UNIVERSITY OF MICHIGAN
SCHOOL OF SOCIAL WORK

Cody/Rouge Retrospective of the Community Planning Process

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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 Cody-Rouge 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.

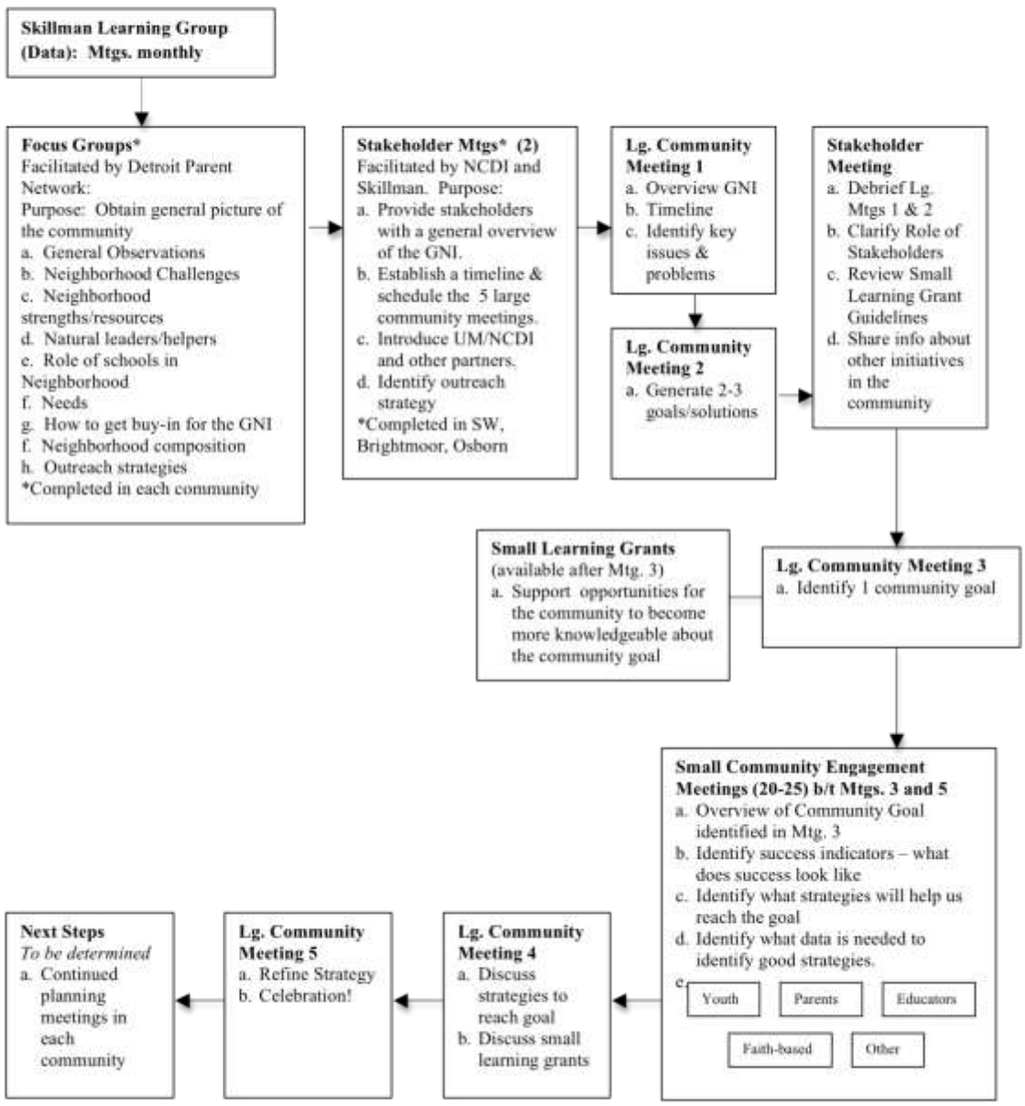
GNI Core Goals

- *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 Cody-Rouge neighborhood.

Type of Meeting	Date	Number of Meetings	Number of Participants
Focus Group Meetings	April 27, 2006 May 11, 2006	2	15 (April) 26 (May) *41 Total*
Stakeholder Meetings	August 8, 2007 August 30, 2007	2	Unknown
Small Community Engagement Meetings	October 31 – December 4, 2007	21 scheduled	6 – 14 per meeting
Community Large Meeting #1	September 11, 2007	1	At least 61
Community Large Meeting #2	October 2, 2007	1	At least 71
Community Large Meeting #3	October 23. 2007	1	At least 94
Community Large Meeting #4	November 13, 2007	1	At least 63
Community Large Meeting #5	December 4, 2007	1	At least 134
Action Planning Team Meetings: ***Community Safety***	March 29 – November 2008	At least 4	15
Action Planning Team Meetings: ***Economic Development & Employment***	March 29 – November 2008	At least 4	12 – 24
Action Planning Team Meetings: ***High-Quality Education***	March 29 – November 2008	At least 4	14 – 25
Action Planning Team Meetings: ***Strong Families***	March 29 – November 2008	At least 6	14 – 20
Quarterly Community Meetings	June 16, 2008 October 21, 2008	2 to date	At least 80 (June) At least 65 (October)

Estimate based on available data, including small sample of meeting notes and number of submitted meeting evaluations

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 Cody-Rouge neighborhood.

Focus Group Meetings

- Number of Meetings: 2
- Dates: Thursday, April 27, 2006 (4:15-6:15pm) and Thursday, May 11, 2006 (7:30-9:30pm)
- Location: Churches in Cody/Rouge
- Facilitator: Detroit Parent Network
- 15 participants (14 signed consent forms) at April meeting
- 26 participants (24 signed consent forms) at May meeting
- Participants answered questions about the Cody/Rouge community as a good neighborhood for children to grow up in; its challenges, strengths, resources, and natural leaders; the role of the schools; services and resources that would be most useful; community outreach strategies and activities that would get residents excited and committed to Good Neighborhoods; other activities in the neighborhood; and the upsides and downsides of the neighborhood as a place to live.
- The number of years participants have lived in Cody/Rouge ranged from 1 year to 35, averaging 16.
- The age of participants' children ranged from 1 to 67 years.
- 50% of participants' children were between 0-18 years of age at the time of focus group.

➢ **Observations:**
  - Focus Group Meetings achieved goal of soliciting input regarding neighborhood issues that impact children's well-being, but it is unclear whether future commitment to GN process was solicited or secured.
  - Two additional Focus Group Meetings were scheduled for March 30, 2006 and April 1, 2006 but were not convened due to low attendance.
  - The focus group report indicates that nine focus group questions elicited no response but includes no explanation for this missing information.

Stakeholder Meetings

- Number of Meetings: 2
- Dates: Wednesday, August 8, 2007 and Thursday, August 30, 2007
- Location: St. Suzanne Church in Cody/Rouge
- Facilitator: NCDI
- Presenter: Skillman
- Goals of **Stakeholder Meeting #1** (Wednesday, August 8, 10am-12pm):
  - Provide an overview of the Good Neighborhoods Initiative (GN)
  - Describe GN progress in the Cohort 1 neighborhoods
  - Propose a timeline for implementing GN in Cody/Rouge

  - Introduce the technical supports/resources that will help implement GN
  - Share the guidelines for agency participation
  - Delineate next steps in the process
- Goals of **Stakeholder Meeting #2** (Tuesday, August 30, 10am-12pm):
  - Provide a brief summary of the August 8th Stakeholder Meeting
  - Get input from participants about the community planning strategy
  - Propose a communications strategy for the Cody/Rouge neighborhood
  - Develop a community outreach strategy
  - Determine types of support needed from the Foundation
  - Distribute print materials advertising the 1st community planning meeting

  - **Observations:**
    - Unavailable data:
      - Meeting notes
      - Evaluation Report
      - Number participants
      - Types of organizations represented
      - Community outreach strategies developed and implemented

Community Large Planning Meetings

The UM-SSW TAC prepared data presentations to inform community members of significant demographic data relevant to making decisions about the needs of their community. This information was provided at the first large planning meeting with the community.

Community Meeting #1 – September 11, 2007

- Date: Tuesday, September 11, 2007 from 5:00pm–8:30pm
- Location: Dixon Middle School in Cody/Rouge
- Facilitator: NDCI
- Presenters: Skillman & TAC
- Meeting Goals:
  - Provide an overview of GNI
  - Share information about why the Cody/Rouge neighborhood was selected
  - Introduce the community planning strategy and timeline
  - Form small groups and brainstorm/prioritize key issues
  - Delineate next steps in the process
- Small Discussion Groups:
  - Participants assigned to 9 small discussion groups with trained facilitators and recorders.
  - Answered the question: *What is the main thing that the GNI should do to improve conditions and outcomes for children between 0 and 18 who live in the Cody/Rouge neighborhood?*
  - Most groups shared issues of interest, selected 3 priority goals, and selected a group representative to report recommendations to the large meeting.
  - Themes: health promotion, education and life skills, strengthening the family, safety, neighborhood beautification, recreation, diversity, career enhancement, community center, food and childcare programs, and mentorship/leadership programs.
  - TAC presented a one-page summary of themes at Community Meeting #2.

- A raffle was held and participants were asked to complete evaluations.
- Evaluation Report:
  - 61 evaluations were completed (thus at least 61 people attended the meeting).
  - 51% of respondents were residents, 51% stakeholders, 49% parents, and 3% youth (Note: many respondents identified dual roles).
  - 41% of participants rated the presentations as "excellent."
  - 46% rated the small group sessions as "excellent."
  - 46% answered "excellent" when asked how well their contributions were acknowledged.
  - 70% answered "excellent" when asked how well facilitator made it comfortable for them.
  - 44% answered "excellent" when asked how well the event met their expectations.
  - 96% would recommend the event.
  - 98% planned to stay involved.
  - Comments included requests for more outreach and youth involvement.

  - **Observations:**
    - Unavailable Data:
      - 3 out of 9 notes from small group discussions
      - Total number of participants
      - How participants learned about meeting
    - Notes indicate the composition of three small discussion groups: (1) combination of residents, church and community group members; (2) majority of participants identified as members of organizations rather than as residents; (3) community residents, several nonprofit organization officials and a school board member.
    - 50% residents and 50% stakeholders participating in this meeting – possible that stakeholder presence dominated.

Community Meeting #2 – October 2, 2007

- Date: Tuesday, October 2, 2007 from 5:00pm-8:30pm
- Location: Dixon Middle School in Cody/Rouge
- Facilitator: NCDI
- Presenters: Skillman, TAC and young residents
- Meeting Goals:
  - Share information about the GNI
  - Engage residents in an interactive planning process for the community
  - Select and prioritize three community goals
- Small Discussion Groups:
  - Participants assigned to 10 small groups with trained facilitators and recorders.
  - Discussed the question (*What is the main goal that GNI should do to improve conditions and outcomes for children who live in the neighborhood?)*, voted for priorities, created and presented community goal statements.
  - Facilitators were asked to emphasize that the goal must (1) focus on the entire community, (2) deal with people, and (3) be specific and focused.
- Proposed Community Goal Statements:
  - "All Children need to have a village where they are safe, healthy, and educated."
  - "Create a network of community centers that have job opportunities for youth, offer tutoring, and have computer access available."

    - "A safe, successful, productive community so that families and youth can have improved quality of life."
    - "Create a connected community."
    - "Support and create existing youth programs with emphasizes on education and safety."
- Electronic polling was conducted to select the top 3 community goal statements:
    - "All Children live in a village where they are safe, healthy, and educated." (36% of votes)
    - "A safe, successful, productive community where families and youth are involved and have a prosperous quality of life." (31% of votes)
    - "A connected community with a network of community centers to serve all children in the neighborhood." (25% of votes)
- A raffle was held and participants were asked to complete evaluations.
- Evaluations:
    - 71 evaluations were completed (number retrieved from raw data file).

➢ **Observations:**

- Unavailable data:
    - 5 out of 10 notes from small group discussions
    - Evaluation Report
    - Number and composition/demographics of meeting participants
    - How participants heard about the meeting
- Close vote between top 2 community goals
- Facilitators altered wording of goals when they convened to summarize them prior to electronic polling – referred to as "summary goals" in facilitators guide.
- No indication if the data presented by young residents and the list of themes presented by TAC were used in small group discussions to inform the development of community goal options.
- Small groups were supposed to meet for 1 hour, but the notes from one small group indicate they met for only 30 minutes.
- Small group composition (from three meeting notes that included this information):
    - Group size varied – 7, 12 and 20 members
    - Member composition varied – (1) principles, teachers, school volunteers, community activists and students; (2) a foster parent, a person who worked at a church, several parents and residents, a person who worked for the Board of Education, and a City Year member; (3) working mothers, stay at home mothers, business men, a pastor, youth and older folks

Community Meeting #3 – October 23, 2007

- Date: Tuesday, October 23, 2007 from 5:00pm–8:30pm
- Location: Dixon Elementary School in Cody/Rouge
- Facilitator: NDCI
- Presenters: Skillman, TAC and young residents
- Meeting Goals:
    - Select one community goal for the Cody/Rouge Community
    - Brief new participants on the results of the first two community meetings
    - Give participants a clear understanding of the story of kids in Cody/Rouge through demographic/statistical data
    - Share the community engagement strategy and meeting schedule

    - Share information about the purpose of the Skillman Foundation's *Learning Grants* and how to apply
- Top 3 community goal statements from previous meeting were presented.
- Participants met in small groups to discuss these options.
- Electronic polls were conducted to select the community goal.
- 59% of participants voted for "All children live in a village where they are safe, healthy, educated, and have access to unlimited resources."
- Raffle was held, and participants were asked to completed evaluations.
- Evaluation Report:
    - 94 evaluations were completed.
    - 47% attended Meeting #2, 56% Meeting #3.
    - 92% indicated they intended to stay involved.
    - 94% would recommend this event others.
    - 52% rated the presentation as "excellent."
    - 30% rated the small group sessions as "excellent."
    - 38% responded "excellent" when asked if they felt that their contributions were acknowledged.
    - 56% rated the facilitator's ability to make participation comfortable as "excellent."
    - 54% believed that the event was "excellent" in meeting their expectations.
    - Comments included several requests for more time for Q&A, voting more than once *only* if there was a tie, and offering a way to provide feedback via the internet.

➢ **Observations:**

- Unavailable data:
    - Notes from small group discussions
    - Number and composition/demographics of meeting participants
    - How participants heard about the meeting
- No indication if the data presented by TAC and young residents was used in small group discussions to inform final votes
- About 50% of participants had not attended all previous community meetings.
- Close vote between top 2 community goal statements

Community Meeting #4 – November 13, 2007

- Date: Thursday, November 13, 2007 from 5:00pm–8:30pm
- Location: Held at Dixon Middle School in Cody/Rouge
- Meeting Goals:
    - Brief new participants on the results of the previous community meetings
    - Answer questions posed in previous meeting
    - Reiterate the community goal and answer the questions: *What does success look like? What strategies should be implemented to reach success?*
    - Share information about the community engagement process
    - Check in with the community about Learning Grant applications
- Facilitator: NCDI
- Presenters: Skillman and TAC
- Small Discussion Groups:
    - Discussed the two questions about success and strategies – most groups also engaged in a visioning exercise, which asked participants to imagine that the

community goal is met overnight and to talk about what they see that lets them know that the goal has been accomplished.
    - Themes from these small group meetings were presented by TAC at Community Meeting #5.
- Raffle was held, and participants were asked to completed evaluations.
- Evaluation Report:
    - 63 evaluations were completed.
    - 48% of participants were residents, 40% agency stakeholders, 37% parents, 3% youth (Note: only a small number of participants identified dual roles).
    - 49% attended Meeting #1, 43% Meeting #2, 49% Meeting #3.
    - 92% indicated they intended to stay involved.
    - 97% would recommend this event others.
    - 43% rated the presentation as "excellent."
    - 48% rated the small group sessions as "excellent."
    - 54% responded "excellent" when asked if they felt that their contributions were acknowledged.
    - 57% rated the facilitator's ability to make participation comfortable as "excellent."
    - 44% believed that the event was "excellent" in meeting their expectations.
    - Comments included shortening the length of meetings, bringing back hot meals and comfortable seats, and focusing on strategy implementation.

➢ **Observations:**
- Unavailable data:
    - Total number of small discussion groups (6 meeting notes available)
    - Number and composition/demographics of participants
    - How participants learned about meeting
- About 50% of participants had not attended all previous community meetings.
- Small group composition: (from 2 notes that included this information):
    - Size varied – 6 and 9 members
    - Composition – (1) non-profit representatives, faith-based organization members, community residents and other stakeholders; (2) housewives, police sergeant, pastor, consultant and student

Community Meeting #5 – December 4, 2007

- Date: Tuesday, December 4, 2007 from 5:00pm–8:30pm
- Location: Dixon Middle School in Cody/Rouge
- Facilitator: NDCI
- Presenters: Skillman and TAC
- Meeting Goals:
    - Provide a general overview of accomplishments during the community planning process
    - Share key themes/strategies that were suggested by the community during Community Meeting #4 and the community engagement focus groups
    - Formulate action planning teams based on the key theme/strategies for reaching the goal
    - Celebrate and share the success of our work
- TAC presented themes and strategies that came out of the Small Community Engagement Meetings and the small group discussions during Community Meeting #4.
- Themes:

        - Community Safety, Economic Development and Employment, Community Center, Clean, Green and Beautiful Cody/Rouge, Health and Recreation, Strong Families, Community Involvement and Pride, High-Quality Education
- NCDI facilitated a discussion about these themes and Phase II of the planning process.
- Survey:
    - Asked participants to select 3 themes that will best help Cody/Rouge reach its community goal
    - 134 surveys were completed.
    - 117 respondents (87%) expressed interest in participating on an Action Planning Team.
- Top 4 selected themes:
    - Community Safety (92 votes)
    - High-Quality Education (74 votes)
    - Economic Development and Employment (73 votes)
    - Strong Families (66 votes)
- A celebration followed the meeting.

➢ **Observations:**

- Unavailable data:
    - Meeting notes
    - Evaluation report
    - Number and composition/demographics of participants
    - How participants heard about the meeting
    - How many participants attended previous community meetings
- TAC named the themes based on notes from Small Engagement Meetings and Community Meeting #4 – these themes became the names for the Action Planning Teams.

Small Community Engagement Meetings

These meetings occurred during the large community meetings.

- Number of Meetings: 21 scheduled
- Dates: October 31 – December 4, 2007 (between Community Meetings #3 & #5)
- Locations: Various in community (libraries, schools, churches and agencies)
- Facilitators: Trained facilitators and recorders
- Focus Groups (based on available meeting notes):
    - All females
    - All males
    - Arab community/students
    - Block clubs
    - Businesses
    - Children (ages 5-6 & 7-10)
    - Faith-based organizations
    - Nonprofits
    - Parents (3 groups)
    - Pre-teens (ages 11-13)
    - Teachers/educators (2 groups)
- 6 – 14 participants per group (based on the 3 meeting notes that included this data)
- Meetings did not follow a uniform format, but most groups reviewed the community goal, defined success and identified strategies to obtain the goal.

- Facilitators invited participants to the upcoming Community Meeting.
- Themes from the first three Small Community Engagement Meetings were presented at Community Meeting #4 by TAC.
- Themes & Strategies from all documented Small Community Engagement Meetings were presented at Community Meeting #5 by TAC, as well as included in the resource binder used by Action Planning Teams to develop their action plans.

➢ **Observations:**
  - Unavailable data:
    - Only 14 notes available – possible only 14 out of 21 scheduled meetings actually took place
    - Total number of participants (and names to track future participation in GN)
  - Meetings seem to have engaged residents and stakeholders who had not previously participated in the GN planning process.
  - By presenting the community goal and facilitating a discussion about outcomes and strategies related to this goal, meetings may have promoted ownership of the goal among participants.
  - Community Liaison likely organized and attended meetings but is not mentioned in documentation.
  - Stand-out meetings:
    - The faith-based meeting served as a catalyst for a faith-based alliance – the sign-in sheet was copied and shared with attending church leaders so that another meeting could be organized.
    - The Arab community/student meeting was held one day before Community Meeting #5 – an open discussion about goals and desires for the community was held, but neither shared themes from GN meetings nor barriers to the Arab-American community's participation were identified.

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 the 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

Pre-Meeting: Conveners, Host Agencies and Facilitators Training/Orientation	
Task	Orientation/training for conveners and facilitators
Activities	▪ Build community and establish supportive environment ▪ Provide overview of work group planning process and timeline ▪ Distribute information binders to convener's and facilitators ▪ Conduct facilitation training
Guiding Questions	NA
Deliverables	▪ Orientation/training meeting agenda ▪ Information binders for conveners and facilitators ▪ Facilitation workbook
Main Agenda Topics	▪ *Opening Session*: Welcome, Introductions, Purpose of the Meeting ▪ Review of Work Group Roles & Responsibilities ▪ Review of the Work Group Process ▪ Work Group Meeting Standards ▪ *Closing Session*: Checking In, Next Steps

Work Group Meeting #1

Meeting #1: Organizational Meeting ***January 20th, Combined Meeting at Wayne State University***

Task	▪ 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	▪ 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 practices, demographics and current programs) ▪ Debrief (conveners/facilitators only)
Guiding Questions	▪ *What type of data do we need to make good decisions in this area?* ▪ *What are the key learning questions that we want to address in our work group?* ▪ *Who needs to join this work group to help us move things forward? How do we make sure that the youth voice is present?*
Deliverables	▪ Information packet ▪ Strategy area definition ▪ Work group action plans ▪ Learning questions/ data needs
Main Agenda Topics	NA

Work Group Meeting #2

Meeting #2: Data/Learning Meeting ***Date Set by Work Group Interim Mtg. Held in the Community***	
Task	▪ Review of existing information ▪ Highlight key research findings
Activities	▪ 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 Questions	▪ *What are the information gaps that still remain?* ▪ *Who will take on homework assignments to bring forth additional information?*
Deliverables	▪ Summary of research findings ▪ New learning questions/data needs
Main Agenda Topics	▪ *Getting Re-Acquainted*: Meeting and Greeting Each Other; Welcoming New Members ▪ *Reviewing Outcomes of our First Meeting*: Our Function, Purpose, Process and Meeting Schedule ▪ *Getting Smarter*: Reviewing Data Gathered to Answer our Learning Questions/Highlighting our Research Findings ▪ *Answering our Guiding Questions*: What gaps still remain? Who will take on research assignments? ▪ *Looking Forward to our Next Meeting*: Combined Meeting at a Central Location; Homework Assignments; Checking-In

Work Group Meeting #3

Meeting #3: Service Delivery & Program Impact Meeting ***February 17th, Combined Meeting at Location TBD***	
Task	▪ Develop initial list of implementation strategies (i.e., policies/programs/ projects)
Activities	▪ 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	▪ *Based on our research, what are the key implementation strategies that we should consider?* ▪ *What are the main short-term and long-term priorities for our work?*
Deliverables	▪ 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	▪ *Greeting & Checking In*: Opening Icebreaker and Welcoming New Members

	▪ *Reviewing Outcomes of our Second Meeting*: Summarizing Initial Data Gathered ▪ *Getting Smarter*: Reviewing Homework Assignments/Additional Data Gathered ▪ *Answering our Guiding Questions*: What should be our implementation strategies & Short/Long Term Priorities? ▪ *Looking Forward to our Next Meeting*: Interim Meeting in the Community; Homework Assignments; Checking-In

Work Group Meeting #4

Meeting #4: Service Delivery & Program Impact Meeting ***Date Set by Work Group, Interim Meeting Held in the Community***	
Task	▪ 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	▪ Review outcomes of meeting #3 ▪ Identify and prioritize short-term and long-term implementation strategies with rationale ▪ Identify information gaps and make research assignments ▪ Debrief (conveners/facilitators only)
Guiding Questions	▪ *What are our final short/long term strategies?* ▪ *What should be our approach to evaluation?* ▪ *How will we know if/when we are successful?* ▪ *Who are the potential (organizational) partners that should be part of the implementation strategies?*
Deliverables	▪ 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	▪ *Greeting & Checking In*: Opening Icebreaker ▪ *Reviewing Outcomes of our Third Meeting*: Summarizing List of Initial Short/Long Term Strategies ▪ *Getting Smarter*: Reviewing Homework Assignments/Additional Data Gathered ▪ *Answering our Guiding Questions*: What should be our implementation strategies & Short/Long Term Priorities? ▪ *Looking Forward to our Next Meeting*: Combined Meeting at a Central Location; Homework Assignments; Checking-In

Work Group Meeting #5

Meeting #5: Community Education, Engagement, & Capacity Building March 17th, Combined Meeting at Location TBD	

Task	▪ Developing approaches to:
	  ▪ Insure that the community takes ownership
	  ▪ 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	▪ 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	▪ *What are your ideas for ensuring that the community takes ownership and responsibility for implementing strategies to address our area of focus?* ▪ *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?* ▪ *What's the best way to keep the community informed about our work on this strategy and to share information across communities?* ▪ *What type of program is needed to support and develop natural community leaders in our strategy area?* *What type of technical assistance and training do we need and do*

	community organizations need that are going to work in this strategy area?
Deliverables	▪ 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
Main Agenda Topics	▪ *Greeting & Checking In*: Opening Icebreaker ▪ *Reviewing Outcomes of our Fourth Meeting*: Summarizing Final Short/Long Term Strategies ▪ *Getting Smarter*: Reviewing Homework Assignments/Additional Data Gathered ▪ *Answering our Guiding Questions*: What's our strategy for community education, engagement, and capacity building? ▪ *Looking Forward to our Next Meeting*: Interim Meeting in the Community; Homework Assignments; Checking-In

Work Group Meeting #6

Meeting #6: Administrative Capability & Next Steps ***April 21st, Combined Meeting at Location TBD***	
Task	▪ Review and finalize work group strategy ▪ Celebrate our success
Activities	▪ 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
Guiding Questions	▪ *What resources do we need to get the job done, i.e., data, financial, human, etc.?* ▪ *How do we leverage the resources that we identify?*
Deliverables	▪ Presentation of the Final report to the combined GNI community ▪ Celebration of Success!
Main Agenda Topics	▪ *Greeting & Checking In*: Opening Icebreaker ▪ *Reviewing Outcomes of our Fifth Meeting*: Reviewing our Final Report ▪ *Preparing for our Presentation*: Final Preparation of the Presentation ▪ *Celebrating our Success*: Honor the work and the work will honor you! (*Famous quote: Dr. Omowale Satterwhite*) ▪ *Presenting to the Larger GNI Community*: Presentations to the Larger GNI

	Community and Next Steps

Action Planning Teams

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

- Attendees voted on the four Action Planning teams: Community Safety, Strong Families, High Quality Education, and Economic Development & Employment.
- 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 Cody-Rouge residents not involved in a certain Action Plan Team to hear and learn about each team's progress and events.

Based on the minutes and notes posted on Bravelo, the following reflects the outcomes of the retreats in Cody/Rouge.

Action Planning Retreat #1

Date: March 29, 2008 8am-3pm

- Location: Wayne State University
- Facilitator: NDCI
- Presenters: Skillman & TAC
- Meeting Goals:
    - Launch the Action Planning process for Cody/Rouge
    - Provide an overview and update of the work of the Skillman Foundation
    - Learn about other key partners working in the Good Neighborhoods
    - Learn how to (1) use data to make good decisions; (2) use Bravelo to track the planning process; (3) use the resource binder as a planning tool
    - Get words of encouragement from the Skillman Foundation leadership
    - Collectively commit to active participation in the action planning process
    - Have first official planning retreat of the Action Planning Teams
- Action Planning Teams convened for 4 hours, each with a facilitator, recorder, host site representative and resident co-convener.
- Evaluation Report (compiled by TAC):
    - Community Safety: The evaluations were strongly positive. There was one comment that alluded to possible group tension: "Please continue to help all participants understand that the overall success of our community goal will depend on our attention to the overall community efforts and not individual initiatives."
    - Strong Families: The evaluations were strongly positive. There was one comment concerning the process: I want to know… "process to start the goal process – zooming in on where to start?"
    - High Quality Education: The evaluations were mostly positive. The lower ratings were concerning the action planning next steps.
    - Economic Development & Employment: The evaluations were strongly positive. There were no specific comments regarding the retreat.

Action Planning Team Retreat #2

- Dates & Locations (Host Agency Sites):
  - Community Safety: April 10 (6-8:30pm) at Abundant Life Tabernacle
  - Economic Development &Employment: April 8 (6-8:30pm) at Grace Community Church
  - High-Quality Education: April 9 (5:30-8:30pm) at Mann Learning Academy
  - Strong Families: April 7 (5:30-8:30pm) at Second Grace United Methodist Church
- Each Team meeting included a facilitator, recorders, host site representative and resident co-co-convener.

Action Planning Team Retreat #3

- Date: April 19, 2008 from 8:00am–2:00pm
- Location: Wayne State University
- Facilitator: NDCI
- Presenters: Skillman
- Meeting Goals:
  - Finalize the action plans for Cody/Rouge
  - Hear presentations from each Action Planning team about the results of their work
  - Understand the next steps in the process
  - Collectively re-commit to active participation in moving forward
  - Celebrate the work of the Action Planning Teams
- Action Planning Teams convened for 3 hours, each with a facilitator, recorder, host site representative and resident co-convener.
- Action Planning Teams gave 5-7 minute presentations to the whole group.
- Evaluation Report (compiled by TAC):
  - 44 evaluations were completed.
  - 85-90% of overall participants stated that they “strongly agree” or “agree” with the following statements:
    - I am clear on the long-term and short-term objectives and activities my team developed
    - I am clear on the outcomes expected from our action plan
    - I understand the next steps decided by my action planning team
    - My contributions are recognized by my action planning team
    - Our action plan building on what the community said is important (Only 75% of the Community Safety Team)
    - The action plan our team developed is realistic and I am confident we can make it happen
    - I am personally committed to accomplishing the goals of our action plan
    - I can identify a variety of people who will help us develop and implement out action plan
    - I learned or shared skills that can be used in my community
    - There are some things I need to learn and know how to do to be successful in making the kinds of changes we are planning (Many varied responses depending on Action Planning Team)
    - Consult Evaluation Report for more differences among the Action Planning Teams’ responses

Following the retreats, core members of these work groups continued their involvement as Action Planning Team members. It is difficult to determine from the records how frequently or

continuously the action planning teams have met. The following presents their activities as they are reflected on Bravelo.

Community Safety Action Planning Team

- Number of Meetings:
  - 4 meetings (between March and May 2008 – *including* the 3 Retreats)
- Number of Members:
  - 15 (listed on June Quarterly Community Meeting presentation)
- Action Plan finalized by June Quarterly Community Meeting
- Long-Term Objectives:
  - Safe Walking Routes throughout neighborhood
    - Citizens patrols will monitor community and school routes
    - Beautified by middle school students.
  - Network of Community Centers
    - Existing centers will anchor safe routes.
    - Centers will host community resource centers, trainings, peer mediation rooms, and new programs.
  - Program for Suspended Students
    - Conflict mediation, code of conduct review, and mentoring for students who have no supervised place to complete their suspensions
- Short-Term Objectives:
  - Identify and Improve Priority Safe Routes
    - Mark them with light pole banners (in partnership with the College for Creative Studies)
    - Employ young people in beautification projects
  - Expand the Citizens Patrol
    - Recruit and train volunteers
    - Hire and train Youth Safety Ambassadors
  - Build Partnerships
    - Create strong working relationships with police, resident groups, businesses, community organizations and schools
  - Mural project funded by College of Creative Studies also approved by Community Safety Team and led by a Community Safety team member
- Expected Results:
  - Reduced crime, youth violence and student suspensions
  - Increased community citizen patrol volunteers, youth leadership and clean, child-friendly streets and spaces
- Action Planning Grant
  - Seems to have been designated for activities related to short-term objectives

➢ **Observations:**

✓ Unavailable data:
  - Meeting notes between June and November
  - Meeting agendas
  - Trend in number of members

✓ Only one meeting documented on Bravelo, but team must have met at least 4 times in order to develop its PowerPoint presentation for the Quarterly Community Meeting held in June 2008

✓ Number of participants not listed in meeting notes to determine participation trends

- ✓ Meeting notes were difficult to read and did not seem to reflect language or order of meeting.
- ✓ Meeting notes reflect possible difficulty with the Action Plan Process Chart, since notes do not explicitly use language of objectives, activities and outcomes.
- ✓ One team member, the Community Liaison and TAC intern, developed a PowerPoint Presentation via email after Action Planning Team meeting #4.
- ✓ One team member's interest in returning citizens and abandoned housing was left out of final Action Plan.
- ✓ Implementation and outcomes of Safety Ambassador recruitment, adult citizen patrol recruitment, and public arts project not documented on Bravelo

Economic Development and Employment Action Planning Team

- Number of Meetings:
  - 4 meetings (between March and May 2008 – *including* the 3 Retreats)
- Number of Members:
  - 24 (listed on June Quarterly Meeting presentation to community)
  - 12 volunteers listed as members of 4 committees (in May 20 meeting notes)
- Action Plan finalized by 3rd meeting on April 19th
- Committees with chairs and volunteers developed by 4th meeting
- Long-Term Objectives:
  - Have a fundraising and fund development plan for Cody/Rouge
  - Develop ways to attract businesses to the neighborhood
- Short Term Objectives:
  - Training on entrepreneurship and skilled trades
    - Identify individuals willing to lead trainings
  - Training of basic computer skills (including typing, Microsoft Office, Internet, and online tax preparation)
  - Community clean-up
    - Work with businesses to organize a clean-up of the business areas in the neighborhood
  - Identify vacant buildings that could be occupied by businesses
- Expected Results:
  - Confident youth who know what they want for their future
  - Business owners employing community youth
  - New businesses and homeowners in the community
  - Clean streets and clean neighborhood
  - Jobs are plentiful
  - Residents have community funding to use for community projects
- Action Planning Grant:
  - Youth employment selected as 6-9 month goal
  - Hold a summer job fair for Cody/Rouge youth
  - Implement Kids Corps, job readiness training and temporary employment for teenagers; up to 100 jobs for Cody/Rouge youth; youth shadow local businesses and work with residents doing work at their home
- Small Grant:
  - Kids Corps was awarded a Small Grant in July 2008 for $3200 administered by Equity in Partnership Education Services.
  - Grant description: Temporary staffing agency will offer employability and skilled trades training to 50 youth for four weeks in order to prepare them for future work opportunities and to work on a temporary basis on assignments given by

the agency. Training will be provided in construction trades, catering, lawn care, and janitorial services. Job shadowing will be offered.

- Observations:
  - ✓ Unavailable Data:
    - Meeting notes between June and November
    - Committee meeting notes
    - Meeting agendas
    - Trend in number of members
  - ✓ Number of participants not listed in meeting notes to determine participation trends
  - ✓ Implementation and outcomes of Kids Corps not documented on Bravelo
  - ✓ Looks as if the team created committees with chairs and volunteers early on in the process – may have been mechanism for outreach of additional team members
  - ✓ Excellent meeting notes (and facilitation):
    - Included Action Planning Process language, such as long-term objectives, short-term objectives, and activities
    - Included simplified diagram of the 3-stage planning process
    - Included chart with the *Themes and Dreams* from prior community meetings – the only team that documented explicit reference to this important information

High-Quality Education Action Planning Team

- Number of Meetings:
  - 4 meetings (between March and May 2008 – *including* the 3 Retreats)
- Number of Members:
  - 14 (listed on June Quarterly Meeting presentation to community)
  - 25 attended first meeting; 16 attended following meetings
  - Thus, from March to May, the number of members decreased from 25 to 14
  - 6 participants from the 2nd meeting did not attend the 3rd meeting
- Action Plan finalized by 3rd meeting on April 19, 2008
- Assigned specific tasks to members by 3rd meeting on April 19, 2008
- **Long-Term Goal #1:**
  - Every school in Cody/Rouge will have at least 50% of their students achieve a Level 1 or Level 2 on the MEAP or MME Tests.
- Short-Term Goals:
  - We are going to reach out to TEACHERS.
  - We plan to conduct focus groups to find out what barriers teachers find in the testing process and what kind of help they need from the community.
  - We will provide resources to them including training activities, websites and teaching methods to improve test scores.
  - We are going to reach out to STUDENTS.
  - We are going to help students prepare for their tests by providing out of school workshops.
- Activities:
  - Summer 2008, we plan to participate in the Cody/Rouge Family Fun Day and reach out to youth there with a survey to find out what kind of help they need to help improve test scores.
  - We are going to reach out to PARENTS.

  - We are going to hold workshops to teach parents how to interpret the data from MEAP and MME test results.
  - We are going to offer assistance to families with truancy problems to help them remove some of the barriers that keep children out of school.
- **Long-Term Goal #2:**
  - Every child in Cody/Rouge will have an out-of-the-box learning experience available once a semester. "Out-of-the-box" means an experience outside of the classroom that inspires children to learn more.
  - We believe that a high quality education includes learning experiences that happen outside of traditional classroom settings.
- Short-Term Goals:
  - We are going to make college campus visits accessible to youth in Cody/Rouge.
  - We are going to make transportation accessible for youth in Cody/Rouge who want to visit to colleges in the state of Michigan.
  - We are going to identify out-of-the-box activities for children and organize them according to age groups.
  - Our team will put together a list of programs, activities, and educational organizations that reach out to students who live in Cody/Rouge.
- Activities:
  - Summer 2008, we are offering an out-of-the box experience for young children from Cody/Rouge at Carver Camp in Grass Lake, Michigan.
  - This will give children the opportunity to learn about professions such as zoology, horticulture, veterinary studies, and wilderness studies.
- Action Planning Grant:
  - Seems to be dedicated to Summer 2008 offering out-of-box activity for young children at Carver Camp in Grass Lake, MI to give students an opportunity to learn about professions such as horticulture, veterinary studies and wilderness studies
  - May also have supported survey at Family Fun Day and a college visit trip

➢ **Observations:**

✓ Unavailable data:
  - Meeting notes between June and November
  - Meeting agendas

✓ Implementation and outcomes of Out-of-Box summer camp, youth survey and/or college trip not documented on Bravelo

✓ Meetings notes reflect possible confusion between short-term goals and activities.

✓ Mostly stakeholders in attendance – meeting notes from April 9 state: "We did not have any resident team members attend today's meeting."

✓ Fluctuation in number and names of participants – although seems to be a steady group of core members

Strong Families Action Planning Team

- Number of Meetings:
  - 6 meetings (between March and May 2008 – *including* the 3 Retreats)
- Number of Members:
  - 20 (listed on June Quarterly Meeting presentation to community)
  - 14 volunteers listed for 2 committees (in April 7 meeting notes)
- Finalized Action Plan by 3rd meeting on April 19, 2008

- Committees established by 1st meeting on March 31, 2008
- Long Term Objectives:
    - Link Cody/Rouge families with appropriate resources and monitor the resources for effectiveness
    - Present a series of ongoing workshops that are focused on enhancing strong families
    - Explore options for neighborhood food pantries
- Short Term Objectives:
    - Linking families to resources:
        - Conduct a survey of Cody/Rouge families to find out what resource exist and link these resources to people who need them
        - What resources already exist in neighborhood? Are these resources meeting families' needs? What are our options for getting more food to more families?
        - Work with a number of families to create a plan to meet their main concerns and help link them to appropriate resources
    - The Cody/Rouge Gazette:
        - Create a community newsletter to assist in building strong families
        - The 1st issue will feature interviews, articles, youth employment and summer activities, and youth poetry
    - 1st annual Cody/Rouge Family Fun Day
        - Hold this event, which will also be a community resource fair
    - Workshops for Strong Families
        - Home maintenance
        - Childrearing
        - Youth empowerment
        - Starting block clubs
        - Budgeting and saving
        - Home ownership
        - Conflict resolution
        - Neighborhood watch
        - Starting a small business
        - Health care
        - Nutrition
        - After-school programs
        - How youth can talk with parents
        - Substance abuse
        - Raising grandchildren
        - Career education
        - Financial aid and scholarships for college
- Action Planning Grant:
    - Family Fun Day (August 2008)
    - First issue of newsletter (June 2008)

➢ **Observations:**

✓ Unavailable data:

- Meeting notes between June and November
- Meeting agendas
- Trends in number of members

✓ Number of participants not listed in meeting notes to determine participation trends

- ✓ Implementation and outcomes of Family Fun Day and newsletter not documented on Bravelo
- ✓ Identified short-term activities (i.e. the newsletter and community resource fair) almost immediately, by 2nd meeting
- ✓ Formed committees for two activities almost immediately, by 2nd meeting
- ✓ Focus on short-term goals and activities stronger than focus on long-term goals

Small Grants

- From January 2008 – June 2008, 12 small grants were awarded to Cody/Rouge, totaling $45, 099.
- From July 2008 – November 2008, 6 small grants were awarded to Cody/Rouge, totaling $23, 621.

January to June 2008 Small Grants

Technology for Cities	Cody-Rouge	$2,450	**No Project Name** / To train 10-15 students at Cody High School in video film editing, and to produce and direct television shows for web TV, so as to showcase student talents, report current events, broadcast sports activities, and more. A fieldtrip is planned to visit Groundworks studios on the U of M campus to see one approach to TV production.
anSpire Ministries	Cody-Rouge	$3,500	**Effective Entrepreneurship Education Program /** To implement The National Foundation for Teaching Entrepreneurship's (NFTE's) curriculum and program model, through workshops on starting and operating a small business, in an effort to decrease and ultimately prevent high school dropout rates and improve academic performance amongst students who are at risk of falling or dropping out of school.
Developing Kingdoms in Different Stages	Cody-Rouge	$4,000	**Impressing Myself /** A 6-week project for youth with six different workshop topics: 1-Introduction & Team Building, 2-Self Assessment, 3-Attitude Check, 4-Character, 5-contributors Needed, and 6-Service in the Community. Recreation and craft activities are incorporated in each day and participants will receive a snack/light lunch meal at each workshop.
Buffalo Soldiers Organization, Calico Troops	Cody-Rouge	$4,700	**Day Camp /** To offer a summer day camp, exposing children to the daily routines of the old west Buffalo Soldiers. Some Buffalo Soldier members will be involved in some of the activities. Activities will include wall climbing to help build self-confidence and a sense of accomplishment, re-enactments with actual costumes/uniforms, and a hayride. The goal is to help the children explore role models and learn from them, using their imaginations in a safe environment.
Barney McCosky Baseball/Basketball League	Cody-Rouge	$3,029	**BMBBL Skills & Conditioning Baseball Training /** To offer a free, nine-week, comprehensive baseball training program, limited to the first 150 kids (boys and girls) that apply, which would include teaching baseball fundamentals in a productive fun-filled fashion. There will be lessons on fitness and nutrition.

St. Suzanne Faith & Friendship Center Partnership	Cody-Rouge	$3,800	**Summer Fun & Play Day /** To inform the community of programs available at the St. Suzanne Faith & Friendship Center and involve teens in leadership roles, setting examples for their peers and younger children. The desire is to provide a safe environment for recreation and family time within the neighborhood, offering many activities.
New Westside Central Baptist Church	Cody-Rouge	$1,130	**Youth Leadership & Community Interaction /** To hold a communicating skills clinic at the church, meeting once a week for twelve weeks or twice a week for six weeks. Children will view movies, write essays on them, and read those essays aloud. The hope is to help the youth interpret what they see, to be able to write about it, and then be able to articulate their interpretations before an audience.
Master Bey's Tae Kwon Do & Kung Fu Institute	Cody-Rouge	$5,000	**Strength, Self-Respect, and Self-Control Mode /** To allow fifty youth the opportunity to learn skills/experiences in five areas consisting of superior martial arts training, a safe, positive, productive environment, an academic learning experience, a showcase of creativity, initiative, and discovery of mental and physical talents, and utilization of conflict resolution. Students will prepare for a martial arts competition. All students will test for higher belt levels after the course.
Hatikvah Ministries International	Cody-Rouge	$4,200	**Restoration Mentor Program /** To sponsor a community-wide mentor program targeting male youth ages eleven to thirteen, especially those who are in single parent homes. The program is designed with a concept to restore male leadership, build character, and develop male responsibility skills.
Grace Community Church of Detroit	Cody-Rouge	$5,000	**You, Your Community, Your World /** To offer youth three phases of an approximate fourteen-week program. Youth involved will have mentors and will be asked to journal their experiences using writing and pictures. The first phase, "You," will deal with helping to increase self-esteem, self-image, and self-worth. The second phase, "Your Community," will involve helping the elderly, visiting nursing homes and a clean-up day. The third phase, "Your World," will involve exposure to world consciousness through visits to DIA, Detroit Symphony Orchestra, the Opera House, and the museum and zoo in Toledo.
People Enriching Empowering People Services (P.E.E.P.S.)	Cody-Rouge	$3,790	**Workforce Development & Job Readiness Academy /** To provide a summer youth employment program, consisting of up to twenty-five youth ages fourteen to seventeen. They will participate in an 8-hour, seven-week program, focusing on career exploration activities, job readiness, job shadowing, community service, and leadership development. On Fridays, youth will go on field trips to fortune 500 corporations and growing industry companies. At the end of the program, youth will be matched with a local business to work the rest of the summer.

July 2008 – November 2008 Small Grants

The Youth Initiative	Cody-Rouge	$4,211	**Youth Explosion 2008** / To host a family fun day as part of the Abundant Life Youth Explosion for approximately 300 youth of all ages to participate in activities such as a playscape/bouncer, face painting, crafts, entertainment (singing groups, dance groups, and a mime), basket ball, and more. Backpacks with school supplies will be distributed to school age and preschool youth.
Equity in Partnership Educational Services	Cody-Rouge	$3,200	**KIDS Corp: Job Training Program /** Temporary staffing agency will offer employability and skilled trades training to 50 youth for four weeks in order to prepare them for future work opportunities and to work on a temporary basis on assignments given by the agency. Training will be provided in construction trades, catering, lawn care, and janitorial services. Job shadowing will be offered.
Abundant Life	Cody-Rouge	$3,010	**Cody-Rouge Junior Golf Camp /** To promote youth development and goal-setting to 15-20 youth, in a month's time, through the sport of golf. Beginners, intermediate, and advanced youth are all welcome to participate. A skills challenge in putting and driving will take place on the last day and junior golfers will receive a certificate of participation.
Transition 1.2.3. DIC	Cody-Rouge	Up to $5,000	**Beautification – Signs of Happiness /** To sponsor a six-week major beautification project at every intersection within the neighborhood. Forty citizens ages 13-50+ are expected to participate. Plans include posting of signs, created by the youth, to mark the neighborhood boundaries, cleaning up litter, planting flowers, adding mulch, distributing small litter bags, and the placing of decorative trash containers.
St. Luke Tabernacle Community Church – Detroit	Cody-Rouge	Up to $4,200	**Cody Rouge Summer Robotics Camp /** To recruit fourteen students in 9th - 11th grades to participate in a four-week Robotics Team learning experience. Two teams will be mentored by members of the Cody High School Robotics Team of the Ford Motor Co. Sessions will take place Mon. – Thurs. with Fridays reserved for field trips. The last Friday, there will be a presentation of the activities conducted during the sessions and attendees will witness a robot competition.
HOLD from September: Motown Writers' Network	Cody-Rouge	$4,000	**So You Want to be a Writer Series /** To offer up to twenty-five youth ages 13-18 an eight-week after-school creative writing program. Elements of fiction writing and character development will be taught and students will be engaged in critiques of popular urban literature. Local writers will participate by leading discussions about their own works and offering perspectives on writing as a profession. The stories written by the participants will be published in a book

			that will then be distributed throughout the community at no cost. Students will also be invited to participate in the annual writers' conference sponsored by the MWN.

- **Observations:**
  - ✓ Only one small grant – Kids Corps – is a result of the work of an Action Planning Team (Economic Development and Employment)
  - ✓ Other small grants are related to the work of the four Action Planning Teams but do not seem to be working with or through the Teams.

Quarterly Community 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 – June 16, 2008

- Date: Tuesday, June 16, 2008
- Each Action Planning Team gave a PowerPoint presentation designed to explain their short-term and long-term goals and to invite others to join the Team (see above for detailed summaries of each Team's presentation).
- Q&A Sessions between Action Planning Team members and audience members were held after each presentation.
- Q&A Session Notes (compiled by TAC):

Community Safety

- Will the day camp address respect from youth to adults? Any social life skills training? *Training will be provided through the network of community centers*
- Who decide which kids are involved in the suspension program? *Action Team will get referrals from Detroit Public Schools.*
- When will the mentoring program begin? *At the beginning of the 2008-2009 school year.*
- Is there a plan for the parks/ Do you have an agenda for park restoration? *The focus of the Action Team is creating safe places, which includes parks and recreation centers.*
- Will the blocks be patrolled as well as the schools/ does patrolling take place just in the school areas? *There is currently a patrol for Cody/Rouge. It has approximately five members and is seeking additional members. The patrol is especially looking for parents to get involved. The Action Team wants to continue to develop safe route*s.
- What about when the kids get on and off the school bus?
- What are the plans to handle drugs in the community / what is the plan to address drug trafficking? *The Action Team wants to work with returning citizens and provide alternatives.*
- *Are there things children can wear in case they get lost? The Action Team will provide safe havens in the neighborhood.*
- Is the Safety Action Team talking to the police / does the community have access to the police department? *We need more people to attend the community*

relations meetings held the last Monday of the month at Bushnell Congregational (Grand River @ 7:00 pm). Officers will take complaints. They need more people to attend.

High-Quality Education

- Where are your meetings held? *United Christian Church on Chicago Ave. The next meeting is June 21, 2008 at 9:00 am.*
- Can students of all ages participate and what will you be teaching? *The Action Team would like to offer all skills and build a program to teach youth how to speak.*
- Will there be a college tour? When, where, and how much? / is there a black college tour? *The Team is planning a visit to local colleges, which will be a one-day trip to meet with an admissions specialist and create a hunger for higher education. No date has been set yet.*
- Are you or is there a plan to address the dropout rate? *The Action Team has to get an understanding of where DPS is going. The Team will like to put a dent in the dropout rate. How the team will go about this have not be fine-tuned, but it has been addressed.*
- What are the MEAP scores for Cody/Rouge students? *Low in science and social studies. Overall, Cody/Rouge is 15-20% lower than the state. The goal is to be above the state level.*

Economic Development and Employment

- Is there a contact number for job shadowing for youth? *Flyers available in the rear of the room*
- What is the age range for youth employment? *14-18 years*
- When will employment begin? *July, 10 am-2 pm*
- Is there funding available for youth to start their own business? *Available through Wayne County, City of Detroit, and SPEAR (starts July 7). They also have five summer programs. Please make contact with the Action Team.*
- Is there any help for low-income parents? *Action Team wants to provide the job readiness program to employ youth to help parents. The Team wants to look into its own communities to employ youth. SPEARS has programs that assist parents as well as a resource of information.*
- What events do you have for 11 and 12 year olds? *Developing Kids has programs to kids of that age.*

Strong Families

- Are there nutrition programs for the whole family / what program do you have to address nutrition? *The Action Team will organize workshops to address nutrition.*
- We need to equip parents to make strong families. How can your Team help? *There are free programs to help. Parents have to take responsibility as well.*
- How do you get parents to connect to their own children? *A series of workshops will be provided. Also, complete a survey that states that you are interested in that topic. Surveys will be passed out at the Family Fun Day. Information will also be shared in the newsletter.*
- How are you going to address spirituality exposure for children/ what are your plans to address lack of spiritual guidance? *Parents have to be accountable of what they emulate, teach them about the bible, and have study. The newsletter will list all the churches that provide support.*

- Evaluation Report:
  - 80 evaluations were completed.
  - Most of the participants involved in the meeting were residents (45%), agency/stakeholders (36.3%), parents (26.3%), and youth (18.8%)

- 48% of participants rated the presentations as “excellent.”
- 31% rated the small group sessions as “excellent.”
- 38% answered “excellent” when asked how well their contributions were acknowledged.
- 55% answered “excellent” when asked how well facilitator made it comfortable for them.
- 56% answered “excellent” when asked how well event met their expectations.
- 92% would recommend the event.
- 93% planned to stay involved.
- 22% answered “yes” when asked if they were able to sign up their child/children for summer activities at the meeting; 71% answered “does not apply” to this question.
- 92% answered “yes” to having attended a previous community meeting.
- Comments included requests for fewer and shorter meetings, more information about Action Planning Team events and how to sign up, more programs, and more outreach to residents to attend the meetings.

➢ **Observations:**

✓ Unavailable data:
- Agenda
- Number of participants

✓ Unclear how/if people who asked questions and attended meeting were recruited onto Action Planning Teams – a question about interest in serving on Action Planning Team was not included on Evaluation form.

Quarterly Community Meeting #2 – October 21, 2008

- Date: Tuesday, October 21, 2008
- Evaluation Report:
  - 65 evaluations were completed.
  - Most of the participants that were involved in the meeting were agency/stakeholders (46%), residents (49.2%), parents (30.2%), and youth (15.9%).
  - 46% of participants rated the presentations as “excellent.”
  - 50% answered “excellent” when asked how well their contributions were acknowledged.
  - 58% answered “excellent” when asked how well facilitator made it comfortable for them.
  - 58% answered “excellent” when asked how well event met their expectations.
  - 20% answered “yes” when asked if they had heard the Skillman Foundation new radio ad for the meeting on WCHB 1200AM; 60% answered “no” to this question.
  - 93% would recommend the event.
  - 87% planned to stay involved.
  - Comments included requests for more interaction from the audience, more youth involvement, and shorter meetings.

➢ **Observations:**

✓ Unavailable data:
- Agenda

  - Action Planning Team Presentations
  - Meeting notes
  - Number of participants

- ✓ Cody/Rouge was the only neighborhood that did not use PowerPoint presentations at this meeting.
- ✓ Skillman used a radio ad as an outreach tool for this community meeting – only 20% of participants who completed the evaluation had heard the ad.

Preparer's Analysis

This review of the Skillman Foundation's planning process in the Cody/Rouge neighborhood identifies a variety of themes related to documentation, outreach strategies and adherence to program design.

First, while a wide range of meeting agendas, notes and reports are posted to Bravelo, many of these important materials are missing. Access to sign-in sheets and registration forms would be particularly helpful in determining the total number of participants at each event. This retrospective relied on incomplete documentation to calculate attendance, such as the number of submitted evaluations (which likely underestimates the number of meeting participants). In addition, meeting notes submitted by trained recorders reflect inconsistent formats. Many notes do not include basic information, such as number and names of participants. A template for meeting notes may be helpful for future documentation. Moreover, posting of documentation of Action Planning Team meetings seems to have stopped after the paid recorders exited the process. Few Action Planning Team notes are available for meetings that took place after the Action Planning Team Retreat #3 in April 2008. Participants were given a brief overview of how to use Bravelo during Retreat #3; however, this training does not seem to have been effective. Perhaps, the resident co-convener for each Team (or the Community Liaison) should be held responsible for uploading all meeting notes.

Second, it was difficult to capture the planning process outreach strategy due to missing information. Documentation on Bravelo was limited for the Stakeholder Meeting proceedings and outcomes. Meeting evaluations did not often include a question regarding how the participant heard about the meeting. The one evaluation that did gather data about the effectiveness of a specific outreach strategy found that only 20% of meeting participants had heard the Skillman Foundation's radio advertisement for the meeting. Evaluations also did not request racial, ethnic or socioeconomic demographic information in order to illuminate the scope and diversity of participant composition. These data would help identify how representative participants are of the broader community. Available documentation seemed to indicate that ongoing outreach was not a priority after Community Meeting #5. There may have been missed opportunities to encourage Action Planning Teams to recruit more Team members and volunteers. Some Teams, however, seemed to naturally accomplish this continued outreach. The Community Liaison, whose presence is missing from most of the available documentation, also prioritized outreach efforts throughout the entire planning process. Related to the question of representation, it may be important to investigate the role of stakeholders in Cody/Rouge's planning process. Stakeholders may have dominated some small groups during Community Meetings and Action Planning Teams – the High-Quality Education Team, in particular. It might be interesting to compare this neighborhood's active participant composition to other Good Neighborhoods. Youth tended to account for the lowest representation at meetings, and almost every evaluation report included a comment requesting increased youth participation. It should be noted that the Community Liaison in Cody/Rouge has organized a Youth Council, which implemented a Youth Summit during summer 2008.

Finally, the available documentation indicates some variation in Action Planning Teams' understanding of the Action Planning process. The recorder of the Economic Development & Employment Team included the Action Planning Matrix and the Themes from the prior Community Meetings related to their goal in every set of meeting notes. Other Team facilitators appear to not have highlighted these documents as consistently. The neighborhood-level data, planning matrix and themes summary were key support tools that many facilitators may not have utilized as effectively as possible. A closer look at the Action Planning process for each Team in Cody/Rouge and in other Good Neighborhoods may reveal best practices for similar future goal-setting endeavors.

Overall, the available documentation indicates that the planning process in the Cody/Rouge neighborhood followed the Skillman Foundation's program design and resulted in thoughtful and exciting plans for resident-led community change.