



Northend Retrospective of the Community Planning Process

Audrey Pollard

Intern

Wayne State University School of Social Work

Placed at:

University of Michigan, School of Social Work

Technical Assistance Center

Table of Contents

Introduction	4
Planning Process	5
<i>GNI Core Goals</i>	5
<i>Planning Process Flowchart</i>	5
Partner Roles	7
<i>Key Partners in the Planning Process</i>	7
National Community Development Institute (NCDI)	7
NCDI Community Liaisons	7
NCDI Facilitators	7
NCDI Recorders	7
NCDI Interpreters/Translators	8
Detroit Youth Foundation	8
Technical Assistance Center (University of Michigan)	8
Skillman Foundation Work Group Advisors	8
<i>Key Roles within the Work Groups</i>	9
Resident Co-Conveners	9
Work Group Members	9
Host Agency	9
Planning Process Timetable	11
Entry and Recruitment	11
<i>Focus Group Meetings</i>	12
<i>Stakeholder Meetings</i>	12
<i>Small Community Engagement Meetings</i>	13
Community Large Planning Meetings	13
<i>Community Large Planning Meeting #1</i>	14
<i>Community Large Planning Meeting #2</i>	14
<i>Community Large Planning Meeting #3</i>	15
<i>Community Large Planning Meeting #4</i>	16
<i>Community Large Planning Meeting #5</i>	17
Work Group Retreats	18
<i>Work Group Pre-Meeting</i>	19
<i>Work Group Meeting #1</i>	20
<i>Work Group Meeting #2</i>	21
<i>Work Group Meeting #3</i>	22
<i>Work Group Meeting #4</i>	23
<i>Work Group Meeting #5</i>	24
<i>Work Group Meeting #6</i>	26
Action Planning Meeting	28
Action Planning Teams	29
<i>Educational Improvement, Enrichment, and Reform</i>	29
<i>Responsive Youth and Family Human Service Delivery</i>	31
<i>Neighborhood Empowerment and Beautification</i>	32
<i>Crime and Safety</i>	34

Quarterly Meetings

Quarterly Community Meeting #1

Quarterly Community Meeting #2

Preparer's Thoughts and Analysis

Introduction

In 2006, the Skillman Foundation embarked on a 10-year mission to improve the outcomes for children living in six neighborhoods in the city of Detroit. The intent was to accomplish this through a major community change initiative called Good Neighborhoods Initiative (GNI). This established effort now seeks to create and foster healthy, safe, and supportive neighborhoods that allow for the full development of children and youth.

The six Good Neighborhoods were identified based on a high concentration of children and young people living in low economic neighborhoods and the recognition that all neighborhoods possess assets that can be maximized to enhance the well-being of resident children. The neighborhoods selected were Chadsey/Condon, Vernor, Brightmoor, Cody/Rouge, Osborn and the Northend.

The foundation engaged two key partners to assist in the implementation of the Good Neighborhoods change initiative, The University of Michigan School of Social Work Technical Assistance Center (UM-TAC), and the National Community Development Institute (NCDI). Implementation of the Good Neighborhoods Initiative is modeled on the Skillman Foundation Theory of Change. The change process is based on three phases, namely Planning, Readiness and Transformation.

This retrospective focuses on the Planning Phase and presents an overview of the planning process within the Northend Detroit community. The information contained in this retrospective is reflective only of the data available through files at the UM-TAC and/or content on the Bravelo website. The Bravelo website is an internet-based collaboration tool of the Good Neighborhoods work group.

The purpose of the Planning Phase was to engage residents and community stakeholders in a community-wide planning process that would result in a community goal and action plan that are community-owned and community-driven.

Planning Process

The planning process for the Good Neighborhood Initiative reflects the GNI core goals.

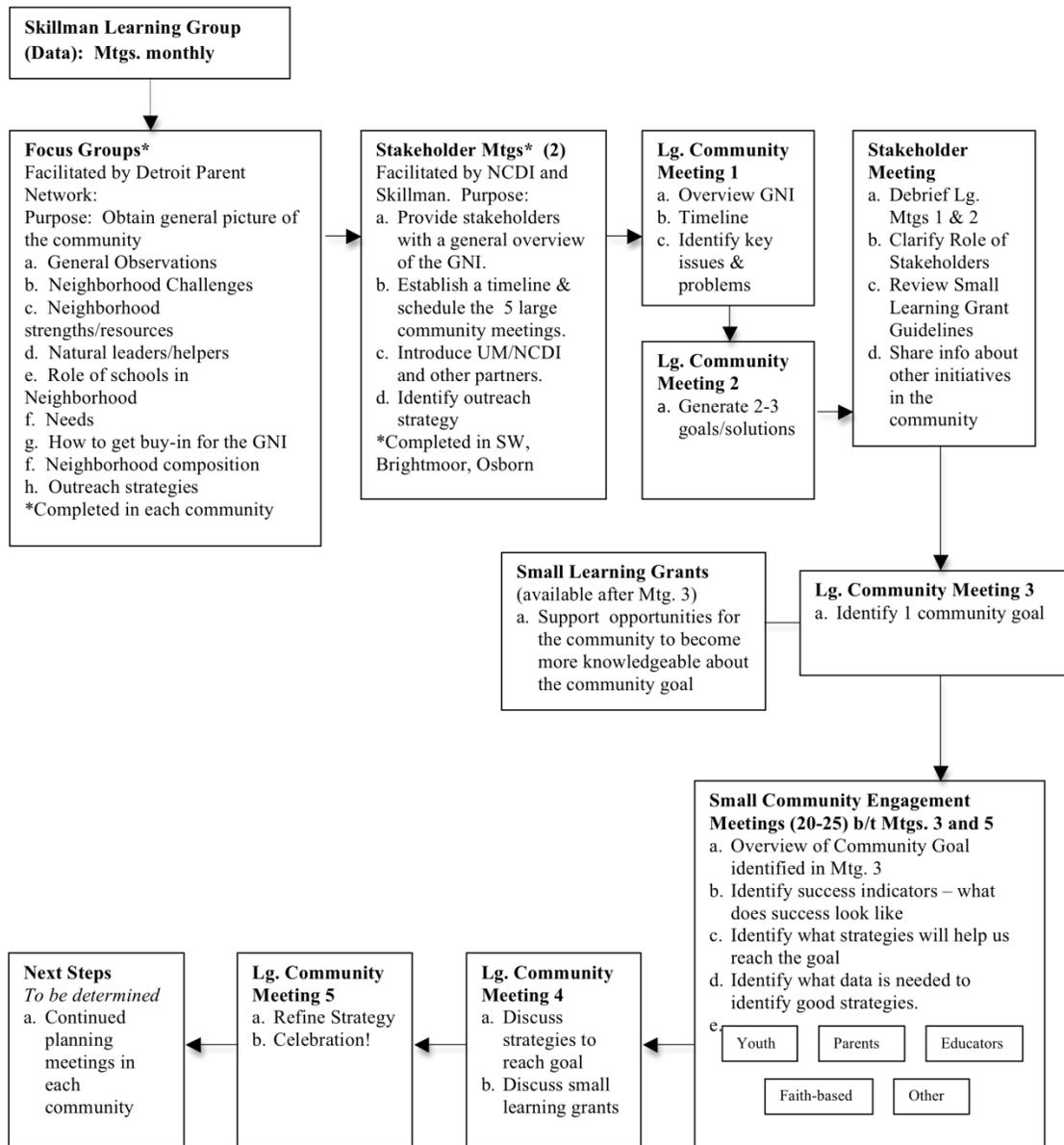
GNI Core Goals

- *Community Assets and Initiatives*: To maximize the assets, capacity, and impact of resources and institutions in targeted communities.
- *Natural Helpers*: To enable a cadre of “natural helpers” who are committed to providing services or supports for children.
- *Neighborhood-based Human Delivery System*: To establish effective neighborhood-based human service delivery systems for children, youth, and families.
- *Child-Friendly Spaces*: To improve the availability of child friendly spaces and the physical infrastructure of neighborhoods with large concentrations of children.
- *Youth Development Programs*: To increase opportunities for quality out-of-school time and youth development programs available to children and youth.
- *Public/Private Investments*: To increase public and private investments in neighborhoods to strengthen services and impact.
- *Income and Wealth Building Strategies*: To build the resiliency of children and families through income and wealth building strategies.

Planning Process Flowchart

The flow chart that follows presents the planning process sequence of activities.

Planning Process Flowchart



Partner Roles

Implementation of the planning process was a joint effort of the Foundation and the contractual partners. The following lists present the roles played by each partner in the planning process.

Key Partners in the Planning Process

National Community Development Institute (NCDI)

- Coordinates the logistics for combined meetings, including location and resources
- Conducts orientation and training for resident co-conveners and host agencies
- Manages and maintains the GNI Work Group Bravelo Website (internet-based collaboration tool)
- Serves as lead facilitator during GNI combined meetings
- Develops agendas for GNI combined meetings in partnership with the GNI Team
- Provides community liaisons as the first points of contact and primary resources for work group questions, concerns and/or ideas
- Coordinates the work of, trains and orients the facilitators, recorders, and interpreters

The specific roles/responsibilities of NCDI resources are noted below:

NCDI Community Liaisons

- Ensure that host agencies/co-conveners have proper direction before meetings
- Review the minutes of each work group meeting
- Ensure that interim meetings are posted to the Bravelo calendar by the host agency
- Attend all of the work group Saturday meetings
- Are knowledgeable about the work group interim meeting schedules/process and attend as many as possible
- Share information with interested community members about the work groups
- Assist with necessary outreach to populate under-populated work groups

NCDI Facilitators

- Attend all meetings of their assigned work group
- Facilitate the work group meetings
- Keep the work group focused on the agenda and achieving meeting goals
- Work closely with the resident co-convener(s) to develop meeting agendas

NCDI Recorders

- Attend all meetings of the work group

- Take notes at all work group meetings
- Prepare minutes/reports of all meetings

NCDI Interpreters/Translators

- Attend all meetings of the work group
- Interpret for those who speak Spanish, Arabic or Hmong
- Assist with translation services as needed

Detroit Youth Foundation

- Attends the work group Saturday meetings
- Works with the NCDI team to ensure meaningful youth involvement
- Assists with youth recruitment efforts
- Provides youth-related information and resources to work groups

Technical Assistance Center (University of Michigan)

- Attends the work group Saturday meetings
- Provides information and data to work groups to help them make informed decisions
- Assists NCDI with ensuring that work group reports are completed and posted to Bravelo in a timely manner
- Provides demographic data at the community meetings to help the decision-making process
- Prepares youth to study the data of neighborhood needs and provide their perceptions
- Trains Facilitators who guide the “dream process” to help participants articulate their vision for the neighborhood
- Codes the dreams and ideas identified during the community meetings into themes which become the areas of work for the action planning teams
- Conducts technical assistance workshops for GNI communities
- Provides all work group participants with binders that include community demographics, assets, dreams and themes identified during the community planning process and tools to assist with the action planning process

Skillman Foundation Work Group Advisors

- Attends the work group Saturday meetings
- Regularly debriefs with NCDI about the progress of the work groups
- Provides monetary resources for the host agencies
- Stays abreast of and shares community information that is pertinent to the work group process (e.g., updates on the Mayor’s Initiative)
- Provides proper ‘signage’ of the work group location (if necessary) (not sure what this means)
- Ensures that childcare (if requested) is available to the work group

- **Note:** Host agencies will receive a small grant from The Skillman Foundation to pay for associated costs of hosting the meetings

Key Roles within the Work Groups

Resident Co-Conveners

Neighborhood residents who agree to co-convene the focus groups and small community engagement meetings:

- Attend all meetings of their work group
- Serve as the champions of the work group
- Call work group members to remind them of meetings
- Recruit additional work group members as necessary
- Work closely with the host agency to ensure that all logistics are handled, such as transportation for Saturday meetings and meeting space for interim meetings

Work Group Members

Neighborhood residents and stakeholders who commit to engage in the Good Neighborhoods change initiative:

- Attend all meetings of the work group
- Serve as core resources and a knowledge base for the work group
- Actively work to help move the planning forward, including doing research and assignments created during the work group process
- Recruit additional work group members as necessary

Host Agency

Neighborhood residents who agree to co-convene the focus groups and small community engagement meetings:

- Attends all meetings of their work group
- Identifies key individuals to serve on the event staff for Saturday meetings
- Coordinates and provides transportation for residents to the Saturday meetings
- Provides meeting space in the neighborhood for interim meetings (not on work group Saturdays)
- Provides refreshments for residents at interim meetings
- Ensures that flipcharts, markers, etc. are readily available for meetings held at their site
- Provides proper 'signage' of the work group location (if necessary)
- Ensures that childcare (if requested) is available to the work group

Planning Process Timetable

This is the timetable for planning in the Northend neighborhood.

Type of Meeting	Date	Number of Meetings	Number of Participants
Focus Group Meetings	April 8, 2006 April 26, 2006	2	15 22
Stakeholder Meetings	August 8, 2007 August 30, 2007	2	Unknown
Small Community Engagement Meetings	November 5 – December 14	14	Unknown
Community Large Meeting #1	September 13, 2007	1	Unknown
Community Large Meeting #2	October 4, 2007	1	Unknown
Community Large Meeting #3	October 25, 2007	1	Unknown
Community Large Meeting #4	November 15, 2007	1	25
Education Improvement, Enrichment, and Reform Action Planning Team	March 29, April 10, April 19, 2008	3	Unknown
Responsive Human Services Action Planning Team	March 29, April 8, April 19, May 22, 2008	4	Lowest #: 10 Highest #: 18
Neighborhood Empowerment and Beautification Action Planning Team	March 29, April 10, May 15, 2008	3	Lowest #: 14 Highest #: 22
Crime and Safety Action Planning Team	Unknown	Unknown	Unknown
Quarterly Meeting #1	June 19, 2008	1	Unknown
Quarterly Meeting #2	October 23, 2008	1	Unknown

Entry and Recruitment

This section documents the process for introducing Good Neighborhoods into the neighborhood and the way participants were initially recruited to participate in the planning process. The plan for entry and recruitment focused on facilitating community engagement meetings, focus groups, and stakeholder meetings. The anticipated goals of these discussions were to gain community commitment to the change initiative, solicit initial input into community issues that impact the well being of children, and gain a commitment to help engage the community in the Good Neighborhoods process.

This section was written based on available information from the Bravelo collaboration website. The available documentation contained some of the discussion sessions but left unclear how initial stakeholders were identified and selected. The following reflects the documented community engagement meetings in the Northend neighborhood.

Focus Group Meetings

- Number of meetings: 2
- Dates: April 8, 2006, April 26, 2006
- Location: Youthville Detroit, Our Lady of the Rosary Church
- Facilitator: Detroit Parent Network
- 15 participants attended and 11 signed consent forms at the April 8, 2006 meeting.
- 22 participants attended and 22 signed consent forms at the April 26, 2006 meeting.
- Over 70% of the identified children were between the ages of 0-18.
- Concerns within the community, the idea of being a proactive community, quality education within the community, and a vision for an ideal community were discussed.
- Those who attended the April 26 meeting had an average 30-year residence in the Northend/Central community.

➤ Observations:

- ✓ The focus group report defines 9 answers to 9 focus group questions as having “no response” but there is no information regarding this lack of information.

Stakeholder Meetings

- Number of meetings: 2
- Date: August 8, 2007 and August 30, 2007
- Location: The Family Place
- Facilitator: NCDI/Skillman Foundation
- Presenter: Skillman
- Goals of stakeholder meeting #1:
 - To provide an overview of the Good Neighborhood Initiative (GNI)
 - To learn about GNI progress in other neighborhoods (Brightmoor, Osborn, Chadsey/Condon, and Vernor)
 - To propose a timeline implementing GNI in the Northend/Central neighborhood

- To introduce the technical supports/resources that will help implement GNI
- To share the guidelines for agency participation
- Goals of the stakeholder meeting #2
 - To provide a brief summary of the August 8th stakeholder meeting
 - To get feedback/input from participants about the community planning strategy
 - To propose a communications strategy for the Northend neighborhood
 - To develop a community outreach strategy
 - To determine types of support needed from the foundation
 - To distribute print materials for the 1st community planning meeting
- **Observations:**
 - ✓ Agenda available but meeting notes unavailable
 - ✓ Number of participants in meetings undocumented
 - ✓ Types of organizations represented documented, The Skillman Foundation and National Community Development Institute
 - ✓ Facilitators of the meeting documented as well as what organization they represent

Small Community Engagement Meetings

- Number of meetings: 14
- Dates: November 5, 2007 - December 7, 2007
- Locations: Various in community (e.g., The Family Place, CDC)
- Facilitators: Trained facilitators and recorders
- Focus Groups: Block clubs, arts and culture, faith-based, all-male, business, non-profits, cornerstone (long time residents), WSU NAACP, young adults (18-35)
- Participants per group: Based on the 4 notes that indicated this information, 5-7 people
- Meetings invited participants to engage in defining concerns with the community, dream exercises and strategies, the meaning of a proactive community, and how to reach the community goal.
- **Observations:**
 - ✓ Agenda available but meeting notes unavailable
 - ✓ Meeting notes available for 6 out of the 14 scheduled meetings
 - ✓ Community liaison who likely organized and attended meetings not mentioned in the documentation
 - ✓ Total number of participants per meeting not documented

Community Large Planning Meetings

This section documents the large community meetings held in the Northend community.

Community Large Planning Meeting #1

- Date: September 13, 2007 5:30-8:30pm
- Location: Second Ebenezer Church
- Facilitator: Parris Kenney
- Goals of the meeting:
 - To provide an overview of the Good Neighborhood Initiative
 - To share information about why the Northend community was selected
 - To introduce the community planning strategy and timeline
 - To form small groups and brainstorm/prioritize key issues
 - To delineate the next steps in the process
- Notes:
 - Ground rules, agenda overview, and welcome and introductions
 - Good Neighborhood Initiative overview
 - Community planning strategy and timeline
 - Small group discussions about: *What is the main thing the Good Neighborhood Initiative should do to improve conditions and outcomes for children between 0-18 who live in the Northend neighborhood?*
 - Lack of activities/programs for the youth was the most common issue of community interest.
 - The following 3 goals were designed:
 - ❖ *Implement more 0-3 years old programs that focus on early childhood issues*
 - ❖ *Clean and safe neighborhood: We need some kind of glue that connects the neighborhood*
 - ❖ *Give voice to the youth (at age appropriate)*
- Evaluation:
 - 39% of respondents rated the meeting as “excellent”.
 - 92% rated the small groups sessions positively.
 - 96% of participants felt their contributions were acknowledged.
 - 88% intended to stay involved in the GNI project.
 - 57% were agency/stakeholders, 46% residents, 31% parents, and 3% youth.
- **Observations:**
 - ✓ Number of community members who attended the meeting was not indicated, although the number of participants who completed the survey was indicated.
 - ✓ Two (2) participants stated that they did not want to stay involved in the GNI project.
 - ✓ This information was gathered from the community meeting agenda and evaluation notes, but no meeting notes were available.

Community Large Planning Meeting #2

- Date: October 4, 2007 5:30-8:30pm
- Facilitator: NCDI
- Goals of the meeting:
 - To share information about the GNI
 - To engage residents in an interactive planning process for the community
 - To select and prioritize one main goal
- Notes:
 - Preliminary briefing for first time participants
 - The Skillman Foundations vision and why the Northend neighborhood was chosen as by the Skillman Foundation
 - Facts about the community, an overview of the community planning strategy process, and review of previous meeting
 - Discussion groups, presentation of goal statements, and a selection of community goal
 - Polling was conducted to prioritize the theme of the goal target.
 - Community goal:
Create a safe, united neighborhood by empowering youth and families through connected services to improve their quality of life
 - 4 common priorities were agreed upon which included:
 - Community programs, activities, events, classes, and support groups
 - Safe places and spaces for children
 - Job training and employment/financial literacy entrepreneurship
 - Improved living conditions/clean neighborhood
- Evaluation:
 - 35 participants completed the survey.
 - 34% of respondents rated the overall meeting presentation as excellent.
 - 86% of respondents intend to stay involved in the GNI project and would recommend this event to other Northend residents.
 - 60% had participated in previous GNI community meetings.
 - 60% were agency/stakeholders, 51% residents, 17% parents, and 6% youth.
- **Observations:**
 - ✓ The number of participants in attendance was not documented, yet the number of participants who completed the survey was documented.
 - ✓ 24% of the participants in the meeting voted for the community goal of *Create a safe, united neighborhood by empowering youth and families through connected services to improve their quality of life.*
 - ✓ Location of the meeting was not documented.

Community Large Planning Meeting #3

- Date: October 25, 2007 5:30-8:30pm
- Facilitator: NCDI
- Goals of the meeting:
 - To select one community goal for the Northend/Central community
 - To brief new participants on the results of the first two community meetings
 - To hear youth share insights about living in the Northend/Central community
 - To give participants a clear understanding of the story of kids through demographic/statistical data
 - To share the community engagement strategy and meeting schedule
 - To share information about the purpose of the Skillman Foundations *Learning Grants* and how to apply
- Notes:
 - Preliminary briefing for first time participants, overview of GNI, ground rules and agenda
 - Northend youth presentations
 - Community goal options presented, community response, questions, and answers
 - Group discussions on *talking through the goal options*
 - Final polling to select community goal
 - Learning grants application process presented by Sharnita Johnson
 - Community engagement strategy and schedule presented by Kelley Gulley
 - Establishment of date and time of next meeting
- Evaluation:
 - 19 participants completed the survey
 - 37 % of respondents rated the meeting presentation excellent
 - 82% of respondents stated that they intend to stay involved in the GNI project
 - 36% of respondents who attended this meeting previously attended other community meetings
 - 93% of participants responded that they would recommend this even to other Northend residents
 - 45% of participants involved in the meeting were agency/stakeholders, 42% residents, 23% parents, 7% youth.
- **Observations:**
 - ✓ Agenda available but meeting notes unavailable
 - ✓ Number of participants not documented, although the number of participants who completed a survey was documented.
 - ✓ Location of the meeting was not documented.

Community Large Planning Meeting #4

- Date: November 15, 2007 5:00-8:30pm
- Location: Second Ebenezer Church
- Facilitator: NCDI
- Participants: 25
- Goals of the meeting:
 - To brief new participants on the results of the previous community meetings
 - To answer questions posed in previous meetings
 - To reiterate the community goal and answer these questions: What does success look like? What strategies should be implemented to reach success?
 - To check in with the community about learning grant applications
- Meeting notes:
 - The emerging themes from the focus groups were discussed. The community focus groups included arts and culture groups, block clubs, businesses, and community organizations.
 - Small group “dream” sessions took place.
 - Facilitator, recorder, and group members involved in small group sessions
 - Strategies developed by the small group to achieve dreams
 - 2 volunteers from group selected to speak at report-out session
 - 47 participants completed the distributed survey.
 - 49% of respondents rated the meeting as very good
 - 62% of respondents rated the small groups as excellent
 - 94% of respondents plan on staying involved in the GNI project
 - 96% of respondents would recommend this event to other Northend residents
 - Approximately half of the respondents had participated in three of the previous GNI community meetings (9/13/07 - 51%; 10/4/07 - 47%; 10/25/07 - 49%).
- **Observations:**
 - ✓ Only 2 of the small groups session notes were available.
 - ✓ The number of participants who attended previous meetings was not documented.

Community Large Planning Meeting #5

- Date: December 6, 2007
- Facilitator: NCDI
- Goals of meeting:
 - To give a full report on the themes and strategies suggested by Northend residents
- Notes:
 - The themes presented were:
 - Neighborhood Safety
 - Responsive Human Service Delivery System

- Business Development and Revitalization
- Neighborhood Beautification and Enrichment
- Education Improvement, Enrichment, and Reform
- Neighborhood Improvement
- A survey was distributed at the end of the meeting asking to rank the 4 most important themes that will help Northend meet its community goal.
- Participants in the meeting were asked to give their contact information to the community liaison to contact if they were interested in being involved in an action planning team.
- Evaluation:
 - 119 people completed the survey.
 - 103 people expressed an interest in an action planning team (87%).
 - The top theme choices were as follows:
 - #1— Neighborhood Safety (48 people ranked as #1 choice) Educational Improvement, Enrichment, and Reform (30 people ranked as #1 choice)
 - #2— Educational Improvement, Enrichment, and Reform (29 people ranked as #2 choice) Business Development and Revitalization (23 people ranked as #2 choice)
 - #3— Educational Improvement, Enrichment, and Reform (27 people ranked as #3 choice) Business Development and Revitalization (24 people ranked as #3 choice)
 - #4— Neighborhood Empowerment (25 people ranked as #4 choice) Neighborhood Beautification and Enrichment (22 people ranked as #4 choice)
- **Observations:**
 - ✓ Location of meeting was not documented.
 - ✓ Information was gathered from community meeting agenda and evaluation form.
 - ✓ Meeting notes were not available.

Work Group Retreats

The large community meetings were followed by six work group retreats, held at Wayne State University. The purpose of these retreats was to develop action plans based on the strategies identified at the large community meetings. In preparation for these meetings, the UM-SSW TAC created binders that included the following six sections:

Section 1 – Introduction

1. Contact information for GN resource people
2. The roles of action planning team members
3. A map of the Skillman Good Neighborhoods

Section 2– What We Know About Our Neighborhood Right Now

Includes: *(information was used during the community planning process)*

- Maps
- Community profile
- Preliminary list of community assets and resources (a “living document” that is updated as the learning grants are completed)
- Selected indicators of child well-being
- Summary of the neighborhood focus groups conducted during the community planning process
- Themes and strategies developed by the small groups during the neighborhood planning process, that lead to the development of your community goal and strategy areas for the action planning teams

Section 3– What We Are Learning About Our Neighborhood Right Now

- The learning grants that are being implemented in the neighborhood

Section 4 – The Planning Process

- Action planning team meeting matrix
- Overview of the action planning process
- Step by step guide to completing the action planning process

Section 5– Helpful References

- Useful website resources for planning and data

Section 6 - Documenting the Work of the Action Planning Team

- Section to insert your sign-in sheets and meeting minutes

Prior to the retreats, NCDI hosted a training for all of the partners to prepare for the working retreats. Presentation of the materials in the binders was a key component of the training. The agendas for the training and the work group retreats follow.

Work Group Pre-Meeting

<i>Pre-Meeting: Conveners, Host Agencies and Facilitators Training/Orientation</i>	
Task	Orientation/training for conveners and facilitators
Activities	<ul style="list-style-type: none"> ▪ Build community and establish supportive environment ▪ Provide overview of work group planning process and timeline ▪ Distribute information binders to convener’s and facilitators

	<ul style="list-style-type: none"> ▪ Conduct facilitation training
Guiding Questions	NA
Deliverables	<ul style="list-style-type: none"> ▪ Orientation/training meeting agenda ▪ Information binders for conveners and facilitators ▪ Facilitation workbook
Main Agenda Topics	<ul style="list-style-type: none"> ▪ <i>Opening Session: Welcome, Introductions, Purpose of the Meeting</i> ▪ Review of Work Group Roles & Responsibilities ▪ Review of the Work Group Process ▪ Work Group Meeting Standards ▪ <i>Closing Session: Checking In, Next Steps</i>

Work Group Meeting #1

<p><i>Meeting #1: Organizational Meeting</i> <i>January 20th, Combined Meeting at Wayne State University</i></p>	
Task	<ul style="list-style-type: none"> ▪ Orientation for work group members ▪ Review work group planning process ▪ Define strategy area ▪ Develop work group action plan, including interim meeting dates ▪ Identify learning questions/data needs
Activities	<ul style="list-style-type: none"> ▪ Build community and establish supportive environment ▪ Provide overview of work group planning process and timeline ▪ Distribute information packets to work group members ▪ Define strategy area (i.e., develop common definition and state key components) ▪ Develop action plan to complete planning ▪ Identify information gaps and make research assignments (e.g., best

	<p>practices, demographics and current programs)</p> <ul style="list-style-type: none"> ▪ Debrief (conveners/facilitators only)
Guiding Questions	<ul style="list-style-type: none"> ▪ <i>What type of data do we need to make good decisions in this area?</i> ▪ <i>What are the key learning questions that we want to address in our work group?</i> ▪ <i>Who needs to join this work group to help us move things forward? How do we make sure that the youth voice is present?</i>
Deliverables	<ul style="list-style-type: none"> ▪ Information packet ▪ Strategy area definition ▪ Work group action plans ▪ Learning questions/ data needs
Main Agenda Topics	NA

Work Group Meeting #2

<p><i>Meeting #2: Data/Learning Meeting</i></p> <p><i>Date Set by Work Group Interim Mtg. Held in the Community</i></p>	
Task	<ul style="list-style-type: none"> ▪ Review of existing information ▪ Highlight key research findings
Activities	<ul style="list-style-type: none"> ▪ Build community and establish supportive environment ▪ Review outcomes of meeting #1 ▪ Review data gathered to address learning questions ▪ Summarize research findings (e.g.,) ▪ Identify information gaps and make research assignments ▪ Debrief (conveners/facilitators only)
Guiding	<ul style="list-style-type: none"> ▪ <i>What are the information gaps that still remain?</i>

Questions	<ul style="list-style-type: none"> ▪ <i>Who will take on homework assignments to bring forth additional information?</i>
Deliverables	<ul style="list-style-type: none"> ▪ Summary of research findings ▪ New learning questions/data needs
Main Agenda Topics	<ul style="list-style-type: none"> ▪ <i>Getting Re-Acquainted:</i> Meeting and Greeting Each Other; Welcoming New Members ▪ <i>Reviewing Outcomes of our First Meeting:</i> Our Function, Purpose, Process and Meeting Schedule ▪ <i>Getting Smarter:</i> Reviewing Data Gathered to Answer our Learning Questions/Highlighting our Research Findings ▪ <i>Answering our Guiding Questions:</i> What gaps still remain? Who will take on research assignments? ▪ <i>Looking Forward to our Next Meeting:</i> Combined Meeting at a Central Location; Homework Assignments; Checking-In

Work Group Meeting #3

<p><i>Meeting #3: Service Delivery & Program Impact Meeting</i> <i>February 17th, Combined Meeting at Location TBD</i></p>	
Task	<ul style="list-style-type: none"> ▪ Develop initial list of implementation strategies (i.e., policies/programs/projects)
Activities	<ul style="list-style-type: none"> ▪ Review outcomes of meeting #2 ▪ Review data gathered to address learning questions ▪ Develop initial recommendations and rationale ▪ Identify information gaps and make research assignments ▪ Debrief (conveners/facilitators only)
Guiding Questions	<ul style="list-style-type: none"> ▪ <i>Based on our research, what are the key implementation strategies that we</i>

	<p><i>should consider?</i></p> <ul style="list-style-type: none"> ▪ <i>What are the main short-term and long-term priorities for our work?</i>
Deliverables	<ul style="list-style-type: none"> ▪ Initial list of implementation strategies ▪ Initial list of short term and long term priorities ▪ Summary of research findings ▪ New learning questions/data needs
Main Agenda Topics	<ul style="list-style-type: none"> ▪ <i>Greeting & Checking In:</i> Opening Icebreaker and Welcoming New Members ▪ <i>Reviewing Outcomes of our Second Meeting:</i> Summarizing Initial Data Gathered ▪ <i>Getting Smarter:</i> Reviewing Homework Assignments/Additional Data Gathered ▪ <i>Answering our Guiding Questions:</i> What should be our implementation strategies & Short/Long Term Priorities? ▪ <i>Looking Forward to our Next Meeting:</i> Interim Meeting in the Community; Homework Assignments; Checking-In

Work Group Meeting #4

<p><i>Meeting #4: Service Delivery & Program Impact Meeting</i></p> <p><i>Date Set by Work Group, Interim Meeting Held in the Community</i></p>	
Task	<ul style="list-style-type: none"> ▪ Identify short-term (by 12/07) implementation strategies (i.e., policies/ programs/ projects) ▪ Identify long-term (by 12/08) implementation strategies (i.e., policies/ programs/ projects)
Activities	<ul style="list-style-type: none"> ▪ Review outcomes of meeting #3 ▪ Identify and prioritize short-term and long-term implementation strategies with rationale

	<ul style="list-style-type: none"> ▪ Identify information gaps and make research assignments ▪ Debrief (conveners/facilitators only)
Guiding Questions	<ul style="list-style-type: none"> ▪ <i>What are our final short/long term strategies?</i> ▪ <i>What should be our approach to evaluation?</i> ▪ <i>How will we know if/when we are successful?</i> ▪ <i>Who are the potential (organizational) partners that should be part of the implementation strategies?</i>
Deliverables	<ul style="list-style-type: none"> ▪ In ranked order, up to 5 short-term priority recommendations ▪ In ranked order, up to 5 long-term priority recommendations ▪ Summary of research findings ▪ New learning questions/data needs
Main Agenda Topics	<ul style="list-style-type: none"> ▪ <i>Greeting & Checking In:</i> Opening Icebreaker ▪ <i>Reviewing Outcomes of our Third Meeting:</i> Summarizing List of Initial Short/Long Term Strategies ▪ <i>Getting Smarter:</i> Reviewing Homework Assignments/Additional Data Gathered ▪ <i>Answering our Guiding Questions:</i> What should be our implementation strategies & Short/Long Term Priorities? ▪ <i>Looking Forward to our Next Meeting:</i> Combined Meeting at a Central Location; Homework Assignments; Checking-In

Work Group Meeting #5

<p><i>Meeting #5: Community Education, Engagement, & Capacity Building</i> <i>March 17th, Combined Meeting at Location TBD</i></p>	
Task	<ul style="list-style-type: none"> ▪ Developing approaches to: <ul style="list-style-type: none"> ▪ Insure that the community takes ownership

	<ul style="list-style-type: none"> ▪ Keep the community engaged & Informed ▪ Provide training and assistance to natural leaders ▪ Provide technical assistance where needed ▪ Developing Presentation of our work to the GNI combined community
Activities	<ul style="list-style-type: none"> ▪ Review outcomes of meeting #4 ▪ Develop approaches to continue to move the work forward ▪ Develop strategy/plan for making presentation to the community at the final work group meeting ▪ Debrief (conveners/facilitators only)
Guiding Questions	<ul style="list-style-type: none"> ▪ <i>What are your ideas for ensuring that the community takes ownership and responsibility for implementing strategies to address our area of focus?</i> ▪ <i>What strategies should be implemented to keep the community engaged around our strategy area and to ensure that there is a community feedback mechanism in place?</i> ▪ <i>What's the best way to keep the community informed about our work on this strategy and to share information across communities?</i> ▪ <i>What type of program is needed to support and develop natural community leaders in our strategy area?</i> <p><i>What type of technical assistance and training do we need and do community organizations need that are going to work in this strategy area?</i></p>
Deliverables	<ul style="list-style-type: none"> ▪ A community education, engagement and capacity-building strategy ▪ A presentation plan to present the final report to the community in the final work group meeting

<p>Main Agenda Topics</p>	<ul style="list-style-type: none"> • <i>Greeting & Checking In:</i> Opening Icebreaker • <i>Reviewing Outcomes of our Fourth Meeting:</i> Summarizing Final Short/Long Term Strategies • <i>Getting Smarter:</i> Reviewing Homework Assignments/Additional Data Gathered • <i>Answering our Guiding Questions:</i> What’s our strategy for community education, engagement, and capacity building? • <i>Looking Forward to our Next Meeting:</i> Interim Meeting in the Community; Homework Assignments; Checking-In
----------------------------------	---

Work Group Meeting #6

<p><i>Meeting #6: Administrative Capability & Next Steps</i> <i>April 21st, Combined Meeting at Location TBD</i></p>	
<p>Task</p>	<ul style="list-style-type: none"> ▪ Review and finalize work group strategy ▪ Celebrate our success
<p>Activities</p>	<ul style="list-style-type: none"> ▪ Review outcomes of meeting #5 ▪ Finalize and approve overall implementation strategy ▪ Identify unanswered questions ▪ Acknowledge and celebrate the hard work of the work group ▪ Present the work group strategy to the combined GNI community
<p>Guiding Questions</p>	<ul style="list-style-type: none"> ▪ <i>What resources do we need to get the job done, i.e., data, financial, human, etc.?</i> ▪ <i>How do we leverage the resources that we identify?</i>
<p>Deliverables</p>	<ul style="list-style-type: none"> ▪ Presentation of the Final report to the combined GNI community ▪ Celebration of Success!

Main Agenda Topics	<ul style="list-style-type: none">▪ <i>Greeting & Checking In:</i> Opening Icebreaker▪ <i>Reviewing Outcomes of our Fifth Meeting:</i> Reviewing our Final Report▪ <i>Preparing for our Presentation:</i> Final Preparation of the Presentation▪ <i>Celebrating our Success:</i> Honor the work and the work will honor you! (Famous quote: Dr. Omowale Satterwhite)▪ <i>Presenting to the Larger GNI Community:</i> Presentations to the Larger GNI Community and Next Steps
---------------------------	---

Action Planning Meeting

- March 29, 2008 5:30pm
 - Meeting Location: Wayne State University
 - Goals of the meeting: Deciding on a definition of what the Northend's Response Human Delivery System actually is. The group also identified community assets and needs. Services that were to be provided were then categorized to specifically focus on plans to work toward short and long term goals. Food, Housing, Clothing, Health Care, Mentoring, and Vocational training were all discussed. The four long term goals that were developed were as follows:
 - Implement a coordinated system that will provide access to all residents to human services within the Northend
 - Establish a Northend community team that is knowledgeable of how to access services and support for families, youth, and individuals
 - Create a service product line that will produce job, vocational, and other training, and economic opportunities
 - Begin to create a mechanism for sustainability for all projects that are created for the Northend community
- **Observations:**
- ✓ The facilitator of the meeting was Phyllis Edwards. The host agency was Child Care Coordinating Counsel represented by Carole Jasper Quarterman and Denise Wellons-Glover. The resident co-conveners at the meeting were Karla Nash and Lucinda Larkin.
 - ✓ There were 15 participants at the meeting.
 - ✓ The time and date for the next action plan meeting (April 8, 2008) was established during this meeting.

Action Planning Teams

Action Planning Teams were formed based on the goals and strategies outlined at the community meetings.

- Attendees voted on the 4 (four) Action Planning teams: Educational Improvement, Enrichment, and Reform; Responsive Youth and Family Human Service Delivery; Neighborhood Empowerment and Beautification; and Crime and Safety.
- Attendees from the Community Large Meetings were invited to join and form the Action Planning Teams based on interest and choice.
- Throughout the Action Planning Team Process, trainings were available for all members of Action Planning Teams. For example, on May 7, 2007, Dr. Larry Gant, Dr. Trina Shanks, and Kristin McGee held a workshop intended to meet other all those involved in an Action Planning Team as well as a template “action plan” and brainstorming session.
- Action Planning Teams also held “Report-Out” meetings for the whole community, in order for NorthEnd residents not involved in a certain Action Plan Team to hear and learn about each team’s progress and events.

Educational Improvement, Enrichment, and Reform

Number of meetings: 3

Long-term goal #1:

Increase high school graduation rates for all children ages zero to 18

Short-term goal:

Increase student academic performance

- Identify tools, resources, and programs that impact student MEAPs scores
- Inform parents and students about free services from Supplemental Educational Services (SES)

Short-term goal:

Increase student attendance

- Strategize to address the differences between in-school truancy, suspensions, and expulsions for behavior and out of school truancy
- Create safe routes to school
- Create family support truancy task force to address the underlying reason for student truancy

Short-term goal:

Increase parental and community stakeholder involvement

- Inform students and parents about Detroit Parent Network's Project Graduation
- Create awareness for parents about available tutoring opportunities in the community
- Inform students and parents about their educational rights

Long-term goal #2:

Transform the Northend into a learning community

To create enrichment, have non-traditional academics that enhance the quality of a child's education; educate the children beyond school borders.

Short-term goal:

Identify educational, literacy, and life-long learning resources that are here and can be here in the community. Elicit involvement from non-profits and the business sector.

Short-term goal:

Make educational, literacy, and life-long learning resources accessible and inviting to the community:

- Plan and hold a community Learning Resource Fair
- Build a partnership with the McGregor Library
- Partner with the community to ensure after-school programming

- Teach conflict resolution and life skills to youth
- Create age-based study groups with the youth in the Northend

Responsive Youth and Family Human Service Delivery

Long-term Goal #1:

Implement a coordinated system with a family team that will provide access to human services to youth and families in the Northend.

Short-term Goals:

- Define the responsibilities of the human service community team.
- Create a model showing the steps needed to access services. Find the most efficient method to inform and involve residents.
- Train members of the team on the process. Include all residents, stakeholders and churches.

Long-term Goal #2:

Establish a Youth Northend Community Team that is knowledgeable of how to access services and supports for youth and families.

Short-term Goals:

- Train a team of youth from the Northend who would be trained as facilitators and who would create a survey and analyze the data.
- The youth facilitators would then give feedback to the community, steering the development of human service programs in the Northend.
- Each organization will be invited to send three Northend resident youth from their program to be represented in the group of facilitators
- Youth will continue to serve as community youth recruiters, peer mentors, youth advisers, and community youth leaders.

Long-term Goal #3:

Create a mechanism for sustainability for human service projects in the Northend.

Short-term Goals:

- Create training and vocational opportunities for youth who live in the Northend.
- Train youth to become entrepreneurs by teaching them how to market their own goods and services.
- Open up doors to employment opportunities by teaching computer literacy.

Observations:

- ✓ The number of meetings was not available on Bravelo.
- ✓ The number of attendees and dates of meetings were not available on Bravelo.
- ✓ Facilitators of the meetings were not documented.

Neighborhood Empowerment and Beautification

Number of meetings: 3

Long-term goal #1:

Communication -- Establish a Northend community-wide communication system

Short-term goals:

- Neighborhood newsletter
- Post block club meeting info in the community center
- Establish Northend hotline for community updates

Long-term goal #2:

Youth involvement -- Empower the youth to take ownership in their community

- Training for the youth to learn how to rebuild homes and beautify land
- Skating rink in a park (inside and outside)
- Activity center that is free and sponsored for youth community residents

Short-term Goals:

- Youth communication forum and initiatives
- Foundation Advocacy to the city on behalf of the youth
- Youth ownership of lots

Activities to achieve short-term goals:

- Petition city to hire youth
- Mentoring program
- Artwork – Murals created by Northend youth
- Youth communication forum and initiatives

Long-term Goal #3:

Educate, train, and empower residents to maintain a clean community through block clubs and associations

- Identify Northend block clubs/update city housing booklet
- Foundation advocacy to city on behalf of community block clubs
- Identify funding for block clubs
- Identify/create block clubs with specific purpose (e.g., CB patrol)

Short-term Goals:

- Develop block clubs and recruit the residents to participate; current associations recruit new neighbors
- Develop block club mentor programs
- Competitions among residents for Most Beautiful Yard and other beautification activities
- Develop youth/junior block clubs led by Northend youth

Long-term Goal #4:

Attention to blight – have a clean and beautiful living environment

- Replace old trees
- Investigate vacant lot ownership and allow community first choice ownership

- Flowers and green life on vacant lots
- Identify bike trails

Short -term Goals:

- Hold city accountable for vacant lots, boarded vacant property and trash pickup
- Hold homeowners accountable for their property -- make use of nuisance abatement laws
- Utilize Skillman's small grants for community clean up projects
- Help homeowners in need of yard equipment
- Utilize community services provided by Greening of Detroit
- Research vacant lots and boarded homes on each block through Wayne County Deeds office

Observations:

- ✓ Meeting agenda unavailable
- ✓ Number of participants not documented
- ✓ Facilitators of the meeting undocumented

Crime and Safety

Short-term Goals:

- Block Clubs, Radio Patrol & LSCO
- Desired Outcome: Increased community participation
- Training on Crime Reporting; Nuisance Abatement Reporting; CPR, First Aid & Disaster Preparedness
- Community Outreach
- Identify Environmental Contributors to Crime, including Illegal Dumping, Nuisance Abatement, Code Violation
 - Partners: City of Detroit Police Department Environmental Officers, City of Detroit Building and Safety, Property Maintenance & Demolition

- Identify Breaking & Entering, Prostitution, Drug Trafficking, Auto Theft, Property Code Violations
- Desired Outcome: A working relationship with the Police Department. Actively working with DPD to receive stats will give us information we can use to collaborate with existing groups. For example: Where, when, and how the crime is taking place.
- Community Forums
 - Desired Outcome: Target focused community forums
 - Auto Theft Prevention (Vehicle Owners)
 - Animal Safety Day (Young Males)
 - Breaking & Entering (Home Owners & Renters)
- Anonymous Reporting in zip codes 48238, 48206, 48211, 48202
- Desired Outcome: Ten reporting mail boxes strategically placed throughout target area zip codes

Observations:

- ✓ A long term goal was not documented.
- ✓ The total number of number of meetings was not documented including dates and attendees .
- ✓ Meeting agenda was unavailable.

Quarterly Meetings

Quarterly community meetings were hosted consistently. The purpose of these meetings initially was to report on the work of the action planning teams and gain community agreement on the action plans. Once that occurred, the remaining quarterly meetings focused on reporting the progress and activities of the action teams and preparing for community governance.

Quarterly Community Meeting #1

- Meeting date: June 19, 2008
- In the meeting all 4 of the action planning teams gave a Powerpoint presentation which included the following information:
 - Short and long term goals
 - Action planning team members
- **Observations:**
 - ✓ Information regarding this meeting's agenda, minutes, and attendance were not found on bravelo.
 - ✓ The only available information was the Powerpoint presentations.

Quarterly Community Meeting #2

- Meeting date: October 23, 2008
- A total of 19 participants completed the survey.
- Evaluation:
 - 47% of respondents viewed the meeting as "excellent"
 - 42% of the participants felt their contributions were acknowledged.
 - When asked if participants heard the Skillman Foundation's new radio advertisement on WCHB 1200 AM 63.16% indicated "no" they had not and 31.58% stated "yes" they had.
 - 89% stated that they intend to stay involved in the GNI project.
 - 100% stated that they would recommend this event to other Northend residents.
 - 36% of respondents had attended previous community meetings.
 - 53% were agency/stakeholders, 42% residents, 32% parents, and 5% youth.
- **Observations:**
 - ✓ The agenda was unavailable.
 - ✓ Facilitators of the meeting were not documented.
 - ✓ Location of the meeting was unavailable.

Preparer's Thoughts and Analysis

Analyzing the developmental process which the Northend/Central community has undergone through the GNI project has been an informative experience. The retrospective is an attempt to capture the progress in this community and the amount of dedication, effort, and strategic planning by individuals invested in the development process of this community. The Skillman Foundation and Stakeholders have done an excellent job educating and recruiting members of the Northend/Central community to actively participate as agents of change in the Northend neighborhood.

It is difficult to assess the full impact of the GNI project on the Northend/Central community. A vast amount of information was missing on Bravelo in regards to number of attendees at meetings, meeting notes, and participant reactions to meetings. The documentation that was accessible on Bravelo was inconsistent in quality. It is clear that the lack of critical information on Bravelo makes it difficult to fully analyze and assess the developmental progress in the Northend/Central community. To the extent that documentation was available, the retrospective is a useful instrument to display what work has been done in Northend/Central and what needs to be done for continued success in the future.