MEMORANDUM OF UNDERSTANDING

By and between the Massachusetts Association of Community Development Corporations (MACDC), a Massachusetts nonprofit corporation with its offices at 99 Chauncy Street, Boston, MA and the Neighborhood Development Support Collaborative (NDSC), an unincorporated funders collaborative with its offices at 120 Boylston Street, Boston, MA, regarding the operation of the Community Organizing Demonstration Program (CODP).

I. PURPOSE AND OVERVIEW

The Community Organizing Demonstration Program (CODP) is a statewide initiative to expand and improve the community organizing work of CDCs, thereby helping CDCs to develop active and diverse community resident participation and leadership. The CODP seeks to: 1) increase the number of CDCs who employ base-building efforts as a central organizational function; and 2) encourage all CDCs in the state to improve their proficiency in community organizing, leadership development, and community participation. MACDC and NDSC agree to jointly operate this program.

This Memorandum of Understanding comprises the entire agreement between the parties concerning the operation of the CODP. The MOU will serve for the duration of the Program, expected to be from January 1997 through at least December 2000.

II. PROGRAM GOVERNANCE

The CODP will be overseen by a 11 member Program Steering Committee (PSC). The PSC is made up as follows:

- Six (6) members selected by MACDC to be representative of its membership;
- Three (3) members of the NDSC Steering Committee to be representative of its membership; and
- Two (2) members selected by the first nine members based on their technical expertise.

The appointees of each partner will be submitted for review and approval of the other partner.

The PSC is empowered to make policy decisions for the CODP independently of direct oversight by the partners to this Agreement. The PSC will be responsible for generally ensuring that the program is carried out according to the program design (see Appendix

A), and for recommending any modifications in that design. Such modifications must be approved by MACDC and NDSC. The PSC is also responsible for overseeing such functions as: fundraising, consultant selection, design of the Request for Proposals for participants, implementation of training and technical assistance, and administration of program grants and funds.

III. PROGRAM STAFFING

Both parties will assign a key staff person to this initiative. The parties to this Agreement anticipate a collaborative staff relationship in operating the CODP among both staff assigned to the CODP and their respective supervisors. Nevertheless, staff assigned to the CODP by the partners continue to work directly for the respective partner and its designated staff supervisor.

While the program is expected to be collaborative in nature, the following division of labor is anticipated whereby staff from MACDC and NDSC will have primary responsibility for particular functions. It is generally understood that staff not assigned primary responsibility for a particular function will bear secondary responsibility. However, neither MACDC staff nor board members will participate in proposal review and participant selection.

MACDC Primary Responsibility

- Establishing the program structure and ensuring that the program is carried out according to that structure;
- Oversight of scope of work and selection of appropriate consultants for implementation of training and technical assistance functions;
- Review of materials and oversight of program consultants;
- Oversight of program evaluation consultants.

NDSC Primary Responsibility

- Review of proposals from CDCs and selection of program participants;
- Administration of all program funds;
- Administration and monitoring of grants to program participants for accountability and effectiveness;
- Administration of consultant contracts for training and technical assistance, except that actual payments shall not be made without MACDC approval.

Joint Responsibility

1

- Raising funds for full program implementation;
- Development of Request for Proposals for program participants.

IV.   FUNDRAISING

While the raising of program funds is an area of joint responsibility, it is understood that NDSC's general program service area is greater Boston, and that MACDC will take the lead on fundraising efforts for CDCs participating from outside of Greater Boston. NDSC will play a support role in those efforts as appropriate.

NDSC, as an unincorporated funders collaborative engages the services of one of its members, the Local Initiatives Support Corporation (LISC), to manage funds and program activities. NDSC expects to receive a commitment of National Community Development Initiative (NCDI III) funds for this program. MACDC will fully cooperate with NDSC and LISC in the preparation of a workplan required to be submitted to secure final approval of NCDI III funds. These funds can be awarded only to CDCs within Greater Boston, and are anticipated to be available over a four-year period beginning in July 1997.

V.   SELECTION OF PROGRAM PARTICIPANTS

The PSC will establish an independent **Selection Committee** to review proposals and to select CDCs as program participants. The Selection Committee will evaluate proposals and make selections in accordance with the RFP and selection criteria established by the PSC. However, the specific decisions made by the Selection Committee will not be subject to review and modification by the PSC or any other entity.

The Selection Committee will be comprised as follows:

- Three (3) members selected based on their experience as grant makers;
- Three (3) members selected based on their experience as community organizers and/or as CDC managers; and
- One (1) member selected based on her/his experience in community organizing or community building initiatives such as the CODP.

Selection Committee members may also serve on the Program Steering Committee. No Selection Committee members will currently be employed or serve on the board of directors of any Massachusetts CDC. The list of individuals selected by the PSC to

serve on the Selection Committee will be submitted to MACDC and NDSC for approval prior to the formation of the Selection Committee.

VI.   ADMINISTRATION OF PROGRAM FUNDS

NDSC, through its relationship with LISC, will administer all grant funds for the CODP, including grants made to MACDC for the program, which MACDC will in turn grant to NDSC. The one exception to this administrative relationship is that MACDC will not transfer to NDSC those funds which MACDC receives to cover MACDC's own costs of administering the program. MACDC's costs charged to administration of this program will not exceed the amount attributed to MACDC administration in the currently agreed to program budget, unless a revision is later agreed to by both parties to this MOU.

NDSC distributes funds to CDCs through the National LISC, and will follow procedures established by LISC in disbursing NCDI funds for this program, including any specific requirements with regard to NCDI funds. NDSC will also follow specific procedures for the administration of funds prescribed by the program's other funders. The PSC may also establish particular policies and procedures for the disbursement of grant funds for this program, provided that such policies and procedures are compatible with those established by the program's funders.

VII.   PROGRAM BUDGET/ADMINISTRATIVE FEES

A Program Budget has been developed in program design documents and funding proposals to date. That budget contains a line item for program administration. MACDC and NDSC staff have discussed sharing the program administration line item in accordance with their sharing of program administration responsibilities. The precise portions of the administration budget assigned to MACDC and NDSC respectively have been agreed to by MACDC and NDSC, and will be submitted to the PSC for review. This agreement will be confirmed prior to the distribution of any funds to CDC program participants. Any future changes in the distribution of administrative funds must be agreed to in writing and signed by both parties.

VIII. AMENDMENT AND REVISION

This Memorandum of Understanding may be revised, changed, or amended at any time by mutual written consent of the parties hereto.

IX. EARLY TERMINATION

Either party may terminate this agreement without cause upon provision of written notice to the other party of at least sixty (60) calendar days. However, administrative costs incurred by either party before the stated termination date within the parameters of the agreement should be reimbursed to the party despite such termination. Similarly, if MACDC and NDSC have made a commitment to a CDC to make a grant in multiple disbursements, or in a disbursement that has not been funded as of the termination date, any party's obligation to contribute to that grant amount should survive such termination, unless the obligation was clearly conditioned on an ability to raise funds for this purpose.

Massachusetts Association of Community
Development Corporations

NAME _Marc D. Draisen_

TITLE _President & CEO_

DATE _8/5/97_

Local Initiatives Support Corporation,
as administrator for NDSC

NAME _Richard Manson_

TITLE _Program Vice President_

DATE _7/30/97_

CODP Steering Committee Meeting

May 28, 1997

Minutes

Present: Laura Buxbaum, Jeanne Dubois, Joanne Foster, Don Hill, Gail Latimore, Claudio Martinez, Carey Shea, Bryan Spence, Jean Whitney, Marc Draisen, Ann Silverman, Mat Thall, Lee Winkelman

New Committee Member

Laura Buxbaum from Salem Harbor CDC has joined the CODP Steering Committee, replacing Lee Winkelman, who is now MACDC staff for the CODP steering committee.

Training

The RFP for the fall training program was mailed out. The list of consultants who were mailed the RFP is attached. Please call Lee at MACDC if you know additional consultants who should receive the RFP. The deadline for responses is June 9. The Training subcommittee will try to schedule interviews the week of June 16. If you would like to join the subcommittee for those interviews, call Ann or Lee. We hope to have a recommendation regarding training consultants at the next Steering Committee meeting.

Fundraising

We were rejected by Veach, but we have been told to reapply in the Fall. We have reason to believe that a rewritten proposal will be better received then.

We were told no, but not officially rejected by Surdna. The program officer who said no has left Surdna. We are following up with Surdna Executive Director Ed Skloot.

Ford has asked us to apply for $280,000. This is good news.

We are pursuing other funders. A list of funders is attached. Please review the list and give any additions or suggestions to Ann or Lee. We talked about the possibility of having a forum for funders this summer.

Don and Jeanne (Dubois) volunteered to be on a fundraising subcommittee. A list of subcommittees and their members is attached. If you would like to join any or all of the subcommittees, let Ann or Lee know.

Selection Process

The Selection Subcommittee met and discussed the proposed Selection Criteria developed by the MACDC committee last year. In general, the subcommittee liked the guidelines. The subcommittee charged the staff to find model RFPs, to turn the selection criteria into a RFP, to develop more detail in

key areas, and to develop a point system to weigh different proposals that would allow the selection committee to choose without biasing them toward one certain kind of CDC. The RFP and point system will address the question of the viability of applicants. It will not be a requirement that a CDC already have an organizer on staff--the CDC can demonstrate commitment to organizing in other ways. Staff will attempt to have a draft RFP for review by the full Steering Committee in July.

Here is the proposed schedule for the selection process:

First draft of RFP	July
RFP mailed out to CDC's	Beginning of September
Proposals due	Beginning of November
Notification of awards	January 1st

This schedule is very ambitious. It is likely that there will be delays, but we are going to try to keep to the above timeline as much as possible.

The selection process will be conducted by a separate Selection Committee that will have seven members: 3 organizers or ex-CDC staff, 3 funders, and 1 person with experience with other similar organizing initiatives. No one who is currently on the staff or Board of a CDC in Massachusetts is eligible to become a member of the Selection Committee. We brainstormed a list of possible Selection Committee members (see attachment). Please any additional suggestions to Ann or Lee, especially Western Mass people and/or candidates of color.

We will have a simple reception for all the candidates for the Selection Committee on Thursday, June 26 at 5:30 at Tent City (if it is available). The purpose of the reception is to identify possible Selection Committee members, to generate excitement for the CODP among Massachusetts organizers, funders, and allies, and to hook them into the CODP in some undefined way (several possibilities were discussed). Please plan to come to the reception. The Selection Subcommittee plus Jeanne Dubois will plan the reception. Committee members will help by calling to invite candidates they know to the meeting.

Next Meeting Date

The date of the June meeting has been changed. The new meeting date is Thursday, June 26 at 3:00 at the location of the reception (probably Tent City). Plan to stay for the reception which will follow the Steering Committee meeting. For the future, we will try to hold our meetings at 9:30 am on the fourth Wednesday of the month.

Possible candidates for the CODP Selection Committee
May 28, 1997

The names below were suggested in a brainstorming session as possible members of the committee that will select the CDCs that will receive funding through the CODP. The names are listed in three different categories based on their experience with funding, organizing, cdcs and/or community building or organizing initiatives. People with experience in more than one area have been randomly placed in one of the three areas.

If you have addresses and phone numbers for any of the people on this list or would like to suggest other candidates (particularly people of color and/or Western Mass candidates), please call Ann or Lee. Remember that current CDC staff and board members are not eligible to be on the Selection Committee..

Funding Experience	**Organizing Experience**	**Organizing Experience**
Henry Allen fo	Lee Staples o	Luke Hill o
Jean Whitney f	Marshall Gans o	Edwin Rodriguez o
Bryan Spence f	Mark Erlich o	Jim Drake o
Fernando Menendez fo	Danny Leblanc o	Xavier Briggs o
Kathy Calhoun fc	Ken Galdston o	Oscar Chacon o
Rita Farrell f	Nancy Sanchez o	Roz Everdell o
Felix Torres cf	Mike Eichler o	Trish Settles o
	John O'Conner o	Paul Yelder o
	David Coyne o	Laura Younger o
CDC Experience	Michaelann Bewsey o	Kate Casa oc
Pat Libby c	Scott Hyman o	
Viki Bok c	Grace Cormac o	**Initiative Experience**
	Terese Martin oc	Carey Shea ic
	Janice Fine o	Bill Traynor ico
	Scott Spenser o	Diane Gordon iof
	Lew Finfer o	Bill Ryan i
	Pam Jones o	Pam Bender io
	Diane Johnson o	Pat Jenny if
	Steve Schnapp oc	Anita Miller if
	Daniel Moss oc	
	Mary Lassen of?	

Key:
        f = experience as a funder
        o = organizing experience
        i = experience with other, similar community organizing or community building iiniatives
        c = CDC experience

Community Organizing Demonstration Program Steering Committee
June 3, 1997

Name	Organization	Phone	Fax
Henry Allen	Hyams Foundation	617-426-5600	617-426-5696
Laura Buxbaum	Salem Harbor CDC	508-825-4002	508-745-4345
Marc Draisen	MACDC	617-426-0303	617-426-0344
Jeanne DuBois	Dorchester Bay EDC	617-825-4200	617-825-3522
Janice Fine		617-524-7513	617-524-2840
Joanne Foster	Oak Hill CDC	508-754-2858	508-754-0138
Don Hill	Fenway CDC	617-247-6881	617-247-6881
Gail Latimore	Codman Square NDC	617-825-4224	617-825-0893
Claudio Martinez	Jamaica Plain NDC	617-522-2424	617-524-3596
Carey Shea	LISC Community Building Initiative	212-455-9586	212-682-5929
Ann Silverman	NDSC	617-338-0411	617-338-2209
Bryan Spence	The New England	617-578-2000	617-536-5566
Mathew Thall	LISC	617-338-0411	617-338-2209
Jean Whitney	Riley Foundation	617-426-7172	617-426-5441
Lee Winkelman	MACDC	617-426-0303	617-426-0344

Fundraising Subcommittee
Jeanne Dubois
Don Hill

Training Subcommittee
Jeanne Dubois
Janice Fine

Selection Process Subcommittee
Henry Allen
Joanne Foster
Laura Buxbaum

If you would like to volunteer for a committee, please call Ann or Lee.

Minutes
CODP Steering Committee Meeting
June 26, 1997

Present: Joanne Foster, Jeanne Dubois, Henry Allen, Bryan Spence, Carrie Shea, Ann Silverman, Mat Thall, Lee Winkelman, Marc Draisen

Fall Training. The Training Subcommittee reported that they interviewed four teams of consultants, all of whom presented interesting, thoughtful proposals. The Steering Committee approved the recommendation of the Training Subcommittee to select Neighborhood Partners' team to conduct the fall trainings. The subcommittee will meet with the team--Bill Traynor, Jamie Pullen, and Fernando Menéndez--to finalize cost and scope of services. The Training Subcommittee hopes that we will have opportunities at other points in the process to use more of the training teams that were interviewed.

Public Event. The Steering Committee voted to postpone the public event that had been planned for the Fall until January. The purpose of the event is to celebrate and publicize the CODP, and to make contacts with organizers who may play some kind of future role in the CODP (as mentors to CDC organizers, for example). Joanne Foster, Jean Dubois and Marc Draisen agreed to be part of a committee to plan the event.

Selection Subcommittee. The Steering Committee approved the recommendations of the Selection Subcommittee as to who we should ask to be on the committee that will select the CDCs to participate in the CODP. Staff will ask Bill Traynor, Diane Gordon, Pam Jones or Laura Younger, and Lew Finfer or Grace Cormac to be on the Selection Committee (only four people on this list can be on the Selection Committee). Bryan Spence, Henry Allen, and Janice Fine have already agreed to be on the Selection Committee

Staff will produce a first draft of the RFP and the Selection Criteria, which will be submitted to the Selection Subcommittee for their comments. A second draft will be done by staff based on these comments, which will be submitted to the full Steering Committee for their review. We hope to issue the RFP in September.

Fundraising Report. We have several proposals pending, but no hard news to report.

Next Meeting. The next meeting of the Steering Committee will be August 19, 1997.

MASSACHUSETTS ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Community Organizing Demonstration Project
Steering Committee Meeting
August 19, 1998

Minutes

Present: Henry Allen, Laura Buxbaum, Joanne Foster, Claudio Martinez, Bryan Spence, Marc Draisen, Ann Silverman, Mat Thall, Lee Winkelman

Minutes from June 26, 1997 were approved

Future Agenda items:
It was suggested and agreed that we should discuss the evaluation component of the CODP at one of the next Steering Committee meetings.

Fall Training:
The training will consist of two mandatory all-day workshops, and two optional mini-workshops. All CDCs who wish to participate in the CODP must have an Executive Director, Board Member in a leadership position (i.e. officer or committee chair), and organizer (if they have one) attend the two mandatory workshops. Workshop 1 will discuss changes in our communities, why community-organizing-for-power is an appropriate response to these changes. It will be offered twice: Friday, October 17 and Saturday, October 18. Workshop 2 will discuss organizing approaches, making an institutional shift. It will be offered twice also: Friday, December 5 and Saturday, December 6. CDCs should plan to attend one of each workshop.

The first mini-workshop will take place on November 5th when we will discuss how to do community power analysis. The second mini-workshop will take place on December 10 when we will discuss how to set organizing goals.

Selection Process

Five people have agreed to be on the Selection Committee. They are Henry Allen, Bryan Spence, Janice Fine, Diane Gordon (from the Neighborhood Reinvestment Corporation), and Pam Jones (From the Metropolitan Boston Housing Partnership). Lew Finfer, Bill Traynor, and Grace Cormack were unable to clear the time in their schedule for participation in the Selection Committee. The Subcommittee and staff are continuing to follow up and recruit the last two members of the committee.

We discussed some of the issues related to the request for proposal and the selection criteria, and we came to these conclusions:

- We do not yet have enough money committed for three years worth of grants to CDCs. When we make the awards, the third year of funding will be conditional on our ability to raise sufficient funds.
- The so-called second-tier participants will not receive organizing grants. They will receive $5000 for a consultant in the first year of the program only, and they will be eligible to participate in the centralized trainings. There will be five such "second-tier" CDCs. If there are groups want to be second-tier groups (that have no interest in the funding), there should be a simpler application form.
- We must make sure the application process does not weed out emerging CDCs. The RFP cannot be too intimidating. Staff should be available to meet with CDCs that have questions. Applying CDCs need to have some evidence of community support for organizing, but that does not mean they have to have already gone through an extensive community process to build consensus around an organizing plan.
- The grants to CDCs can be used for direct organizing costs, including organizer salary and benefits, supervisor salary, materials, a portion of the time of development or other staff to do organizing. The grants cannot be used for overhead or other expenses that are not directly used for organizing. All CDCs that are in the program must have a full-time organizer, but some CDCs may have other money to pay the organizer salary and have a need for other organizing expenses. In any case, CDCs who are applying must show that the CODP organizing grants will push their organizing work forward.
- There will be a second draft of the RFP done based on comments from the Committee and the Subcommittee, which has reviewed it. The full committee will review the second draft of the RFP and approve it. The Selection Criteria document is the instructions to the Selection Committee on how to evaluate the CDCs. It provides the "key to the crossword puzzle". It will only be reviewed by non-CDC members of the committee and MACDC staff.

The RFP will be issued in October. All proposals are due on December 30th. Early submissions are encouraged.

Schedule

CODP Steering Committee meeting schedule:

September 25	MACDC	9:30 - 11:30
October 16	LISC/NDSC	10:00 - 12:00
November 13	MACDC	9:30 - 11:30
December 11	LISC/NDSC	9:30 - 11:30

Ricanne Hadrian Initiative
for Community Organizing

Community Change and Power: New Challenges for the CDC Movement
October 17/October 18, 1997

Agenda

8:30 am   **Registration. Bagels and coffee.**

9:00   **Morning Session**

- Welcome and Introductions

- Program Review

- The Context of Our Work: Changes in Our Community and CDCs
  (Exercise and Small Group discussion)

- Discussion and Summation

12:00   **Lunch**

12:45   **Afternoon Session**

- A Power Self-Assessment (Exercise and Small Group/by CDC)

- Critical Elements for a Power Building Agenda

    Mike Gecan, Organizer, Industrial Areas Foundation

- Small Group Discussion

- Closing Remarks and Evaluation

4:00   **Close**

Community Change and Power:
New Challenges for the CDC Movement

As part of the morning session of the workshop we want to create an accurate picture of the communities your CDCs work in. It is our goal to arrive at a clearer definition of where these communities are and how they got there based on factual information.

In order to accomplish these goals, each CDC team is being asked to BRING WITH YOU facts, data or other relevant information about your organization and community. This information should be documented, verifiable, measurable data *not* impressions or perceptions.

Please provide one (or more) piece of information for each of the following areas:

	Five to 10 Years Ago	Today (1997)
Demographics (population, ehnic, racial, gender, etc.)		
Political (organizations, trends, forces etc.)		
Economic (jobs-income, businesses, etc.)		
Social (health, education, housing, etc.)		
Your CDC		

EXAMPLE:

Demographic   Latino pop. (45% of community)   20 % increase in Asian pop.

VERY IMPORTANT: This information will form the basis of our work in the morning session --
PLEASE REMEMBER TO BRING IT WITH YOU.

TRENDS

Political

- The African-American population numbers 22.9 million persons and represents 12 percent of the voting-age population. Whites represent 165.2 million persons, account for 84 percent of the voting age population.

- Hispanics (may be of any race) will number 18.6 million or 9 percent of the electorate.

- Another 8.4 million persons or 4 percent of the population will be races other than White or African-American; persons of other races include Asian or Pacific Islander, American Indian, Eskimo, and Aleut.

- Women number 102.2 million and represent 52 percent of the voting-age population (est. 11/96).

- In the Boston neighborhoods of Roxbury, Dorchester and Mattapan, the average voter participation rate was 25 percent.
  Source: Boston Persistent Poverty Project

Percentage of Registered Voters vs. Actual Percent Voting by Race in U.S.

1994	Total	White	Black	Hispanic
Reg	62.5	64.6	58.5	31.3
Voting	45.0	47.3	37.1	20.1

Source: U.S. Bureau of the Census

Demographic and Economic Trends

- Twenty-eight percent of Boston's population moved into the city between 1985 and 1990 alone, and of the new residents, one in four was a member of a newcomer immigrant group.

- Immigrants who arrived between 1980 and 1990 now make up 11 percent of Boston's population, and represent almost 30 percent of the new foreign-born immigrants in Massachusetts. Together, Boston's more established and newly arrived foreign-born residents now make up 20 percent of its population (a rate in Massachusetts second only to New Bedford.)

  Source: Boston Persistent Poverty Project

U.S.				Percent Change		
	1979	1989	1994	1979-89	1989-94	1979-94
10	12,447	11,950	11,000	-4.0%	-7.9%	-11.6%
20	19,689	19,125	17,940	-2.9%	-6.2%	-8.9%
30	25,879	26,290	24,513	1.6%	-6.8%	-5.3%
40	32,479	33,460	31,300	3.0%	-6.5%	-3.6%
50	39,213	40,718	38,820	3.8%	-4.7%	-1.0%
60	46,033	48,756	47,000	5.9%	-3.6%	2.1%
70	53,576	58,555	57,000	9.3%	-2.7%	6.4%
80	63,269	71,168	69,998	12.5%	-1.6%	10.6%
90	81,198	93,373	93,179	15.0%	-0.2%	14.8%
NEW ENGLAND						
10	14,121	15,885	13,200	12.5%	-16.9%	-6.5%
20	21,961	25,487	21,622	16.1%	-15.2%	-1.5%
30	29,056	34,982	30,000	20.4%	-14.2%	3.3%
40	35,854	43,204	38,947	20.5%	-9.9%	8.6%
50	41,578	51,902	46,990	24.8%	-9.5%	13.0%
60	48,481	61,203	55,200	26.2%	-9.8%	13.9%
70	56,084	72,059	67,282	28.5%	-6.6%	20.0%
80	66,700	86,757	81,600	30.1%	-5.9%	22.3%
90	84,126	111,445	105,314	32.5%	-5.5%	25.2%
MASSACHUSETTS						
10	13,534	14,072	13,217	4.0%	-6.1%	-2.3%
20	20,557	25,274	22,411	22.9%	-11.3%	9.0%
30	28,445	35,850	32,692	26.0%	-8.8%	14.9%
40	35,862	44,625	41,869	24.4%	-6.2%	16.8%
50	42,163	53,323	49,949	26.5%	-6.3%	18.5%
60	50,075	63,575	59,075	27.0%	-7.1%	18.0%
70	58,321	74,568	70,550	27.9%	-5.4%	21.0%
80	68,855	89,625	84,169	30.2%	-6.1%	22.2%
90	86,530	116,513	107,875	34.7%	-7.4%	24.7%

Sources: March Current Population Surveys, 1980-1995, tabulations by Center for Labor Market Studies.

MEDIAN REAL INCOMES OF FAMILIES IN THE U.S., NEW ENGLAND, AND INDIVIDUAL NEW ENGLAND STATES, 1979 AND 1989 (IN 1994 DOLLARS)

	1979	1989	Percent Change
U.S.	$39,227	$40,724	3.8%
New England	$41,572	$51,909	24.9%
Connecticut	$45,974	$61,854	34.5%
Massachusetts	$42,157	$53,330	26.5%
New Hampshire	$40,123	$50,659	26.3%
Vermont	$34,653	$42,739	23.3%
Maine	$32,392	$37,234	14.9%
Rhode Island	$40,455	$43,026	6.4%

Source: March 1980 and March 1990 Current Population Survey, tabulations by Center for Labor Market Studies.

Source: The State of the American Dream in New England. MassInc. 1/96

RANKING OF NEW ENGLAND STATES IN THE MEDIAN
FAMILY INCOME DISTRIBUTION AMONG ALL 50 STATES
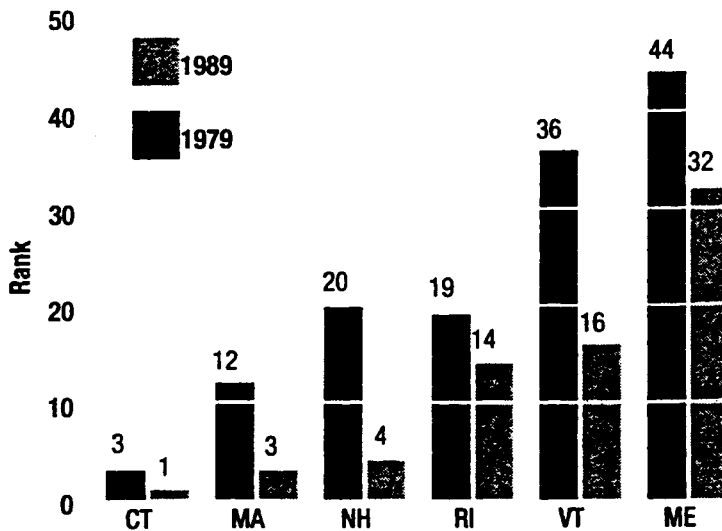
Source: The State of the American Dream in New England. MassInc. 1/96

Poverty rates vary greatly by race.
In 1995, the poverty rate for whites was 6.4 percent; for Asians and Pacific Islanders it was 12.4 percent; African Americans, 26.4 percent; and Hispanics 27.0.
Source: Housing and Urban Development

Percentage of population in poverty 1990/1994

	Mass Population	US	Mass	Rank by State
1994	6,074,000	14.5	9.7	39th
1990	6,016,000	13.5	10.7	36th

Source: State profile from U.S. Bureau of the Census

- The percentage of people living in poverty in the US now exceeds that of all eight of the most industrialized nations in the world:

- One adult working full time at minimum wage will not earn enough to left a two-person family out of poverty.

- Nationally, one in four children under the age of six, one in five under 18, and one in nine adults is poor.

- The poverty rate for children in young families has doubled, from 20 percent in 1973 to 40 percent in 1990.

Source: Boston Persistent Poverty Project

- U.S. Teen-Age Unemployment Rate (July 1997): 16.4%
  Source: Bureau of Labor Statistics

- Latinos have the largest proportion of person with income below the poverty level, 36.7%. The poverty rate for Latinos is five times that of whites (7.0%) and higher than the rate for blacks (23.0%) and Asians (19.7%). Of those Latinos under the age of 18, almost half had incomes below the poverty level. In particular, the rate of poverty was greatest among those Latino children under 11 years of age.

  Source: Maricio Gaston Institute for Latino Community Development and Public Policy, University of Massachusetts-Boston

Other Data

Massachusetts Occupied Housing units, 1990
Percent owner occupied   59.3

Source: Massachusetts profile, U.S. Bureau of the Census, U.S. Counties 1996 CD-ROM

Results of Reported in MACDC's 1997 Production Report

Over **30,000 people** in Massachusetts live in homes developed and renovated by CDCs and tens of thousands more benefit from the positive impact of these projects.

In the past three years, CDCs developed **1,297 new homes** (103 new housing projects), bringing the total number of CDC- developed homes to **10,322.**

CDCs have **4,875** units of new affordable housing units in the pipeline, including 2,143 scheduled to open in 1997.

CDCs helped **5,294** families navigate the process of buying their first home.

32% of CDC construction projects surveyed hired minority or women contractors.

Cumulative Housing Production

Year	Units (THOUSANDS)
1993	9,025
1994	9,405
1995	9,858
1996	10,322
1997	11,393*
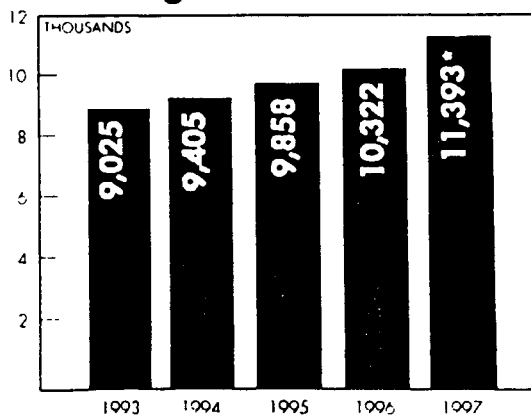
*Projected, assumes half of projects scheduled to open in 1997 are completed

Results

CDCs have provided or secured more than **826 micro loans** to entrepreneurs, totaling more than **$4.4 million**. These loans have leveraged an additional **$7.9 million** in private funds.

CDCs provided or secured more than **200 small business loans**, totaling more than **$14 million**, and leveraging over **$59.2 million**.

CDCs provided technical assistance or training to **4,892 business owners** and served as catalysts for economic development in their communities — organizing neighborhood business associations, advocating for new bank branches in poor communities, securing private and public investment, and pushing for infrastructure improvements.

Results

CDCs have completed **44 commercial and industrial real estate developments**, providing space for over **224 businesses** which employ more than **1,554 people**.

CDCs are in the process of planning **35 more developments**, projected to provide space for **187 businesses**.

CDCs have developed over **1,000,000 gross square feet** of industrial and commercial space.

Results

CDCs have now developed **47 parks, playgrounds and urban green spaces**.

Over the past three years, CDCs have registered **4,500 new voters**, helping to empower poor communities that too often do not fully participate in civic life.

110,000 people have been served by CDC-sponsored youth, arts, and cultural programs.

Working with community allies, CDCs have begun to bring **banks, supermarkets, pharmacies**, and other **essential services** back to communities that have been grossly underserved.

NOTES FROM CDC COMMUNITY ORGANIZING TRAINING SESSION ONE

SMALL GROUPS:

Trends/ Conditions /Changes in our Environment
Resources
- potential $$ is shrinking
- funders make us change for changes sake

Communities
- more people in our communities have to work more to survive
- changes in public assistance entitlements and work
- growing economic concentration—less local jobs, economic resources controlled from elsewhere (i.e. banks, large companies)
- regionalization of systems-i.e. education, health care
- finite number of good jobs
- growing economic insecurity
- decline in trust of government
- low income/people of color still do not have a voice in the political environment (one step forward/one step back)
- political environment has become meaner
- social problems increasing
- social/family connections are fragmented
- more interest in spiritual institutions/groups—importance of churches is greater
- people are looking for something—hope/support
- AIDS is a bigger problem
- teen pregnancy is up
- more drugs
- more social problems
- low income people have more of a voice/less isolated
- people of color are not adequately represented in leadership positions
- more people of color, more immigrants in our communities
- unemployment is down
- underemployment is up
- more people turning to self employment
- gap in job training/supply/demand
- crime is up
- voter participation is down
- many of our communities look better (physical appearance)

What do We Want to Influence?
- political process—participation, representation, voter registration
- education of our communities—public policy
- perceptions of homeownership through CDCs
- redistribution of wealth
- control of economic development
- more community control
- government, banks, investment

How Have We Changed Our CDCs/ Our Approach?

- building capital that we control
- learn what fear means
- recognized that we need to increase our involvement in public life
- recognized that we have excluded youth
- have moved into more collaborations/more sophisticated in our collaborations
- we have broadened our focus beyond housing
- we are more into community building
- there are more CDCs/more competition
- there are more sophisticated/bigger CDCs—more staff
- we have become more established as CDCs—an industry, a business
- more women in CDC work, more opportunities for women
- we have more of a voice as CDCs
- we have multiple funding sources

What Will It Take From Us to Influence These Trends In the Future?

- more control over the resource stream to us/or community
- generate an income stream—$$/time/energy investment from local community in this effort
- work internally to be open to change—i.e. we can't empower the community if we don't have empowered people internally
- return to roots—empower the community to bring about change
- find ways to impact/control agendas of local institutions who control resources
- learn how to "bite the hand that feeds", i.e. play the community trump card—we must have it/know how to play it
- image/value/message has to be clear/well communicated—"our contract with you"
- need to better link social justice and economic justice messages
- around regionalization—we need to re-think who is our constituency
- we need to educate people around who we are, what we can do, why they have to be a part
- growing importance of larger aspects of the movement—regional, national
- educate those who are newcomers re the political process, organize people re public policy, government, voter registration
- educate people re how resources are distributed
- carefully think about how much we can/should get into politics
- need to better understand the different traditions our community
- spend time investing in relationships with people
- board and staff must better reflect the community we want to work in
- build more community leaders
- ask: is our CDC community centered?
- be clear re which pieces we as a CDC want to tackle
- we need to better collaborate with others
- we need to build people/get them to be more pro-active
- human economic development (job training, job development)
- develop more trusting relationships in our communities
- real transference of power via training, education, and input of community residents
- more involvement of young people
- resolve our conflicted expectations about community organizing
- be clear re our ambitions and outcomes
- look at our organizations, may need to change them internally
- ask ourselves if we are the ones who should be doing community organizing in our community

- ask ourselves how we do organizing and development
- ask ourselves what kind of community organizing we should do
- ask ourselves who we are accountable to
- look more long term
- learn how not be dependent on outside funding
- become more representative of our communities
- invest more in training/tools to bee effective
- expectations need to change regarding measures of success, time
- it will take persistence, commitment

MIKE GECAN AND FOLLOW UP DISCUSSION

Overall Conclusions
- Organizing is based on power.
- Organizing requires developing four capacities: leadership development, building a base (constituency), issue organizing, and alliances

Power
- Power is the ability to get things done.
- There are two kinds of power: organized money and organized people
- Solutions to problems are not technical solutions. They are solutions of power and how to use it.

Organizing
- For the IAF, building a constituency means before they identify an issue or hold their first public meeting they do the following
    1. Have more 10,000 one-to-one meetings with residents, members of congregations, leaders, business people, government officials, and others.
    2. Raise enough money to pay all costs of the organization for two years.

  Power is organized people and organized money. Groups that are serious about community organizing must be serious about organizing both
- Organizing is only one approach and it is not for all groups. It is ok to decide not to organize.
- IAF has every organization paying significant dues. If people don't pay for their organization, then it is not really their organization. People pay for what is important to them. CDCs need to think through the issue of dues.
- If CDCs want to make organizing a priority then they must make organizing a priority in terms of how the organization spends its time and money. How much time is spent training leaders? Do organizers earn the same as project managers?
- There are three options for CDCs and organizing:
    1. To do development without doing organizing
    2. To jump in whole heartedly, to transform our organizations so that organizing is a core function.
    3. To continue as primarily a development organization, while doing a bit of organizing on the side.

  Mike thinks one and two are reasonable options. He recommends against option three. A big question to address in the December trainings and throughout RHICO is what is the difference between jumping in and tinkering around the edges.

The Range of Activity within Community Development Corporations

	Constituency-Building	Development & Production	Service & Referral	Mutual Aid & Self-Help	Neighborhood Link to Public Policy
Guiding Principles	Neighborhood residents are disenfranchised and need an organized voice to demand a more equitable distribution of resources & power.	A community-controlled production entity is necessary and preferable to private development efforts for guiding community revitalization efforts.	Emergency & supportive services are needed for low-income individuals, especially those in transition.	Alternative structures that pool resources and skills can change or ease the economic conditions faced by individuals.	In order to shift public policy and the allocation of resources, it is necessary to build power that extends beyond one neighborhood organization's base.
Expected Outcomes	- issue campaigns with short-term demands & long term goals. - a vehicle for new neighborhood leadership to develop and gain power. - an organized base of neighborhood residents to hold institutional powers accountable to community needs.	- building technical capacity to fulfill the development agenda identified through community planning efforts - encouraging community input and monitoring of projects which use public funds	- providing appropriate and compassionate support for community members in need. - creating a transitional bridge which helps individuals access resources & change their lives.	- creating an alternative way of organizing resources - supporting individuals to "help themselves" by providing skills development or access to non-traditional financing.	- developing a community-based public policy agenda recognized by local, state & federal officials - providing a vehicle for neighborhood leaders with an organized community-base to build power & extend influence
Typical Activities:	* Tenant Associations * Block Clubs * Issue Organizing * Crime Watches * Voter Registration & Education Efforts * Community Planning & Mapping	* Rental Housing Development * Commercial Real Estate Development * Low & Moderate Income Homeownership Development * Open Space Planning & Development	* Referral for emergency services * Linkage to job training & education programs * Job bank & job fairs * Counseling on housing options * Dispute Mediation	* Community gardening * Housing landtrusts * Mutual Housing * Peer-lending for Business Start-up * Community Credit Unions	* Campaigns Related to City Budget Allocations & CDBG Funds * Community Reinvestment Act Challenges * Participation in State & National Coalitions; Lobby Days; Meetings with Public Officials
Examples:	CDC community organizer works with neighborhood residents to develop campaign for a local bank to hire bilingual tellers and loan counselors.	CDC develops 50 units of affordable rental housing to begin to meet needs identified through community planning efforts.	CDC sponsors workshops and job linkage counseling for women who currently receive public assistance.	CDC coordinates sweat-equity workshops and tool cooperative for members of a housing landtrust program.	CDC mobilizes neighborhood residents & community associations to join broader coalition to demand more state resources for community-based economic development.

Leadership Development

Read the statement, then CIRCLE the answer closest to your CDC's experience and tally your score ...	0 Points	1 Point	5 Points	10 Points	20 Points	Total Points
1 If three Board members announced their intentions to resign before the end of the year, the organization can count at least ____ people who are already active with the CDC and would be strong nominees for the open seats.	*Oh no! We can't think of any one.*	Only 1 person, 2 seats will be vacant.	2 - 3 people	4 - 6 people	7 or more people	
2 If asked, ____ % of the Board of Directors could outline how the organization makes decisions and would wholeheartedly describe themselves as decision-makers in the organization.	*N/A. Our Board doesn't really get involved!*	10% - 20%	25% - 50%	60% - 90%	90% - 100%.	
3 If asked, ____ % of the Board of Directors could explain the operating budget and justify it to an outsider.	*N/A. Our Board doesn't really get involved!*	10% - 20%	25% - 50%	60% - 90%	90% - 100%.	
4 Approximately _____ of the current Board members have represented the CDC by chairing community meetings, making public statements and/or negotiating on behalf of the CDC.	*None or One.*	Two	A quarter	Half	Two Thirds	
5 Our CDC wants to develop multiple ways for new people to develop leadership, including chairing committees and issue taskforces, representing the CDC at public events, in negotiations, & conducting outreach. Our current status is:	*N/A.*	In the planning stages.	Several ways to be involved, but staff still does most of the work.	Leadership run all committee, board and public meetings.	Leaders run meetings, negotiate, expand skills, & organize the community.	
6 If there's a crisis with one of our projects, the CDC leadership can be counted on to help inform and mobilize:	*N/A. That's the staff's job.*	Several friends & family members.	All the active volunteers in the group, plus personal contacts.	A broad cross-section of people who've worked with the CDC.	They'll get on the phones & knock on doors until at least 200 people have been contacted.	
7 Our CDC has a strong record of supporting and developing new emerging leaders who come from our community; in fact many outsiders view the organization (with some trepidation) as a training grounds for new leadership. How true is this statement?	*Not True.*	Not True yet, but there's potential.	True for one or two former leaders.	True for a few strong members, beginning to see a pattern.	Very True.	
8 If you looked at the history of leadership within our CDC you'd see a healthy rotation among the Board and a changing board membership over time which reflects changes within the neighborhood constituency. How true is this statement	*Not True.*	We're just beginning to look at rotation.	Somewhat True.	More than halfway True!	Very True.	
					TOTAL SCORE:	

Leadership Development Power Test — *Interpreting your CDC's Score*

0 Points =	Are you sure you want to be a part of this project?
10 - 39 Points =	Your CDC is still a beginner in this work; you may need to set measurable goals.
40 - 79 Points =	You've got the basics, now let's talk about strengthening your capacity.
80 - 149 Points =	You're building a strong foundation. Let's fine-tune and set ambitious goals.
150 to 160 Points =	Great work. Please speak-up and share your experience with others.

Building a Constituency

Circle the answer closest to your CDC's experience and then tally your score ...	0 Points	1 Point	5 Points	10 Points	20 Points	Total Points
1 If there's a crisis with one of our projects, our CDC is confident in our ability to mobilize _____ community residents to go to City Hall for a meeting/action one week from now.	*Not Applicable. Only CDC staff will attend.*	Approx. 10 people	15 - 30 people	50 - 100 people	More than 120 people	
2 We use the following system for identifying and tracking the active involvement of our constituency in CDC activities and committees.	*Not Applicable. We don't track involvement.*	Our memories	Meeting & Event Sign-in lists	Meeting / Event Attendance Database	Database & periodic staff/team meetings to analyze.	
3 Our CDC has created various ways for people to feel like they belong and can participate in directing activities. Although not all are currently active, we can count ____ members/volunteers who would identify themselves as being involved with the CDC.	*N/A. We don't need members or volunteers; staff can do it all!*	10 - 15 members / volunteers	20 - 40 members / volunteers	50 - 150 members / volunteers	200 - 1,000 members / volunteers (30 Points if you've more than 400)	
4 Based on monthly attendance at board meetings, committee meetings and other community meeting activities, we'd say our active membership (number of volunteers) is approximately:	*N/A. Monthly meetings of members or volunteers? Huh?*	5 - 9 members / volunteers	10 - 15 members / volunteers	20 - 40 members / volunteers	50 - 100 members / volunteers (30 Points if you've more than 150.)	
5 Our CDC can count on a network of other community-based institutions that support our work. We currently have a list of ___ community groups, churches, etc. that are affiliated or formally endorse our CDC's work.	*N/A. Other groups don't know anything anyway.*	1 - 2 groups	3 - 9 groups	10 - 15 groups	20 or more groups	
6 We sponsor large community meetings where new people can come and participate in shaping the work and priorities of the organization. These meetings happen at least:	*N/A. Once every 10 years.*	Once every 3 years.	Once a year.	Twice a year.	Quarterly.	
7 We know that involving people in a community planning goes beyond our own internal meetings. We've sponsored a full-fledged planning process with on-the street mapping and door-to-door outreach to help determine priorities:	*N/A. We already have a plan; why mess it up with input.*	Haven't done it yet; but we plan to this year.	Once in the last five years.	Once every three years.	More than one time every three years.	
8 We know that relationship-building within the community is the key to developing a strong constituency. Our organizers (or other staff) conduct approximately _____ individual meetings a year to find out what's important to people.	*N/A. Our staff is too busy to leave the office.*	5 - 10 individual meetings a year.	10 - 20 individual meetings a year.	30 - 75 individual meetings a year.	100 or more per year. (30 Points if 200 or more)	
					TOTAL SCORE:	

Constituency Building Power Test	*Interpreting your CDC's Score*
0 Points =	Are you sure you want to be a part of this project?
10 - 39 Points =	Your CDC is still a beginner in this work; you may need to set measurable goals.
40 - 79 Points =	You've got the basics, now let's talk about strengthening your capacity.
80 - 149 Points =	You're building a strong foundation. Let's fine-tune and set ambitious goals.
150 to 190 Points =	Great work. Please speak-up and share your experience with others.

Alliances

Read the statement, then CIRCLE the answer closest to your CDC's experience and tally your score ...	0 Points	1 Point	5 Points	10 Points	20 Points	Total Points
1 Our CDC works closely with neighborhood organizations, tenants groups and block associations in our area. We do this by:	*Not Applicable.*	Sending out a newsletter.	Providing in-kind support.	Providing organizing support when needed.	Reserving CDC board seats and providing organizing support.	
2 Our CDC knows about the work of other organizations in the neighborhood by:	*Listening to rumors.*	Keeping a list of all groups in the area.	Visiting the sites of groups.	Having staff/ volunteers attend the events of other groups.	Meeting with other groups to share information & planning goals.	
3 We belong to a local housing and community development coalition. The CDC supports the coalitions work by:	*N/A. We'd rather work alone.*	There is no coalition, but we'd like to join one.	Signing on and staying informed.	Sending people to coalition events.	Providing leadership and resources for the coalition.	
4 We stay informed of public policy efforts at the state and national level by:	*N/A. We don't have time to do this.*	Reading the materials of other groups.	Using the WEB, e-mail, the phone, and the mail.	Staff and leadership participate in state and national events.	Providing leadership for state and national coalitions.	
5 We can depend on ____ other community organizations and associations to support our annual event by sending representatives.	*N/A. We don't hold public meetings.*	1 - 2	3 - 5	6 - 10	More than 15.	
6 We support city and state public policy coalitions which work on issues outside of our immediate development when:	*N/A. Other issues are too time consuming.*	The staff agrees with the coalition's goals.	When the board and staff agree with the coalition's goals.	When our CDC will become more powerful by being aligned with the coalition.	When our members endorse the work and the coalition gives us a strategic advantage.	
7 Working with local coalitions and neighborhood alliances is part of our leadership development activities. We currently have ____ board or volunteer leaders who are well informed and can represent our interests in coalitions.	*N/A. We're lucky if we get people to come to a board meeting.*	We'd like send a leader, but they're too busy.	1 leader with a staff person for support.	2 - 5 leaders with a staff person for support.	2 - 5 experienced leaders who need no staff support.	
8 Our CDC leadership thinks about building strategic alliances. The board leadership evaluates ways of building our power through coalition-work at least:	*N/A. We never evaluate our coalition work.*	Once every 5 years.	When new coalitions ask the CDC to join.	1 time every 2 or 3 years.	Annually.	
					TOTAL SCORE:	

Alliances Power Test	*Interpreting your CDC's Score*
0 Points =	Are you sure you want to be a part of this project?
10 - 39 Points =	Your CDC is still a beginner in this work; you may need to set measurable goals.
40 - 79 Points =	You've got the basics, now let's talk about strengthening your capacity.
80 - 149 Points =	You're building a strong foundation. Let's fine-tune and set ambitious goals.
150 to 160 Points =	Great work. Please speak-up and share your experience with others.

Issue Organizing

Read the statement, then CIRCLE the answer closest to your CDC's experience and tally your score ...	0 Points	1 Point	5 Points	10 Points	20 Points	Total Points
1 The CDC supports organizing on issues of importance to neighborhood residents even if its outside our immediate development agenda.	*Not Applicable. Never Happens*	Once every few years.	At least one issue this past year.	Regular resident committee work on at least one issue.	Several resident-led issue committees each year.	
2 When we develop a short-term issue campaign, we expect to "win" on specific demands and see tangible results at the end of the campaign.	*Not Applicable. What does "issue campaign" mean?*	The process is more important than tangible results.	We try to win, but it will be years before we see progress.	About half the time, we win or see progress within six months.	We almost always see progress on an issue within six months.	
3 The CDC's work on short-term issues flows into a longer-term strategy for creating change in the neighborhood.	*N/A. We don't work on short-term issues campaigns.*	We work on issues on a case by case basis.	One issue leads to another issue, but there is no longer term strategy.	Our short-term success draws support for bigger campaigns.	We pick issues strategically to build our base of power.	
4 The CDC's process for working on issues is described best as:	*N/A. Our development work keeps us busy enough.*	The staff advocates positions on issues and represents the CDC.	Staff identify issues, then involve community residents.	Active members & staff choose issues and develop strategies.	Active members & board leaders invest 5-10 hrs / mo in issues work.	
5 Our CDC's issue organizing is a way to attract new people to the CDC. When a new issue emerges, _____ of the members / volunteers active on the issue have never been involved with the CDC before.	*N/A. Same ol' activists always involved.*	Several	A Quarter	Half	Two-thirds	
6 We ask community residents to support the CDC's issue organizing with contributions and/or membership dues.	*N/A. What? You've got to be kidding!*	We haven't begun, but we're talking about it.	Our board members contribute.	Our board and most active members contribute.	We ask everyone to contribute in several ways.	
7 Our general philosophy about trying to get more resources and power for the community is best described as:	*We accept what those in power have to give us.*	We ask those who have power or resources to give more to the community.	We point out inequity and raise public awareness but avoid conflict.	We make demands but are careful with those who support our other projects.	We do what we have to leverage power to get to a point of negotiation on an issue.	
8 We have at least 1 staffperson that spends ___% of the time working on issues which are part of our immediate development agenda.	*N/A. That would be a luxury for us.*	10%	33%	50%	More than 50%	
					TOTAL SCORE:	

Issue Organizing Power Test	*Interpreting your CDC's Score*
0 Points =	Are you sure you want to be a part of this project?
10 - 39 Points =	Your CDC is still a beginner in this work; you may need to set measurable goals.
40 - 79 Points =	You've got the basics, now let's talk about strengthening your capacity.
80 - 149 Points =	You're building a strong foundation. Let's fine-tune and set ambitious goals.
150 to 160 Points =	Great work. Please speak-up and share your experience with others.

RHICO Organizing Workshop 2
December 5 and 6, 1997

Time	Activity
8:30 am	Registration and coffee & bagels
9:00 am	**Welcome and Introductions** (Ann Silverman) **Review of the Day and Objectives** (Fernando Menéndez)
9:30 am	**Issues/Leadership Development/Constituency Development** (Skill Building Exercise)
10:30 am	Break
10:45 am	**Shifting Roles and Our Expectations** (An exercise and group discussion facilitated by Jamie Pullen)
12:30 am	Lunch
1:00 pm	**Power, Coalitions and Conflict** (Presentation and Film with David Hunt) (Questions and Answers facilitated by Bill Traynor)
2:30 pm	Break
2:45 pm	**Wrap up Discussion** (facilitated by Bill Traynor)
3:30 pm	Evaluation
4:00 pm	Close

Facilitator Notes

SHIFTING ROLES AND OUR EXPECTATIONS Total time: 1 hr. 45 min.

(10:45-11:00)
(15 min)

PART 1: INTRODUCTION
Jaime introduces exercise.
Points to emphasize:
- Assumption: CDCs in the room want to build "power organizations"
- Need to anticipate the institutional shift that will need to occur

> - Expectations & Roles will be different for each type of position in the organization

> - Internal conflict may result if differing expectations not dealt with early on in process; Goal of building shared understanding of CO objectives throughout organization
> Examples:
>> *role of leadership* (Board members vs. ED vs. CO vs. emerging leaders from issue campaigns);
>> *in coalitions or negotiations* -- who represents CDC-- how is organization's position determined

> - Today's exercise a trial run in trying to define expectations of each other based on roles within organization

- Will review small group instructions (below) with whole group

(11:00-12:10)
(1 hour, 10 min)

PART 2: SMALL GROUPS

1. Executive Directors -- facilitated by Bill
2. Board Leaders -- facilitated by Fernando
3. Community Organizers -- facilitated by Jaime
4. RHICO Steering Committee -- facilitated by Ann or Lee
(non-organizing staff will be told to go to either ED or CO group depending on how they identify an affinity with either group--management vs. outreach/people-oriented position)

- We will need two volunteers from each group: 1 to give a 3-5 minute report back to full group; 1 to act as a "runner" between groups, to exchange with other three groups.

Questions to Answer:
- What do you need to do to make this work?
- What do you need from your partners in this process?

Small Group Part A: First 45 minutes of Small Group Discussion:

(15 min)
(30 min)

1. Preliminary discussion of what you need in your role, your expectations
2. What you need from others / expectations of others in different roles: (fill out sheets for 3 other categories...30 min.)

Small Group Part B: Second 20 Minutes—React & Revise Your Role

(20 min)

1. Exchange Sheets: (Group participant as exchange runner)
2. React to others expectations & needs from your role
3. Consolidate your expectations of your own role, identify conflicts, if time propose answers/scenarios for dealing with differences.

(12:10-12:30)
(20 min.)

PART 3: DEBRIEFING WITH WHOLE GROUP (Jaime facilitates)

1. Board Leadership (3 min for each...)
2. Community Organizers
3. Executive Directors
4. RHICO Steering Committee

Jaime reviews areas of agreement, conflicts still needing to be resolved possible next steps when taking the issue home ...

12:30

Lunch (Do lunch set-up EITHER Before 12:00 or at 12:30-35)
(Lee or Ann arrange with hotel?)

ABC's OF LEADERSHIP DEVELOPMENT

FORGET THIS:

THE BEST WAY TO GET SOMETHING DONE IS TO DO IT YOURSELF!

- Never Do for Others What They Can Do for Themselves.

- What's Commonplace for You, is Another's Opportunity.

- Delegation Builds Ownership.

- Action is to an Organization as Oxygen is to a Body.

- Train Leaders, Trust Them to Do a Job, Then Evaluate.

- Challenge Experienced Leaders to Break Glass Ceilings.

Managers	Leaders
administer	innovate
have a short-term view	have a long-range perspective
ask how and when	ask what and why
have their eyes on the bottom line	have their eyes on the horizon
accept the status quo	challenge it
Las/Los Gerentes	**Las/Los Dirigentes**
administran	son inovadores
tienen una perspectiva a corto plazo	tienen una perspectiva a largo plazo
preguntan cómo y cuando	preguntan qué y porqué ·
se fijan en lo cotidiano	se fijan en el horizonte
aceptan las cosas como estan	las desafian

Source: Warren Bennis

Four Obstacles to Leadership Development

- **Budget:**

How much of your organization's budget is spent on training new/old leaders?

- **Job description:**

Who's primary responsibility is it to recruit/orient/train new community leaders? How much do they spend on this task?

- **Time:**

How much of its time does the organization spend on training new leadership?

- **Identifying Leaders:**

What is the process for identifying new leaders and deciding on training?

- **What Else?**

Five Principles for Identifying Potential Leaders for the Organization

1. **Leaders Have Followers**

2. **Recruit Two Types of Leaders**

   - Leaders who Organize and Implement Group Decisions
   - Leaders who Inspire and Build the Group

3. **Beware of Self-Appointed Leaders in Communities New to the Group**

4. **Seek Qualities, Strengthen Skills**

   Valuable Individual Qualities:

   - Trusts people; Trusts the Community
   - Commitment and Hard work
   - Honesty
   - Positive Outlook
   - Self-Aware
   - Believes in being accountable to the organization

   Necessary Skills that can be taught:

   - Listening Skills
   - Conducting Effective Meetings
   - Establish Goals
   - Thinking Strategically
   - Identifying Issues
   - Fund-raising
   - Using Financial Information
   - Recruiting Others
   - Public presentation Skills
   - Evaluating Program Outcomes

5. **Mutual Honesty About Motivations for Involvement**

   - Leader identified Self-Interest & Potential Community Benefits
   - Group identifies the Need for & Assets of the new leader

What personal qualities should a leader have?

(1) *A good leader likes people*

Most of the work of organizing is work with people: talking with them, listening to them, working with them in groups. Most of the time your spend as a leader is spent with people. If you don't really like people, if you don't really enjoy being with them, it shows. But if you really do like people, that shows, too.

(2) *A good leader is a good listener*

You may be surprised that a good talker wasn't listed first. But in organizing, listening is more important than talking. In this world, the people who aren't on top don't get listened to very much. Nobody asks their opinions. Nobody wants their advice. But most people have pretty good opinions, at least about the things that affect their lives. They'd like someone to listen to their opinions.

(3) *A good leader makes friends easily*

If you're going to spend a lot of time working with people, it helps if they like you and think of you as a friend. If you're not open to making new friends easily, it may be difficult for people to work with you.

(4) *A good leader builds trust easily*

Building trust isn't quite the same as having people like you. All of us know people we like but don't quite trust. But in organizing, we need to be more than popular. We need to be trustworthy. When we organize people, we encourage them to take risks in their lives. They need to trust us enough to take those risks.

(5) *A good leader talks well*

You know that one would be on the list somewhere. But talking well doesn't mean being a public speaker. It just means being comfortable talking about your own ideas. It also means being able to express those ideas in plain enough language so that most people can understand them.

(6) *A good leader helps people believe in themselves*

It's hard for people who are powerless to believe in themselves. Everything in this society teaches them not to have confidence in themselves. But if people are going to change their lives by working together with other people, they need to rebuild that confidence. They need to believe that they're as good as anyone else.

(7) *A good leader can let others take the credit*

If you solve other people's problems for them, you get the credit. But if you help them solve that problem for themselves, they get it. As a leader you have to be big enough to let that happen.

(16) *A good leader is mature*

One of the dangers of organizing is that you may end up working out your personal problems at the expense of other people. If you're in a period of tremendous emotional change yourself, it may not be the best time to be a leader.

(17) *A good leader sets limits*

Just as you don't want to unfairly use people you work with, you don't wan them using you. If you start out doing everything for people, you'll never be able to help them do things for themselves. You need to be able to say "No."

(18) *A good leader is courageous*

This doesn't mean that you need to be prepared to face physical danger. The courage the leader needs is of a quieter kind: keeping going when it's hard to do, being able to tall people things they don't necessarily want to hear, taking risks, opening yourself to criticism.

(19) *A good leader has vision*

In organizing, we're trying to do more than just fix up a house here or get a job there. We're trying to build a better world through people working together. A good leader has a dream of that better world.

(20) *A good leader has a sense of humor*

As a good leader you see a lot of pain and suffering. It's hard not to take than suffering and pain on yourself. But you can't allow it to dominate your life. You have to laugh sometimes, too. Working with people is a serious business. But if you're all seriousness every minute of the day, it tears us apart.

ELIGIBILITY

AFFILIATION

CASUAL INVOLVEMENT

FUNCTIONAL INVOLVEMENT

OWNERSHIP

Neighborhood Partners

Skills Development Mini-Session
ISSUE ORGANIZING
1997 RHICO Training Series

9:30 am -10:30 am
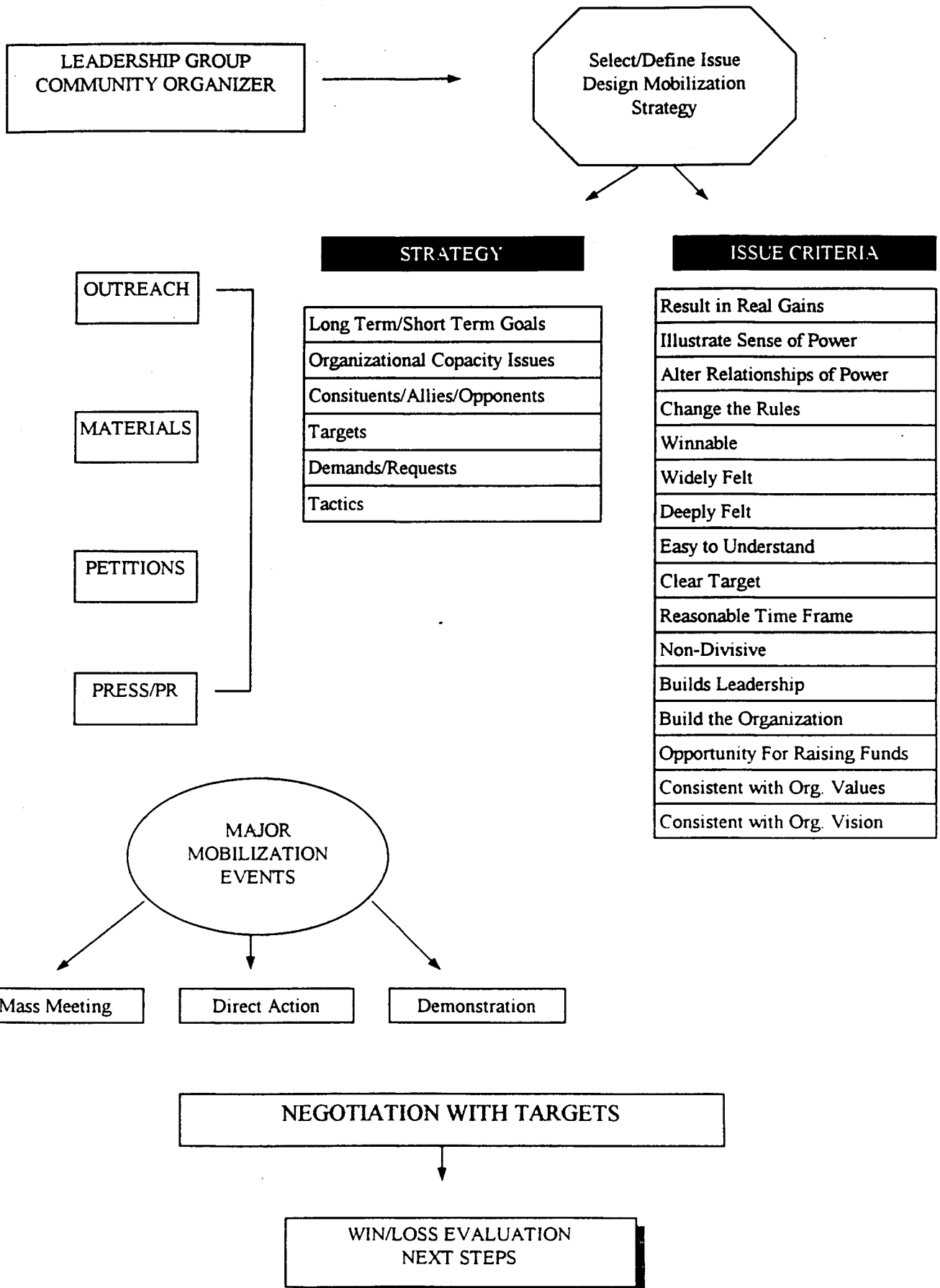December 5 & 6, 1997
Trainer: Jaime Pullen

Workshop Objectives:

1. Explore Criteria for Developing Short and Longer Term Issue Campaigns

2. Provide "Issue Organizing" Checklists to Use with CDC Staff & Leaders

AGENDA

• **Introductions: Difference Between A "Problem" and An "Issue"**

• **Long Term Strategies and Shorter Term Issue Campaigns**

• **Developing a Short-term Issue Campaign**
    ⇒ **Issue Criteria & "Tester" Questions to Consider**
    ⇒ **Picking Appropriate Targets: Who Has Power and How Is It Used**
    ⇒ **Tactics Appropriate for Your Constituency**

• **Strategic Thinking & Winning**

• **Taking It Back Home: Questions Your CDC Needs to Consider**

PROFILE: ISSUE ORGANIZING

LEADERSHIP GROUP
COMMUNITY ORGANIZER

→

Select/Define Issue
Design Mobilization
Strategy

OUTREACH

MATERIALS

PETITIONS

PRESS/PR

STRATEGY

Long Term/Short Term Goals
Organizational Copacity Issues
Consituents/Allies/Opponents
Targets
Demands/Requests
Tactics

ISSUE CRITERIA

Result in Real Gains
Illustrate Sense of Power
Alter Relationships of Power
Change the Rules
Winnable
Widely Felt
Deeply Felt
Easy to Understand
Clear Target
Reasonable Time Frame
Non-Divisive
Builds Leadership
Build the Organization
Opportunity For Raising Funds
Consistent with Org. Values
Consistent with Org. Vision

MAJOR
MOBILIZATION
EVENTS

| Mass Meeting | Direct Action | Demonstration |

NEGOTIATION WITH TARGETS

↓

WIN/LOSS EVALUATION
NEXT STEPS

Checklist for Choosing an Issue

A good issue is one that matches most of these criteria. Use this checklist to compare issues or develop your own criteria and chart for choosing an issue.

Issue 1	Issue 2	Issue 3	Will the Issue
			1) Result in a Real Improvement in People's Lives
			2) Give People a Sense of Their Own Power
			3) Alter the Relations of Power
			4) Be Worthwhile
			5) Be Winnable
			6) Be Widely Felt
			7) Be Deeply Felt
			8) Be Easy to Understand
			9) Have a Clear Target
			10) Have a Clear Time Frame that Works for You
			11) Be Non-Divisive
			12) Build Leadership
			13) Set Your Organization Up for the Next Campaign
			14) Have a Pocketbook Angle
			15) Raise Money
			16) Be Consistent with Your Values and Vision

Midwest Academy, 225 West Ohio, Suite 250, Chicago, Illinois 60610

Organizing for Social Change

Checklist for Choosing an Issue

A good issue is one that matches most of these criteria. The issue should:

1. Result in a Real Improvement in People's Lives

If you can see and feel the improvement, then you can be sure that it has actually been won. Say, for example, that a transit rider organization won a commitment for more frequent equipment inspections. Perhaps over a period of years, this led to improved service, but perhaps not. Riders could not tell. On the other hand, when the group asked for and got printed train schedules, there was a tangible victory. By making real improvement an explicit criterion, the organization must seek a broad consensus on what an improvement really is.

2. Give People a Sense of Their Own Power

People should come away from the campaign feeling that the victory was won by them, not by experts or lawyers. This builds both the confidence to take on larger issues and loyalty to the organization.

3. Alter the Relations of Power

Building a strong, ongoing staffed organization creates a new center of power that changes the way the other side makes decisions.

4. Be Worthwhile

Members should feel that they are fighting for something about which they feel good, and which merits the effort.

5. Be Winnable

The problem must not be so large or the solution so remote that the organization is overwhelmed. The members must be able to see from the start that there is a good chance of winning, or at least that there is a good strategy for winning. Ask who else has won on an issue and how, and then call on people with experience and ask for advice.

It is also necessary to figure out how much money your campaign will cost the other side and how much are they likely to spend to defeat you. Also, what will the non-monetary costs be to the other side which will make them want to

hold out against you? This gives you an idea of how hard they will work to defeat you, and how much money they are likely to spend.

6. Be Widely Felt

Many people must feel that this is a real problem and must agree with the solution. It is not enough that a few people feel strongly about it.

7. Be Deeply Felt

People must not only agree, but feel strongly enough to do something about it. It is not enough that many people agree about the issue but don't feel strongly.

8. Be Easy to Understand

It is preferable that you don't have to convince people that the problem exists, that your solution is good, and that they want to help solve it. Sometimes this is necessary, however, particularly with those environmental issues where the source of the problem is not obvious, or the problem can't be seen or smelled. In general, a good issue should not require a lengthy and difficult explanation. "Look at all those dead fish floating in the water. That didn't happen before the nuclear powerplant opened," should suffice.

9. Have a Clear Target

The target is the person who can give you what you want. A more difficult campaign usually requires several clear targets. This allows the campaign to have a longer time to build up strength, even if some of the targets refuse your demands in the early months. If you can't figure out who the target is, you may not have a good issue, or you may be addressing a problem, not an issue.

10. Have a Clear Time Frame that Works for You

An issue campaign has a beginning, a middle, and an end. You should have an idea of the approximate dates on which those points will fall.

Some time frame factors are internal, that is, set by your organization. Some are external, set

by someone else. The timetable for an election campaign is almost totally external. The timetable for a campaign to win a stop sign in your community is almost totally internal.

Does the time of major effort in your campaign fall at a particularly difficult part of the year, such as mid-August or Christmas week? The spring and fall are best for most groups in most places.

Even if your organization does not have specific electoral goals, you want the time frame to fit the electoral calendar. You usually have more power just before an election than just after one. Consider how the issue's timetable can be merged into the electoral timetable.

11. Be Non-Divisive

Avoid issues that divide your present constituency. Don't pit neighbor against neighbor, old against young, Black against White. Don't be content to get the traffic or the drug pusher off your block and onto the next block. (This is not just being "liberal"; both will soon be back on your doorstep.)

Look down the road several years. Who will you eventually need to bring into your organization? Will this issue help or hinder you in reaching them?

12. Build Leadership

The campaign should have many roles that people can play. Issues campaigns that meet most of the other criteria also build leadership if they are planned to do so. In a coalition organization, building leadership has a different meaning than in a neighborhood group, because the people who represent organizations in the coalition already are leaders. They don't need or want you to develop them. Often, however, they do need to learn to work with each other, to use direct action, and to merge electoral and issue campaigns where appropriate.

13. Set Your Organization Up for the Next Campaign

A campaign requiring employers to provide health insurance leads to new campaigns on other health or employee benefits issues. On the other hand, a campaign to make the city catch stray dogs generally leads only to catching more stray dogs. People who have problems paying for health care are likely to have other related problems in common. People whose link to each other is a dislike of stray dogs may not have a common second issue. In addition to thinking about future issue directions, consider the skills the group will develop in the campaign and the contacts it will make for the next one.

14. Have a Pocketbook Angle

Issues that get people money or save people money are usually widely and deeply felt.

15. Raise Money

This means having some idea of how you will obtain funding sources for your campaign.

16. Be Consistent with Your Values and Vision

The issues we choose to work on must reflect our values and our vision for an improved society.

Checklist for Tactics

All tactics must be considered within an overall strategy. Use this checklist to make sure that the tactics make sense given your strategy.

_____ Can you really do it? Do you have the needed people, time, and resources?

_____ Is it focused on either the primary or secondary target?

_____ Does it put real power behind a specific demand?

_____ Does it meet your organizational goals as well as your issue goals?

_____ Is it outside the experience of the target?

_____ Is it within the experience of your own members and are they comfortable with it?

_____ Do you have leaders experienced enough to do it?

_____ Will people enjoy working on it or participating in it?

_____ Will it play positively in the media?

Midwest Academy
225 West Ohio, Suite 250
Chicago, Illinois 60610

Using the Strategy Chart to Plan a Tactic
Newton Save Our Schools Rally

After using the strategy chart to plan an overall campaign, any tactic from the last column can be plugged back into the first column as a goal, and the chart used again to plan an event based on that tactic. The following chart demonstrates how this works.

| Goals	Organizational Considerations	Constituents	Targets	Tactics
1. Long-Term Pass Fair Tax Plan. 2. Immediate Force Rep. Hide to support the Fair Tax Plan. 3. Short-Range Hold rally of 400 people.	1. Resources to Put In Budget = $300.00 $100.00 from coalition. Rest to be raised locally. Fred: 3 weeks (half time first 2 weeks full time for 3rd week). Liz: 3 days Board member—Kim Max (lives in Newton) Newton office—2 phones 2. What We Want to Get Out Closer relations with teachers organization and Newton PTAs. Build toward affiliation of Newton Black Issues Committee.	Teachers organizations (200)* Black Issues Committee (50) Fed. of Puerto Rican Home Town Associations (30) Kensington/Johnston Action Council (40) CWA Local 72 (30) Newton Parents United (45) Newton Real Estate Associaton (5) Newton Civic Association (20) Individual parents and students (50) Unorganized homeowners (40) *These numbers are the turnout goals for each group.	1. Main Target Rep. Harry Hide 2. Secondary Targets School Board Members: Penny Black Allison Vandyke Judge Thomas— strong school supporter Jackie Carney— Hide contributor, big on education. Has millions $$$. Melvin Elvin—Rep. candidate for Supervisor. Wants ticket to win.	Hold rally outside Rep. Hide's office. Kids march up with symbols of discontinued school programs drawn on posters, e.g., basketball hoop, band instruments, theater masks, computers, microscopes. Each child calls to Hide through PA system to come down and save program. When he doesn't come, poster is thrown in big trash can labeled "Hide's Hope Chest." Petitions taken up to Hide's office. Speakers: Heads of major groups. Collection taken. Major push for press and TV. Meet with all school board members. Ask them to attend the rally. Promise empty chairs on platform to those who don't show.

Sample Midwest Academy Strategy Chart for "Fair Tax Campaign"

| Goals	Organizational Considerations		Constituents, Allies, and Opponents	Targets	Tactics
1. Long-Term Goals • State budget well funded by a progressive tax system. • Full funding of schools by the state. • Make this a major issue in the next gubernatorial primary **2. Immediate Goals** • Pass the Citizens' Fair Tax Plan. • Make this a major issue in the 5th, 7th & 14th districts to expose anti-Fair Tax records of incumbents for future races. **3. Short-Term Goals** • Public support from local officials. • Line up influential sponsors in House and Senate by April. • 25 co-sponsors by June 1.	**1. Resources to Put In** • Salaries and expenses for six months = $45,000. On hand = $10,000. To raise = $35,000. • Staff Mary—Lead Organizer Full time Fred—Organizer Half time Sam—Support Staff 1 day a week Liz—College Intern 1 day a week Kate—Supervisor 4 hrs. a week (Cash value of staff time = $40,000) • Canvass offices (3). Approx. 15 canvassers hitting 9,000 doors a month for three months (cash value if people were hired to do this = $95,000). • 7 board members on the tax committee. Each represents an affiliate organization. • Committee chair. Very active. Good spokesperson. • Lobbyist from allied union. • Tax expert contributed to us by Citizens for Tax Neatness. • Office space and phones for all staff. (cash value = $700). • 1 Xerox that works. 1 that sort of works. 2 computers. (cash value for use = $200) • Good relations with press. Abner Berry at the *Sentinel* and Al Ferman at the *Herald*.	**2. What We Want to Get Out of It** • Make back all expenses ($45,000) through contributions from affiliates and campaign fundraising. • 4 new affiliates. Most likely choices are Carver City Taxpayers Against Waste, Newton Teachers Local 310, Association of Child Service Providers, Gotham City Save Our Schools Committee. • Build a base in the 5th, 7th, and 14th districts. Promote George, Frieda, and Holly as respective spokespersons. • Develop 15 active volunteers. • Develop ways to activate 15,000 canvass members in key districts. **3. Problems to Solve** • Rivalry between teachers' unions may erupt. —Meet with them. Ask them to keep turf fight out of it. • Uptown Seniors don't like Downtown Seniors. —Hold separate meetings in each community. • Fred says that Mary whistles through her nose all day, and he can't work in the same office with her. —Seek treatment for Fred since no one else ever hears Mary do this.	**1. Constituents and Allies** • State Teachers Union: 7,000 members Local 210 Gotham City Local 113 Newton Local 69 Butler Local 666 Spuyten Duyvil • State Teachers Association: 12,000 members *List locals* • State Public Employees Union: 14,000 members *List locals* • State Labor Federation: 40,000 members *List active local and labor councils.* • Association of Day Care Centers: 1,200 members • State Senior Council: 3,000 members. Clubs in Parker (5th District) Gotham Newton (7th District) Salem Winchester (14th District) Westchester • Council of Home Health Care Providers • Newton Council of Civic Associations • State Alliance of PTAs • Taxpayers Union: 2,000 members **2. Opponents** • Chamber of Commerce • Bankers Association • Insurance Industry Council • Johnson Corp. • Rep. Bird (14th District) • Taxpayers Association of Hatemail	**1. Primary Targets** • Governor Winthrop • House Tax Committee Chair • Rep. Bacon (14th District) • Senate Committee Chair • Rep. Lax • Committee members, to be determined • Other legislators, to be determined **2. Secondary Targets** • G. Groggy—Union County Dem. Chairman—includes 14th Dist. • R. Waterdown—Kent County Dem. Chairman—includes 7th Dist. • Selected campaign contributors to individuals listed above • County Commissioners in the counties containing target districts.	(listed more or less in the order in which they might actually be used) • Media hits. Feature unjust tax distribution between homeowners and EXXON refinery. • More media hits. Spotlight education cuts. Kids come with symbols of cut programs, e.g., sports equipment, musical instruments. • Do same day in four cities with teacher organizations and PTAs. • Start postcard campaign for fair taxes. "Dear Gov. When my income goes over $100,000, I will happily pay higher taxes if you enact them now." • Media hit in capital to release detailed Fair Tax Plan. Sponsors and co-sponsors on hand. • Canvassers start petition drive in targeted districts. • Media hits in targeted districts to announce formation of district Fair Tax committees to put legislature on the spot. Show petitions. • Delegation meetings to get position of targeted legislators. • Local hearings. Either sponsors hold them officially or we hold them. Aim for high turnout. • Additional delegation meetings in target districts. Service providers, seniors, clients of programs are included. • Save our schools. Rallies and picnics. Fund raiser. • TV debate between our leader and legislative opponents. • Tax bill burning day when tax bills are sent out. • Accountability sessions in targeted districts, particularly the 5th, 7th, and 14th districts. • Mass lobby day in capital when bill comes up for vote. Governor invited to speak for the bill. Empty chair if he doesn't. Invite potential opponents.

PLAN

KNOW WHAT YOU WANT

KNOW THE DECISION MAKERS

KNOW WHAT THEY WANT

KNOW THE PROCESS/SYSTEM
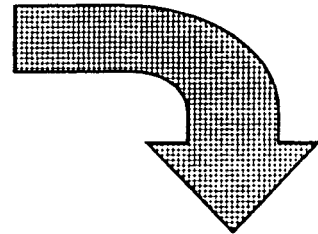
APPROACH

DEMONSTRATE BROAD SUPPORT
STAY ON YOUR HOME FIELD
ACT IN TEAMS
GO ONLY FOR WHAT YOU NEED TO MOVE AHEAD
AVOID DEFINATIVE NO'S
USE 'POSITIONING' AND 'LEVERAGE'
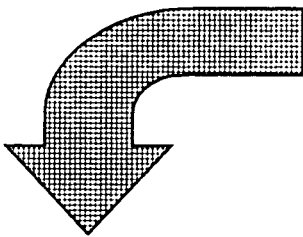
SECURE YOUR GROUND

PUBLICLY RECOGNIZE PLAYERS AND PROGRESS

STRUCTURE QUICK — EASY NEXT STEPS

KEEP MOVING

BROADEN AND SOLIDIFY CIRCLE OF FRIENDS

WHO DO I
AFFECT?

WHO
SHOULD I
TELL?

WHO
SHOULD I
INVOLVE?

WITH WHOM MUST I
COLLABORATE?

WHOSE
APPROVAL
DO I NEED?

Questions to Consider Before Beginning to Do Issue-Organizing

1. What are the parameters of the work given our organization's mission and existing goals?

2. What types of risks are we -- as an organization -- prepared to take?

3. What types of resources can we devote to an issue campaign right now?

- What will we need to raise as the campaign develops?

4. Whose approval do we need to move forward?

5. Who should be involved?

Other Questions:

_____ Strategy Chart

Goals	Organizational Considerations	Constituents, Allies, and Opponents	Targets	Tactics

Neighborhood Partners

1950 Massachusetts Ave. • Cambridge, MA 02140 • (617)876-7882 • (617)661-0774 fax

CONSTITUENCY BUILDING FOR COMMUNITY DEVELOPMENT ORGANIZATIONS

✓ Assessing Strengths & Weaknesses

✓ Identifying Strategies and Priorities

PLEASE RANK THE FOLLOWING STATEMENTS ABOUT YOUR ORGANIZATION FROM 1-4

4 =   VERY TRUE
3 =   SOMEWHAT TRUE
2 =   MOSTLY NOT TRUE
1 =   DEFINITELY NOT TRUE

Note -- Score Each Section Separately

SECTION 1 = ELIGIBILITY -- Defining The Universe of Your Constituency

a.   We have a good idea of the number of people/families who live in our target area

_____

b.   We have good data on the racial/ethnic breakdown of those who live in our target area

_____

c.   We have good data on -- and a good sense of the economic conditions of the various
constituent sub groups which live in our target area   _____

d.   We have, in the recent past, conducted a neighborhood planning/assessment effort to get a
clear sense of the conditions, issues and concerns facing those which live in our target area

_____

e.   As an organization, we have identified and selected priority constituent sub-groups within the
larger universe of our constituency   _____

f.   We have recently completed an inventory of the institutions and organizations in our target
area _____

g.   We have a good understanding of the "assets" in our community   _____

      Add up the scores in Section 1 and put the total here _____

Section 2 = AFFILIATION -- Developing Clear Reasons and a Structured Way For People/Organizations to Affiliate

a.   We, the leadership, all have a clear and specific idea of what our mission and purpose is as an
organization   _____

b.   We have a clear, well written mission and purpose statement which we discuss and revise
periodically   _____

c.   We have an aggressive strategy for communicating our mission and purpose, and for

marketing the organization's priorities and activities within the community

_____

d. We are very visible organization. It is very easy for the average person to find out about us, meet other people who are involved, and understand what we do _____

e. We have a clear and specific membership (or affiliation) process where people and institutions can formally join the organization.

f. It is clear to people who join a) what they get and b) what we expect from them

_____

g. We have staff and/or leaders(volunteers) who are specifically assigned to developing our membership/affiliation base. _____

Add up the scores in Section 2 and put the total here _____

Section 3 = CASUAL INVOLVEMENT -- Encouraging Involvement in and Access to the Organization Through Issues, Projects and Happenings

a. We make sure that all of our organization's work is focused around a few clear priorities in the community _____

b. We have a good number of public activities, events & meetings where new people can attend and get to know the organization _____

c. We build in specific opportunities for new people to be involved -- at least temporarily -- in all of our programs and projects _____

d. When we have major decisions to make about our organization we usually hold a public forum or membership meeting to get input _____

e. After new people attend an event, we have process of systematically following up to get to know these people better _____

f. We have clear outreach goals and a system of on-going outreach _____

g. Our functions are seen as welcoming, fun and lively events _____

Add up the scores in Section 3 and put the total here _____

Section 4 = FUNCTIONAL INVOLVEMENT -- Structuring Work and Volunterism; Providing Seats at the Organization's Table

a. We have a well developed committee structure which includes newer, non-board members as well as board members _____

b. We have clear job descriptions for committee members and committee chairs and the relationship between the board and the various committees is well defined _____

c. We make sure our committees have a clear charge and a real role in the decision-making process in the organization _____

d. We see our committee members and volunteers as potential board leaders, and we provide them with orientation and skills training _____

e. We have specific job descriptions for volunteers/workers that we need and we recruit people to fill specific positions _____

f. Our meeting times and locations are accessible to most residents of our area _____

g. Our materials and our meetings are free of jargon and the content is accessible to most residents of our area _____

Add up the scores in section 4 and put the total here _____

Section 5 = OWNERSHIP --Building and Sustaining an Active, Committed Leadership Core

a. We have high expectations of the leadership in our groups and the core leaders have a good understanding of their roles and responsibilities _____

b. We have an effective program of orientation, training and support so that core leaders can be effective and grow in their skills and responsibilities _____

c. We have a clear and fair process of making decisions among ourselves and for resolving internal conflicts when they arise _____

d. We have effective ways of making sure that we do not carry "dead wood" in our leadership group, and that people do not get too entrenched in their leadership positions. _____

e. We make sure that the leadership group is open to new members _____

f. We have a process for actively recruiting and developing new leaders _____

g. We have staff and/or board leadership who take specific responsibility for leadership development at the board level _____

Add up the scores in Section 5 and put the total here _____

ASSESSING STRENGTHS AND WEAKNESSES -- ANSWER SHEET

1.   Record your individual scores in the lines provided below
2.   IF YOU ARE WORKING AS A TEAM -- Average and discuss the scores and record the agreed upon score for the team
3.   **High Scores** indicate a strength -- **Low Scores** indicate a weakness
4.   Add up your overall score in the space provided
5.   Use the *score card* to see how your organization "measures up."
6.   Go on to the next steps below

TOTALS:

Section 1 _____
Section 2 _____
Section 3 _____
Section 4 _____
Section 5 _____

Overall
  Score   _____

SCORE CARD

If You Scored:

99-140	"Don't Worry -- Be Happy!"
75-98	"Thought you were great -- found out you're only good."
50-74	"Risky Business -- Blue Smoke and Mirrors will only get you so far."
25-49	"Now what line of work did you say you were in?"

NEXT STEPS:

1.   Review Strengths and Weaknesses -- Using the worksheet as a guide
2.   Decide what your NUMBER 1 & NUMBER 2 priority areas are
3.   Decide what your target number or measure of success will be in each area
4.   Discuss various strategies for meeting your goals in each area
5.   Record these strategies on the **Priorities & Strategies** worksheet provided

Priorities and Strategies Worksheet

PRIORITY AREA # 1

_____

_____

Target Number of New People Needed _____

Strategies:

a. _____

_____

b. _____

_____

c. _____

_____

_____

PRIORITY AREA # 2

_____

_____

Target Number of New People Needed _____

Strategies:

a. _____

_____

b. _____

_____

c. _____

_____

RHICO MINI-WORKSHOP

DECEMBER 10, 1997

9:00 - 12:30

1.   MEASURING SUCCESS IN COMMUNITY ORGANIZING- **MINI-CASE STUDY**

A discussion of the types of success measures which can be built into an organizing campaign.

2.   THE ROLE OF THE ORGANIZER IN THE CDC - **MINI-CASE STUDY**

A discussion of the types of environmental issues which exist in the CDC and which have an impact on the work of the community organizer

3.   ORGANIZING CLINIC:

3 FACILITATED PEER GROUPS -- TACKLE TOUGH ISSUES AND QUESTIONS ABOUT:

Please Identify the Issue or Question which you would most like to discuss with your peers and the training team. **(Only for those who plan to attend):**

1. _____
_____
_____
_____

2. _____
_____
_____
_____

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Please Identify the Issue or Question which you would most like to discuss with your peers and the training team. **(Only for those who plan to attend):**

1._____

_____

_____

_____

2._____

_____

_____

_____

REQUEST FOR PROPOSALS

RICANNE HADRIAN INITIATIVE

FOR COMMUNITY ORGANIZING

REQUEST FOR PROPOSALS
RICANNE HADRIAN INITIATIVE FOR COMMUNITY ORGANIZING[1]

Table of Contents

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[1]This program was originally called the Community Organizing Demonstration Program (CODP). It was renamed to memorialize former MACDC Deputy Director Ricanne Hadrian who passed away on October 25, 1996. Ricanne spearheaded the creation of the program that now bears her name.

REQUEST FOR PROPOSALS
RICANNE HADRIAN INITIATIVE FOR COMMUNITY ORGANIZING

1. Introduction

The Massachusetts Association of Community Development Corporations (MACDC) and the Neighborhood Development Support Collaborative (NDSC) invite Massachusetts community development corporations (CDCs) to submit proposals for participation in the Ricanne Hadrian Initiative for Community Organizing (RHICO).

Massachusetts CDCs have accomplished a great deal since their inception, particularly in the areas of housing and economic development. Yet despite these many accomplishments, socio-economic trends and cuts in funding for community development and social assistance programs pose new challenges to CDCs. The RHICO is a $1.4 million, three-year program that aims to help CDCs to continue to revitalize low income communities in this changing environment by supporting efforts to establish community organizing as a core component of CDC work. For the RHICO, community organizing is defined as developing community leaders; increasing participation of diverse residents in the creation and implementation of community development strategies and programs; and building power for low income residents and people of color.

2. Program Components

RHICO will provide a combination of:

- direct organizing grants to support CDC community organizing,

- CDC-specific technical assistance, and

- centralized training and peer-to-peer support.

Ten CDCs will be selected to participate in all of these program components. An additional five CDCs will be selected to participate in the centralized training program and the site specific technical assistance but not to receive direct organizing grants.

A. Direct Grants - Grants of $75,000 will be awarded to selected CDCs in decreasing amounts over a three year period, with $30,000 awarded the first year, $25,000 the second year, and $20,000 the third year. These funds may be used for direct organizing expenses, including salaries and benefits for organizers, organizing supervisors, and other CDC staff to the extent that they are doing organizing. Funds may not be used for administrative overhead. Third year funding will be conditional upon the success of RHICO efforts to raise sufficient funds to support a third year of grants.

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B. CDC-Specific Technical Assistance - Each participating CDC will receive an additional small grant for technical assistance. These technical assistance grants can only be used to hire a consultant to help CDCs address organizational issues that arise from adopting a strong community organizing approach. For example, consultants might help CDCs to evaluate their committee structure, their membership policies, or their leadership development program. Consultants may also help CDCs to develop strategy on specific organizing issues, such as designing an organizing-for-jobs campaign or a community planning process. Standards for the technical assistance grants will be established by the RHICO Steering Committee. CDCs that are participating in all aspects of the program will receive technical assistance grants for three years. CDCs that are selected for training and technical assistance only (and not for direct organizing grants) will receive a one-year technical assistance grant.

C. Centralized Training and Peer-to-Peer Support - Staff and program consultants will develop and implement a centrally-run training program. First-year training will include workshops on hiring and supervising organizers, specific organizing skills and strategy topics, and strategic planning and organizational change as it relates to organizing. During the second and third years, CDC grantee staff will develop and present case studies that highlight the successes and challenges of CDC community organizing. Additional skill and strategy topics will be developed based on first year experience. Peer-to-peer learning and support among community organizers in the program, as well as among board members and other staff, will take place at formal trainings and through informal networking. Portions of the training will be specifically oriented towards executive directors, board members, and development staff of participating CDCs. Those staff and board members will be required to participate in the training as a condition of the grant.

3. Background

A strong consensus emerged during MACDC's recent strategic planning process that Massachusetts CDCs need to place a renewed emphasis on community organizing as a way to re-energize their work in the community. The reasons that CDC leaders have arrived at this consensus are many: some have celebrated a recently completed housing development only to find themselves trying to address problems of crime and drug dealing in that neighborhood; others have experienced the withdrawal of support for a project when political actors changed; still others have pursued a project only to encounter resident opposition along the way.

A core assumption of the RHICO is that placing community organizing at the center of CDC practice offers opportunities to solve such dilemmas. By working with area residents from the outset, a CDC is able to anticipate issues like street crime and drug dealing. Likewise, organizing area residents allows a CDC to respond to potential opposition to a CDC project early on. In fact, a community organizing approach may lead CDC board and staff members to choose different projects. A strong, organized base of community residents will also provide the clout necessary for a CDC to win additional resources for its community. Finally, since most CDCs operate in mixed communities, successful community organizing enables the CDC to tap the participation of newcomer residents and to achieve a diversity which accurately reflects its community's profile and views.

Without question, there are real complexities and tensions involved in combining strong community organizing with successful development projects. But when these issues and tensions are well managed, CDC community organizing activities and community development projects strengthen each other and increase CDC ability to revitalize distressed communities and implement a community vision. This program will focus concentrated attention and resources on developing the skills and strategies necessary for CDCs to employ community organizing as a central and ongoing part of their work.

4. How to Apply

Proposals are due by the close of the business day on Tuesday, December 30, 1997. We encourage CDCs to submit proposals earlier. Late proposals will not be considered.

Send proposals to:

Ann Silverman
Neighborhood Development Support Collaborative
120 Boylston Street, 6th Floor
Boston, MA 02116

CDCs can apply to participate in all aspects of the program (i.e., to receive direct organizing grants, training and technical assistance) or to participate only in the training and technical assistance. CDCs should consider applying for training and technical assistance only (no direct organizing grants) if any of the following statements are true:
- The CDC does not have the capacity to supervise and support an organizer.
- There is not a consensus among the executive director, staff and board members about the need to make organizing a central component of the CDC's work.
- The CDC is concerned about meeting all the expectations listed below.
The technical assistance and training will help a CDC to determine how organizing should fit into the CDC's work.

Be sure to check off on the cover sheet which of these two options your CDC is applying for. If you would like to be considered for participation in all aspects of the program, you have a further choice: do you want to receive training and technical assistance in the event that your CDC is not selected for full participation? Whether or not you would like to be considered for the lesser package of assistance as a fall-back option will in no way effect your chances of being selected for full participation. CDCs applying for training and technical assistance (and not for direct organizing grants) should follow the instructions in Section A below. CDCs applying for all aspects of the RHICO including direct organizing grants and CDCs applying for both options should follow the instructions listed in Section B below.

RHICO staff is available to answer questions and provide assistance to CDCs who are applying to this program. Please feel free to contact Lee Winkelman at MACDC at (617) 426-0303 leew@gbls.org or

Ann Silverman at NDSC (617) 338-0411 ann@liscnet.org. If you would like to receive a copy of this proposal on disc or via email, please contact Ann Silverman at NDSC.

A. How to Apply for Training and Technical Assistance Only (Without Direct Organizing Grants)

CDCs applying for training and technical assistance only should read the sections of this RFP below only in order to get a better idea of the goals of the RHICO. Most of the criteria listed below will not be used to evaluate CDCs who do not apply for direct organizing grants. The application and selection process for these CDCs will be much simpler than the application process for CDCs applying for all aspects of the program.

To apply for training and technical assistance only, please submit:

1. A completed cover sheet (a blank copy is attached).

2. A completed Organizing Assessment Form (also attached).

3. A two to four page narrative answering the following questions:
   - Why did you decide to apply to participate in the RHICO?
   - How do you expect your participation in the RHICO would change your organization and its activities?
   - What kind of community organizing, if any, is your CDC doing now?
   - How does your CDC currently relate to or involve community residents?
   - What types of campaigns or issues would your community organizing work to address?

B. How to Apply for All Aspects of the Program (Including Direct Organizing Grants)

Proposals should include:

1. A completed cover sheet (a blank copy is attached).

2. A completed Organizing Assessment Form (also attached).

3. A six to twelve page narrative that covers three areas:

   a. The CDC's community organizing work to date, and, more generally, the CDC's relationship to the community. In your discussion, please answer the following questions:
      - How do community residents relate to your CDC?
      - Give a specific example of how your organization has changed its plans, projects, programs and/ or structure in response to community input. Include a description of how you received the input, and who the input came from.

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- If your CDC has done organizing before, what have been your CDC's biggest organizing successes and the biggest challenges that have held your CDC back from further successes?
- If your CDC has not previously done community organizing, what, besides funding, has prevented your organization from doing so, and why would the CDC like to do community organizing now?

b. The CDC's preliminary organizing plan, including:
   - Goals of your organizing—what you would like to accomplish.
   - Potential issues, organizing campaigns, and the anticipated results of these campaigns.
   - Possible methods of developing resident leadership, increasing participation, and building power.
   - How this preliminary organizing plan will build on the strengths and overcome the challenges listed in Section A above.
   - How the CDC will integrate its organizing work with its other activities and projects.
   - How the organizing effort, if successful, will change your community and your organization.
   - Whether you anticipate increasing the amount of low income residents and people of color in CDC projects, activities and campaign, and if so, how will you do so.
   - Who will supervise the organizer or organizers on staff.

   We expect that the preliminary organizing plan that each CDC will submitted will suggest a direction for organizing work rather than lay out a comprehensive, completed work plan. The RHICO will work with the selected to CDCs to assist them in developing a comprehensive, finished workplan.

c. The CDC's relationship to other organizing efforts, answering the following questions:
   - What other groups are doing organizing in your neighborhood or with your constituents?
   - What has been your relationship to these groups and their organizing efforts?
   - How will changes in your CDC's organizing work change these relationships?

4. A budget for the CDC's organizing work. Please show funds currently available to support organizing activities, pending organizing proposals, and sources to be solicited for the remaining organizing funds.

5. The following attachments:
   - A map or description of your target area
   - Letter(s) of support from other group(s) doing community organizing in and around the CDC neighborhood, if there are such groups
   - Letter(s) of commitment for organizing funds, if you have received any
   - A list of currently active committees
   - Current staffing plan, with names, job titles and length of service
   - A copy of your 501(c)(3) determination
   - Existing financial statements including current year's operating budget, budget-to-actuals report plus any other recent financial statement provided to the board.
   - An organizational budget for the coming fiscal year

- A copy of your most recent audited financial statement, including any management letters (if not provided to NDSC this year)
- A strategic plan (if one exists) or other existing evidence of strategic direction.

Any attachments that have already been submitted to NDSC for other programs need not be resubmitted. Please call Marizabel at NDSC to determine which information is on file. If submission of any of the attachments listed above will be particularly difficult, please discuss further with Ann Silverman at NDSC before submission.

5. How Proposals Will Be Evaluated

Proposals will be evaluated using two sets of criteria: threshold criteria and selection criteria.

A. Threshold Criteria

The following threshold criteria are the minimum requirements that all CDCs must meet to be considered for participation in all aspects of the RHICO:

- Participation by executive director, community organizer, and board members in the Fall 1997 RHICO community organizing training workshops.

- A preliminary organizing plan as described above.

- A plan for how sufficient funds will be raised to support at least one full-time community organizer on staff. RHICO funds alone are not sufficient to fund a full-time community organizer for three years at wages and benefits comparable to other CDC program staff.

- Membership in good standing of MACDC. To be a member in good standing, CDCs must have paid their dues up to date.

Please note that past experience doing community organizing is **not** a requirement for participation in the RHICO.

B. Selection Criteria

Selection criteria are used to judge how well a CDC is doing or can do in certain areas. Once a CDC passes the threshold criteria, the Selection committee will evaluate each of the CDCs on the selection criteria listed below. Remember that CDCs need not have completely fulfilled all the selection criteria at the time of application. Rather, CDCs will be judged on their potential to meet these criteria during the three years of the RHICO.

- A proposal that represents an ambitious departure from—or improvement on—previous organizing efforts. If a CDC does not intend to hire new staff for this program, they must

demonstrate how their participation in the RHICO will lead to new or improved organizing efforts.

- Ability to develop the skills, confidence and leadership of community residents, particularly low income residents, from diverse income, ethnic and racial groups in the CDC's target area.

- Ability to increase participation of community residents, particularly low income residents, from diverse ethnic and racial groups in the CDC's target area, and to increase the influence and involvement of these residents in CDC decision-making.

- Ability to build power for low income residents and people of color so that they are better able to influence public policy and make real changes in their lives and their community.

- Willingness to make community organizing a central component of the CDC's work and to integrate organizing with development projects and other CDC activities.

- A clear, thoughtful analysis of the CDC's present and past community organizing experience and, more generally, its relationship with the community, including the successes and challenges facing the CDC as it incorporates organizing as a core function.

- Evidence that the CDC responds to community voices and needs.

- A growing momentum, genuine enthusiasm and energy (i.e., a mandate) in the organization and the community for this kind of effort. In communities where other organizing efforts exist, CDCs should either collaborate with those other efforts or demonstrate how their proposal fills an unmet need and complements, rather than competes with, other organizing.

- A willingness by the executive director, staff and board to address organizational and programmatic questions that arise during the three-year project.

- Ability to supervise and support a community organizer and provide the physical requisites (e.g., desk, phone) to an organizer.

The Selection Committee will strive to select a wide cross-section of CDCs, including CDCs that are urban and rural; big and small; experienced and inexperienced with organizing; from all parts of the state; and from communities with residents from different racial and ethnic groups. No prior organizing experience is necessary to apply, but all applicants must demonstrate that they have a CDC-wide commitment to community organizing.

6. Selection Process

Proposals will be evaluated by a seven-member Selection Committee, appointed by the RHICO Steering Committee and staffed by the NDSC Staff Director. Members of the Selection Committee have been chosen for their experience in CDC work, community organizing, and/or funding of organizing. None of the Selection Committee members is a current employee or board member of a Massachusetts CDC or MACDC.

The Selection Committee will review proposals and make site visits to the CDCs whose proposals are judged to be the strongest. The Selection Committee will choose up to ten CDCs to participate in all aspects of the program and five CDCs to receive centralized training and on-site technical assistance. CDCs who submit proposals will receive announcement of the selections on or before April 1, 1998.

7. Once the CDCs Are Selected

Below is a list of the RHICO's requirements of the ten CDCs who will participate in all aspects of the program. Note that it is not expected that CDCs will meet the following requirements before they apply nor before they are selected for the RHICO. The applicants preliminary organizing plan should show movement towards these goals:

- Develop a detailed work plan that will guide the organizing work of the CDC during the period of the grant. The work plan will include descriptions of the goals and objectives of the organizing work, the CDC's organizing campaign(s), responsibilities of the organizer(s), relationship of other staff to community organizing, relationship of organizing activities to other CDC programs and activities, the role of the board, and the benchmarks for measuring success.

- Have at least one organizer on staff who is working full time to develop community leaders, increase resident participation, and build power for low income residents and people of color.

- Honestly confront the questions and contradictions involved in combining organizing and development.

- Integrate organizing with the other activities of the CDC.

- Participate in centralized trainings and peer-to-peer discussions for organizers, executive directors, development staff, and board members.

- Be accessible to a RHICO evaluation team throughout the three-year demonstration period so that the lessons learned through the program will be documented and circulated state-wide and nationally.

- Make presentations to other CDCs on the successes and challenges of their organizing work.

- Cooperate with reporting and documentation requirements. Some of the funding for the direct organizing grants will come from Federal funds which may require monthly reports.

- Attend a training session on hiring and supervising organizers at the beginning of this program.

Cover Page
Riccane Hadrian Initiative for Community Organizing
December 1997

Name of Organization_____ Date_____

Address_____

City_____ State_____ Zip Code_____

Phone_____ Fax_____

Contact Person_____ Email_____

Geographic Area Served_____

Circle one: Rural   Urban   Suburban   Other (Please specify)_____

Number of full-time paid staff_____   Number of part-time paid staff_____

Annual Operating Budget_____

What are you applying for?   Please check one of the following three options:

☐   Training and technical assistance only (not direct organizing grants)

☐   Participation in all aspects of the RHICO (direct organizing grants, technical assistance, and training). If your CDC is not selected for full participation, you **DO** want to be consider for training and technical assistance only.

☐   Participation in all aspects of the RHICO (direct organizing grants, technical assistance, and training). If your CDC is not selected for full participation, you **DO NOT** want to be consider for training and technical assistance only.

Checklist:

☐ Cover Page   ☐ Narrative Description   ☐ Organizing Assessment Form

Attachments (not all may apply to your CDC):

☐ Organizing Budget   ☐ Target Area   ☐ Audited Financial Statement

☐ 501(c)(3) Determination   ☐ Support Letter from Organizing ☐ Commitment Letters for
                               Groups   Organizing Funds

☐ Staffing plan   ☐ List of Current Committees   ☐ Financial Statements

☐ CDC Budget   ☐ Strategic Plan

Organizing Assessment Form

Please print or type your responses to the following questions.

1.   Fill in the chart below with the appropriate make up of the different categories of people

	Total Number	% Neighborhood Residents	% Low Income[1]	% African-American	% Latino	% Asian	% White, non-Latino	% Other (please specify)
Target Neighborhood		100%						
Board Members								
Committee members & regular volunteers[2]								

1.   Does the CDC have committees that are open to residents who are not Board Members?   Yes____   No___

2.   Does your CDC have formal membership?   Yes____   No___

If yes, then what must a resident do to become a member?

---

[1]For the purposes of this assessment, low income is defined as equal to or below the federal poverty level.

[2]In this category, please include anyone who regularly or semi-regularly participates in a CDC committee or helps plan or conduct a CDC activity. Do NOT include volunteers or committee members who have only participated once or twice in an isolated manner.

3.   What public events did you hold last year?

4.   Did you have contested elections for the resident slots on your Board (i.e., are there more candidates
      than there are openings?)?   Yes____   No_____

5.   Have you conducted meetings or events in languages besides English?   Yes_____   No____

      If yes, in what language(s):

6.   Do you have an organizer or organizers on staff?   Yes____   No_____

      If so, how many full-time_____?   Part-time?_____

      If so, what languages do your organizers speak:

7.   If your CDC has done community organizing during the last two years, please fill in the following chart. Remember that no community organizing experience
      is necessary to apply to the CODP. It is expected that no single CDC has done all or most of the following activities.

Please put a check next to activities the CDC has undertaken during the last two years:

Activity	Has CDC done this in last two years?
Held training workshops to develop leadership skills of community residents.	
Organized residents of CDC owned or developed buildings into resident councils (or used staff time to support or improve existing resident councils in CDC owned or developed buildings).	
Organized community residents to meet with government officials or private authority figures (such as landlords, private developers, corporate executives, or heads of large institutions or non-profits) to ask them to take a specific action or make a specific decision.	
Conducted a grass-roots planning process to determine the development policy or projects of the CDC and/or other actors (e.g. city officials or private developers).	
Supported research by community residents to gather information that the CDC used to choose or implement policies, programs or campaigns.	
Participated in coalitions or alliances that include community residents in efforts to make changes in the policy, programs or behavior of government, private companies, or non-profit institutions.	
Worked actively on campaigns with advocacy groups or coalitions that operate in a larger geographic area than the CDC's target community (i.e. state-wide, city-wide or regional groups or coalitions).	
Conducted voter registration campaigns.	
Conducted voter education campaigns.	
Conducted voter mobilization (turn out) campaigns.	
Reached out to community residents through doorknocking (going door to door, building by building, block by block, and talking with all the residents who are home).	
Reached out to community residents through house meetings (small meetings in the home of a community resident where the host invites his friends, relatives, and acquaintances).	
Reached out to community residents by holding 1:1 meetings (individual meetings with community residents to build relationships).	
Reached out to community residents in other ways not listed above (please specify on back).	

8. Please put a check by any issue that the CDC has worked with neighborhood residents to address:

Issue	
Crime watch	
Police Behavior	
Other Crime/Security/Drugs	
Tenants Rights	
City Services	
Education/Schools	
Youth Services/Child Care	
Welfare Reform	
Immigrants Rights	
Health Care	
Environment	
More resources for development	
Jobs/Living Wage	
Open Space	
Community Gardens	
Other (Please specify):	