plan to gather feedback about the report. Outreach is expected to take place during the fall of 2007 and possibly include on-line information, e-mail distribution, hard copies, and public meetings.

Task Force members and City staff will incorporate the community input into recommendation options, which will be presented to the Mayor and Minneapolis City Council for discussion.

This report answers the charges given to the Task Force by the Mayor and Minneapolis City Council. In this report the Task Force outlines principles and practices its members believe are important for an improved community engagement system between the City and community organizations. It gives guidance on what City support is necessary to make such improvements successful. Further work needs to be done to bring these recommendations to the next level of detail. The Task Force is recommending this additional work be driven by the public as was the generation of this report.

How the Task Force met the charge

To meet its charges, the Task Force used its discussion of the five charges to develop three sets of information:

- “Minneapolis Core Principles of Community Engagement,” which includes seven principles with qualities for each;
- Recommendations for community engagement, organized by principle; and
- “Characteristics of Organizations That Can Receive Resources to Engage the Community”

More specific information about each charge follows.

Charge #1 - Types of community organizations

Charge: Identify types of community organizations that the City should recognize as formal participants in its community engagement system.

The Task Force brainstormed a list of possible community organizations (Appendix C) that *could* be recognized as formal participants in the City’s community engagement system. There was extensive discussion about the definitions of “formal” and of “community engagement” and members did not, as a group, specifically identify which organizations should be recognized.

The group did develop its own definition of community engagement (page 8) and “Characteristics of Organizations That Can Receive Resources to Engage the Community” (page 11). Approval of these characteristics is one of the Task Force’s recommendations. To develop the characteristics, the group worked from the characteristics used in the City’s [Citizen Participation Guidelines](#) for neighborhood associations and modified them according to the will of the group.

Charge #2 - Clear set of expectations

Charge: 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.

Throughout the discussions of the Task Force, the group discussed expectations for how community engagement should happen in Minneapolis. Many of the expectations were included in the International Association for Public Participation (IAP2) Core Values of Public Participation. IAP2 is an association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world. A Task Force member recommended this organization as a source of potential information. The Task Force developed a set of “Minneapolis Core Principles of Community Engagement” by using [IAP2 Core Values](#) as a base and adding to them. These principles became the framework the Task Force used to develop its recommendations.

Charge #3 - Connection points

Charge: Describe the connection points between the City and these community organizations that would be needed to meet these expectations and support more effective participation.

The Task Force identified several potential and existing connection points (Appendix C). It was noted that not everyone had the same definition of a connection point. Some consider connection points as the place in the process where engagement happens, while others saw connection points as the way connections are made.

Charge #4 - Improved organizational structure

Charge: Develop alternatives for an improved organizational structure that supports the connection points and identifies responsibility for action.

Several themes for recommended improvements emerged through small group discussions. These themes represent high-level recommendations for improvement to the City's community engagement system. Under each theme specific ideas were developed, some of which became part of the groups overall recommendations.

Themes:

- Inter-jurisdictional collaboration
- New department or commission of community engagement
- Improved accessibility to information
- Processes are well-defined, well-documented, provide community input at meaningful points throughout the process and provide feedback to the community at their conclusions
- Entities within the community engagement system must have well-defined responsibilities and well-understood relationships with each other
- Entities within all aspects of the structure are driven by consistent expectations and good customer service
- Block clubs are incorporated as a basic building block of the system
- Build on what works

Charge #5 - Official support

Charge: Describe the official support (financial or otherwise) necessary for this organizational structure to succeed.

The Task Force did not focus on creating a section in the report to specifically address official support. Successful implementation of the community engagement system will require political will and the financial support of the Mayor, City Council and other jurisdictions, to uphold the principles within the report.

Minneapolis Core Principles of Community Engagement

Definition of community engagement (as developed by the Track 2 Task Force): 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.

Principle #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 of this principle:

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

Recommendations related to this principle:

- a) Document the value of and commitment to community engagement by approving "**Minneapolis Core Principles of Community Engagement.**"

Principle #2 – Contributions will be thoughtfully considered

Public participation includes the promise that the public's **contribution will be thoughtfully considered**.

Qualities of this principle:

- Engagement should happen as **early in the process** as possible—before momentum is difficult to redirect.
- Organizations involved in the community engagement process should encourage and provide the **opportunity for all viewpoints to be heard**.
- Individuals involved in the community engagement process should strive to be respectful and **open to the ideas of others**.
- Community engagement should include a **deliberative process** of weighing pros and cons.

Recommendations related to this principle:

- a) 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.

Principle #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 of this principle:

- Engagement should be **about what the community needs** not only about what the City needs input on at any given time.
- The process must be fair—not everyone gets their way, but **everyone has a place at the table**.
- Communication must be **two-way**.
- Notifications should be **broad**.
- **Formal and informal** relationships should be identified, recognized and valued.
- The City should **coordinate with other jurisdictions**, such as parks, schools and libraries, on community engagement.

Recommendations related to this principle:

- a) Develop more formal ways to **include independent government boards** in the community engagement system (School Board, Park Board, County, etc.)
- b) **Notify geographic and non-geographic** community organizations about community engagement processes.
- c) Develop a system for **citywide engagement** regarding citywide issues.
- d) Develop a system to **coordinate input from the Neighborhood Revitalization Program (NRP)** to City departments.
- e) Develop a system to get **increased citizen input into the planning process**.

Principle #4 – Seek out involvement

Public participation **seeks out and facilitates the involvement** of those potentially affected by or interested in a decision.

Qualities of this principle:

- Potential community engagers should be **creative** in their techniques to gain participation.
- Efforts should be made to identify barriers and **make the path to participation easier** for those who are least likely or able to participate.
- **Resources should be allocated** or available to groups with community engagement mandates.
- Groups that receive resources to provide participation should have **accountability and measurable outcomes** including how the group is representative.

Recommendations related to this principle:

- a) Develop a system to **allocate resources** to organizations that are asked to engage the community.
- b) Approve “**Characteristics of Organizations That Can Receive Resources to Engage the Community**” (page 11).
- c) Develop a **system of accountability** for organizations that receive funding to engage the community.
- d) Utilize and **support current community engagement projects** and initiatives, including the NRP.
- e) Allocate resources and staff for administration of **adopted NRP Neighborhood Action Plans** and existing contracts beyond 2009.
- f) Implement a system **of field hearings**—hold more meetings at times and locations that are convenient to the affected community.
- g) Identify or create **locations around the city** for meetings, etc.
- h) Create **well-defined points of interaction** between the City and community organizations from the beginning of each process to its end, including evaluation.
- i) Maintain an updated, centralized and inclusive **list of contact information** on community organizations (both geographic and non-geographic) for notification and outreach.
- j) Make **timelines for City projects better coordinated** between City planners and community organizations.
- k) 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.

Principle #5 –Participants design participation

Public participation seeks **input from participants in designing how they participate**.

Qualities of this principle:

- There should be **established expectations and roles**.
- There should be **clear expectations and mutual accountability** for core principles.

Recommendations related to this principle:

- a) Require all partners involved in the community engagement process to incorporate the “**Minneapolis Core Principles of Community Engagement**” in their work.
- b) Seek out and include community engagement partners in **decisions regarding changes** to the community engagement system.
- c) Include community organizations in **decisions about resource allocation** whenever possible and appropriate.

Principle #6 – Adequate information

Public participation **provides participants with the information they need** to participate in a meaningful way.

Qualities of this principle:

- There should be a **consistent and predictable system for sharing information** needed for informed community engagement.
- Communication should be **well-defined, timely, fair, clear, and transparent**.
- Communities should be **made aware of how decisions will affect them**.
- **Legal requirements** for notice should be clearly stated and understood by all.

Recommendations related to this principle:

- a) Create a **citizen commission** of community engagement.
- b) Provide information quickly and in ways that **are tailored to users’ needs**.
- c) **Utilize technology**, including the Web and WiFi, to provide information to encourage and increase informed community engagement.
- d) Create a **central location** that informs people of the various avenues and resources available for participation.
- e) Find consistent ways to **use existing communities and groups** to gather and disseminate information.
- f) 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.
- g) Require City staff members who work in the community to have ongoing **cultural orientation and community engagement training**.

Principle #7 – Known effect of participation

Public participation **communicates to participants how their input affected the decision**.

Qualities of this principle:

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

Recommendations related to this principle:

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

Characteristics of Organizations That Can Receive Resources to Engage the Community

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

In addition to these "Characteristics of Community Organizations That Can Receive Resources to Engage the Community," the Task Force discussed creating a "Level of Engagement" matrix. While the group did not have time to fully develop or discuss this concept or agree on a specific matrix, there was some momentum for this concept in the group. An example matrix is included as Appendix B to this report.

Characteristics:

The City may provide resources including 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 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 group must have a **board of directors** elected annually by the membership of the organization. The board must represent a fair cross-section of the community; neighborhood residents must comprise no less than 60 percent of the organization's board. An elected board must be in place for a minimum of one year prior to the beginning of the contract year to be considered eligible for funding.
- 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](http://www.ci.minneapolis.mn.us/cped/docs/citizen_participation_guidelines.pdf) – approved by City Council February 24, 2006
www.ci.minneapolis.mn.us/cped/docs/citizen_participation_guidelines.pdf
- [City of Minneapolis Org Chart](http://www.ci.minneapolis.mn.us/communications/docs/cityorgchartAUG2006.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/cityorgchartAUG2006.pdf
- [Community Engagement Report from the staff work group, prepared for the Mayor and Minneapolis City Council](http://www.ci.minneapolis.mn.us/communications/CEReport06_CE.asp), Nov. 8, 2006
www.ci.minneapolis.mn.us/communications/CEReport06_CE.asp
- [Community Manifesto: Valuing Australia's Community Groups](http://www.ci.minneapolis.mn.us/communications/docs/CommunityManifesto_Australia.pdf) – a report by Ourcommunity.com (PDF)
www.ci.minneapolis.mn.us/communications/docs/CommunityManifesto_Australia.pdf
- [Comparison Points of Community Engagement Activities](http://www.ci.minneapolis.mn.us/communications/docs/ce_matrix_081507.pdf) (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,"](http://www.ci.minneapolis.mn.us/council/2007-meetings/20070427/Docs/01_PP_Presentation.pdf) 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](http://www.ci.minneapolis.mn.us/communications/docs/CE_FAQReference.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/CE_FAQReference.pdf
- [Description of Current CE Activities](http://www.ci.minneapolis.mn.us/communications/docs/CurrentCEActivities_20080801.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/CurrentCEActivities_20080801.pdf
- [International Association Core Values of Public Participation](http://www.ci.minneapolis.mn.us/communications/docs/IAP2CoreValues.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/IAP2CoreValues.pdf
- [Levels of Engagement Continuum: Tamarack: An Institute for Community Engagement, 2002](http://www.ci.minneapolis.mn.us/communications/docs/LevelsOfEngagementContinuum.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/LevelsOfEngagementContinuum.pdf
- [Minneapolis School District note](http://www.ci.minneapolis.mn.us/communications/docs/CE_MplsSchoolsNote.PDF) (PDF) reference from [Destination Excellence: Revitalizing Minneapolis Public Schools](http://www.destinationexcellence.mpls.k12.mn.us/destinationexcellence.html) Web site
www.ci.minneapolis.mn.us/communications/docs/CE_MplsSchoolsNote.PDF
<http://destinationexcellence.mpls.k12.mn.us/destinationexcellence.html>
- ["Models of participatory governments,"](http://www.ci.minneapolis.mn.us/communications/docs/CE_ParticipatoryGovts.pdf) Memo from Robert Miller, NRP Directory, July 25, 2007 (PDF)
www.ci.minneapolis.mn.us/communications/docs/CE_ParticipatoryGovts.pdf
- [Neighborhood Revitalization Program Primer](http://www.nrp.org/R2/AboutNRP/Basics/Primer.html)
www.nrp.org/R2/AboutNRP/Basics/Primer.html
- [Proposed Definition of Community Engagement](http://www.ci.minneapolis.mn.us/communications/docs/CEdefn_language.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/CEdefn_language.pdf
- [Public Participation Spectrum from the International Association for Public Participation](http://www.ci.minneapolis.mn.us/communications/docs/PublicParticipationSpectrum_2003workgroup.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/PublicParticipationSpectrum_2003workgroup.pdf
- [Public Schools and Engaged Communities](http://www.ci.minneapolis.mn.us/communications/docs/EngagedCommunities_Kettering.pdf), from the Kettering Foundation (PDF)
www.ci.minneapolis.mn.us/communications/docs/EngagedCommunities_Kettering.pdf
- [Report on the Community Engagement Process Review](http://www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_62.pdf), March 2007 (PDF)
www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_62.pdf
- ["Summary of Results from the Community Engagement Report Review Process,"](http://www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_61.pdf) Memo from Robert Miller, NRP director, March 21, 2007 (PDF)
www.nrp.org/R2/AboutNRP/PB/PBAgenda2007/StaffReps/SR20070326_61.pdf
- [Three-track Community Engagement Work Plan](http://www.ci.minneapolis.mn.us/council/2007-meetings/20070427/Docs/01_Three_Track_Work_Plan_Updated_May_2_2007.pdf) (PDF)
www.ci.minneapolis.mn.us/council/2007-meetings/20070427/Docs/01_Three_Track_Work_Plan_Updated_May_2_2007.pdf
- [Track 2 Task Force Work Plan](http://www.ci.minneapolis.mn.us/communications/docs/CETF_WorkPlan.pdf) (PDF)
www.ci.minneapolis.mn.us/communications/docs/CETF_WorkPlan.pdf

Appendix B – Example Levels of Community Engagement Matrix

Level of Engagement					
	INFORM: Provide community organizations with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions	CONSULT: To obtain feedback from community organizations on analysis, alternatives and/or decisions	INVOLVE: Work directly with the community organizations throughout the process to ensure that concerns are consistently understood and considered	COLLABORATE: Partnership with community organization in each aspect of the decision making including the development of alternatives and the identification of the preferred solution	EMPOWER: Final decision-making is placed in the hands of the community organization
Requirements of Organization	Consistent contact point (staff person(s), email address, etc.)	Consistent contact person(s) who can represent the views of the members of the organization	Consistent contact person(s) who can represent the views of the members of the organization	Consistent contact person(s) who have been formally selected by the organizations constituency to represent the views of the members of the organization	Consistent contact person(s) who have been formally selected by the organizations constituency to represent the views of the organization's members and are legally empowered to make decisions on behalf of the represented community
	Established and reliable information distribution system	Established and reliable information distribution system	Established and reliable information distribution system	Established and reliable information distribution system	Established and reliable information distribution system
		Well defined means by which input from representative constituency is uniformly gathered	Well defined means by which input from representative constituency is uniformly gathered	Well defined means by which input from representative constituency is uniformly gathered	Well defined means by which input from representative constituency is uniformly gathered
			The community organization provides for the participation and interests of all segments of the entire community that the organization represents	The community organization provides for the participation and interests of all segments of the entire community that the organization represents	The community organization provides for the participation and interests of all segments of the entire community that the organization represents
				No barriers to participation	No barriers to participation
				Regular open meetings	Regular open meetings
				Must be incorporated with a Board of Directors which meets legal requirements	Must be incorporated with a Board of Directors which meets legal requirements
				Ability to properly manage and account for grant funds	Ability to properly manage and account for grant funds
				Constituency has access to the decision making process and determination directly or through representatives of the direction of the organization	Constituency has access to the decision making process and determination directly or through representatives of the direction of the organization
				Organization is structured to promote empowerment all of its members	Organization is structured to promote empowerment all of its members

Appendix C – Community Organizations and Connection Points

Community Organizations

The Task Force brainstormed a list of possible community organizations that *could* be recognized as formal participants in the City's community engagement system. There was extensive discussion about the definitions of "formal" and of "community engagement" and members never identified, as a group, specifically which organizations should be recognized. The group did develop "Characteristics of Organizations That Can Receive Resources to Engage the Community"

- 87 neighborhoods
- 67 neighborhood organization plus Metro Urban Indian Directors (MUID)
- 51 organizations (boards and commissions)
- Individuals/Joe Q. Resident
- Business Associations
- Block Clubs
- Media organizations
- WIFI
- Schools
- Community development organizations
- County, MNDOT
- Chamber of Commerce
- Professional associations – legal, medical
- Ad-hoc committees
- Organized labor
- Political organizations
- Project-specific (any person whose life or property is at risk for City action)
- Association of minority contractors
- Affordable housing groups
- AARP
- Disabled communities
- Colleges and universities
- Visitors and transient communities
- Meet legal requirements
- Town home associations
- Minneapolis Public Housing Authority
- Ellison's office is trying to model Wellstone's outreach model and we should take advantage of that.
- Youth
- Foundations
- Senior citizens and senior housing providers
- Gay-lesbian-bisexual-transgender community

Connection Points

The Task Force identified several potential and existing connection points. It was noted that not everyone had the same definition of what a connection point is. While some consider connection points as where in the process engagement happens other see connection points as how connections are made:

- City departments/staff
- Policy decisions
- Neighborhood organizations
- Block clubs
- Ethnic groups
- Opportunities for engagement should happen at various times and at various locations (not necessarily at City Hall in the middle of the day)
- City's Web site
- WIFI
- Existing media
- Interactive media such as a blogs, online forums
- Ombudsperson
- Grass roots groups
- Use existing resources, CCP/SAFE, virtual block clubs
- A place in the community - go to where people are already meeting and gathering
- Non-meeting formats
- Internet information that is enable for cell phones
- Political organizations
- City Council
- Mayor's office
- Events (parades, etc.)
- Community meetings
- Newsletters
- Social/cultural groups
- Business Associations
- Approved NRP plans
- 311
- When a decision is pending or it is a staff priority

Appendix D – Some Additional Comments Related to Charges

1. Identify **types of community organizations** that the City should recognize as formal participants in its community engagement system.

Additional comments related to this charge:

- By trying to be inclusive you can be exclusive by developing a list.
- Some people don't identify with their neighborhoods and should have other options for community engagement.
- Identifying different types of organizations as formal would provide the potential to reach more stakeholders and tap into the wisdom and experience of groups/individuals/institutions not organized geographically.
- Neighborhood organizations have been an effective mechanism for disseminating and engaging residents in decision-making through the Neighborhood Revitalization Program.
- Non-geographic community engagement could result in people who don't live in a community speaking for the community.
- Increased formal non-geographic community engagement could weaken the ability of neighborhood organizations to be representative.
- Increasing the number of formal participants without significantly redesigning the City's community engagement system may overwhelm the system and work against efficient and effective governance.
- Types of organization(s) should be dependent on the type of issue or opportunity that is being addressed.
- There should be a continuum—the more people a decision is expected to effect, the more formal the influencing groups must be.
- We could identify some qualitative means by which to measure the value of economy of scale and validation for an organization to be formally recognized.
- Basing community engagement on decision making is more palatable if we explain that the best way to engage people over a pending decision is to establish a habit of interaction even when no decision is pending.
- The level of engagement from a community can be dependent on the level of trust with who is doing the engaging.

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.

Additional comments related to this charge:

- If you're strengthening silos, you're not necessarily addressing the bigger issues – schools are an example of this.
- Consider requiring positive assent for action: if an issue is not important enough to inspire a quorum of stakeholders to weigh in, the action will not be taken.
- It's not always about the number of people voting - "why disagree with the experts" (i.e. whether to replace a bridge, etc.)

- Engagement implies an interaction that is flowing more from the City to a stakeholder. Empowerment suggests giving both rights and responsibilities that the City currently has to a stakeholder.
- The City should set up a timeline for each issue the community is involved in.
- Community groups need to develop trust among their stakeholders.
- Community groups should also represent feedback that may represent minority opinions on an issue.

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.

Additional comments related to this charge:

- The connection points should reflect the type of issue or opportunity that is being addressed.
- Fix broken connections such as between block clubs and neighborhood groups.
- There should be a policy relationship between neighborhood groups and City zoning and planning decisions.
- The City should connect with the approved NRP Action Plans when establishing citywide plans.
- Community engagement should reflect that not everyone has a computer.
- Meetings at City Hall can make the building, which is a community building, feel more accessible.
- Technological communication is not a replacement for face to face relationship building.
- Consider impact: citywide, community, local.
- The City needs to identify situations that require affirmative outreach.

4. Develop alternatives for an improved organizational structure that supports the connection points and identifies responsibility for action.

Additional comments related to this charge:

- Bring more citizens to City Hall in a fun way – food and transportation
- 80+ groups can be administratively heavy, but it creates a different level of input
- Neighborhood groups: some are naturally consolidating
- A consistent and widespread community engagement system could be useful in dealing with unprecedented crime in some parts of our city
- Citizen committees at 13 planning district level, 80+ too many
- Review what funds the City gives to the schools
- Community schools are better for community engagement and communication in general
- Put in place requirements of communication engagement in order for schools to receive City funds
- Schools consistent expectations throughout the district
- Gap in neighborhood action plans and funding
- If the community engagement system holds neighborhood action plans as value, then resources and staff should be provided for those action plans
- A Commission of Community Engagement should have limited taxing authority

Describe the official support (financial or otherwise) necessary for this organizational structure to succeed.

Appendix E – Task Force Attendance Record

Community Engagement Task Force ATTENDANCE SHEET

Summer 2007

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

Appendix F – Task Force 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.

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.

Iggers has a PhD in philosophy from the University of Minnesota; his doctoral dissertation was published in revised form as "Good News, Bad News: Journalism Ethics and the Public Interest (Westview Press, 1998). 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 and his partner, Kim Wm. Jeppesen, share homes and interests in North Minneapolis and a farm in Southwest Minnesota. Jeff 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 & 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.