



**Osborn 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 Southwest 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

1. *Community Assets and Initiatives*: To maximize the assets, capacity, and impact of resources and institutions in targeted communities.
2. *Natural Helpers*: To enable a cadre of “natural helpers” who are committed to providing services or supports for children.
3. *Neighborhood-based Human Delivery System*: To establish effective neighborhood-based human service delivery systems for children, youth, and families.
4. *Child-Friendly Spaces*: To improve the availability of child friendly spaces and the physical infrastructure of neighborhoods with large concentrations of children.
5. *Youth Development Programs*: To increase opportunities for quality out-of-school time and youth development programs available to children and youth.
6. *Public/Private Investments*: To increase public and private investments in neighborhoods to strengthen services and impact.
7. *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.

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 Osborn neighborhood.

Type of Meeting	Time of Year	Number of Meetings	Number of Attendees
Focus Group Meetings	November 17, 2005 & November 19, 2005	2	18 19
Stakeholder Meetings	April 7, 2006 April 13, 2006 June 7, 2006 September 7, 2006	4	50+ 50+ 40+ Unknown
Community Engagement Meetings Adult/Youth/ Stakeholders	June/July 2006	7	No Data Provided
Community Large Meeting #1	May 11, 2006	1	≥ 79
Community Large Meeting #2	June 1, 2006	1	≥ 63
Community Large Meeting #3	June 22, 2006	1	400 (<i>nearly</i>)
Community Large Meeting #4	July 13, 2006	1	No Data Provided
Community Large Meeting #5	August 3, 2006	1	≥ 139
Community Large Meeting #6 (Follow-Up)	October 19, 2006	1	No Data Provided
Neighborhood Improvement Action Planning Team	January 20, 2007 – March 2007	at least 6	15-28
Family Support Services Action Planning Team	January 20, 2007 – April, 2007	at least 8	15-46
Educational Support Action Planning Team	January 20, 2007 – April, 2007	at least 5	15-27
Special Opportunities Action Planning Team	December 4, 2006 – March, 2007	at least 6	8-15
Quarterly Community Meetings	May 2007 – May 2008	4	Open to community, attendance varied

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 is written based on available information from Bravelo. It is unclear from the available documentation how the initial stakeholders were identified and selected for contact. Some of the notes from these dialogue and discussion sessions have been posted on Bravelo. The following reflects the community engagement meetings that are documented in the Osborn neighborhood.

Osborn Community Engagement Meetings

- Community Engagement meetings were held throughout June and July of 2006.
 - Engagement meetings were conducted as small groups that incorporated various entities from the Osborn community, including adults, youth, human service providers, youth development centers, churches, and others.
 - The general agenda for the meetings consisted of participants brainstorming about their dream for the neighborhood, goals to reach that dream, and different strategies to go about achieving the goals
 - **Adult Meetings Themes** included better housing, better schools and better communities. To reach the community goal, participants wanted to get the word out to everyone (especially youth), get commitment for the long haul, involve everyone, and be open to different cultures. They outlined the data/information needed about the community, the strategies for holding elected officials accountable, and benchmarks to evaluate whether they were meeting their goal.
 - **Youth Meeting Themes** included need for parenting and family skills programs, better schools, better communities with services that enhance the lives of the residents, youth educational and social support, safety, and inclusion and support of everyone. They suggested that youth could assist this movement by being a part of the community communication network and participating in fundraising for community resources.
 - **Youth Development Center Themes** included better lunch programs, better resources and support in schools, parenting services, community networking, more activities for youth in existing institutions and centers, and neighborhood beautification and safety.
 - **Small Business Owner Themes** included entrepreneurship and home ownership education for community, mentorship program, community cultural events, and bringing in vital businesses to community.
- **Observations:**
- ✓ Many suggestions, observations, goals and strategies came from the small community engagement discussions.
 - ✓ The number of attendees at each session is unknown.
 - ✓ A real effort was made to go to a variety of establishments to gain diverse input.

- ✓ General themes were similar across age groups.
- ✓ It was unclear whether the information gathered in these engagement meetings went to stakeholders and large community meetings.
- ✓ It was unclear whether the information gained from the community engagement meetings was used to help form the community goals and action plans.

Osborn Focus Group Meetings

- Facilitated by Detroit Parent Network.
- Occurred on November 17 & 19, 2005 at Wonders Years Child Development Center and the Boys & Girls Club respectively.
- November 17 meeting had 18 attendees w/ 10 signed consent forms.
- November 19 meeting had 19 attendees w/ 10 signed consent forms.
- The purpose of the meetings was to obtain information from the residents about the strengths, concerns, and challenges faced by families and youth residing in Osborn, and about outreach strategies to get community buy-in for the GNI.
- The attendees provided ample information about the various characteristics of their community that impact the cohesion, safety, and success of the neighborhood residents.

➤ **Observations**

- ✓ There is no indication whether some participants attended both focus groups.
- ✓ The Osborn total population is 37,418 (2000 Census).
- ✓ If we are to assume that no one attended both focus meetings then 37 individuals (or less than .1% of the Osborn population) participated in the focus groups.

Stakeholder Meetings

- Four Stakeholder Meetings occurred from April to September of 2006, facilitated by NCDI and Skillman. The resident participation goal during the planning process was 350 individuals.
- **The first meeting** (April 7th) was attended by more than 50 individuals who were introduced to the Skillman staff and technical support team and were given the history and overview of the Skillman Foundation, the vision and strategy of GNI, why Osborn was chosen, what was discussed at the Focus meetings, and an outline for community meetings.
- **The second meeting** (April 13th) had more than 50 attendees and started with a brief summary of what was discussed in the 1st stakeholders meeting. Attendees gave feedback about the community planning, outreach and communication strategies to encourage the Osborn community to participate. Clarification of outreach, planning, and small/mini grants application process and use were discussed. The community

challenges and the Skillman goals for community improvements to benefit children were reiterated. Attendees learned about the process of becoming involved as a volunteer or community organizer and were reminded of the next meeting.

- **The third meeting** (June 7th) had more than 40 participants in attendance. Skillman staff gave a brief summary of the previous two meetings. Stakeholders summarized the first two stakeholder meetings. They addressed needs for improvement in future meetings and clarified the stakeholders' roles in the planning process. Questions and concerns about the initiative were raised and the learning grant application process, as well as other community initiatives, were discussed. The next meeting was announced and participants were encouraged to bring more people to the meeting.
- **The fourth meeting** (September 7th) was focused on progress in the planning process and planning grant applications, identifying needs for support in the community, and outlining the next steps in the initiative. It is unknown how many were in attendance at this meeting.

➤ **Observations:**

- ✓ There is no reference to a sign-in sheet or the type of community affiliation of the attendees.
- ✓ There is no follow-up with stakeholders who attended the meetings and came to the community meetings.
- ✓ It is unknown whether the team followed up on grant applications, advertising for the community meetings, and potential community partnerships.

Community Large Planning Meetings

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

Community Large Planning Meeting #1

- The first community meeting was launched at Brenda Scott Middle School on Thursday, May 11th, 2006 from 6:00 p.m. to 9:00 p.m.
- The number of evaluation forms totaled 79.
- Goals of the meeting were to: 1) provide an overview of the Good Neighborhoods Initiative; 2) share information about why the Osborn community was selected; 3) introduce the community planning strategy and timeline; 4) form dialogue groups and brainstorm about the key issues, challenges and improvements, and prioritize goals for community; and 5) delineate next steps in the community planning process.

- Presenters from NCDI and Skillman outlined the community planning process and the questions for which the discussion groups would give suggestions, goals and priorities.
- Community members were assigned to 15 discussion groups. Groups were facilitated by NCDI.
- Ground rules were set for discussion groups (e.g., respect, limiting side conversations).
- During the closing session, attendees participated in a raffle with giveaways and were reminded of the dates of future community meetings.
- Evaluation forms generally rated the experience of this meeting “excellent” (average of 71%) when assessing presentations, handouts, location, and the overall program. All attendees who completed evaluations said the program met their expectations and they would recommend community meetings to other residents.
- Based on debriefing notes, there was a good turnout of youth and Hmongs.

➤ **Observations:**

- ✓ The number of evaluation forms was the only source available to estimate attendance. Evaluations were optional.
- ✓ The number of children and youth at meeting was not given.
- ✓ Because there was no reference to the number of residents, stakeholders and community leaders who came to the meeting, the link between the stakeholders meetings and the community meeting was missing.
- ✓ A break-out table was especially designated for Hmong residents but it is unknown how included they felt at this meeting.
- ✓ There were no reports for the small break-out groups.
- ✓ There was no indication why people came to the meeting and how they heard about it.
- ✓ The dialogue groups generated many suggestions for the goals and the key issues around themes of strong families, neighborhood safety and improvement, more educational and social support for kids, and business ownership and expansion.
- ✓ The overall goals of the GNI received general positive feedback in the evaluation forms.

Community Large Planning Meeting #2

- Meeting held on Thursday, June 1, 2006 at Brenda Scott Middle School at 4:30 p.m. to 8:30 p.m.
- According to the number of Evaluation Forms, there were at least 63 attendees.

- Meeting goals were to: 1) brief new participants to the results of the first community meeting; 2) share demographic data; 3) reconvene discussion groups; 4) enjoy youth performance; and 5) select the three top community goals for the Osborn neighborhood.
- Attendees were split into 15 “table talk” groups in which they were asked to answer the question, “What is the main goal that the GNI should address to improve conditions and outcomes for children who live in the neighborhood?”
- Many notes about the goals for the community were taken at each of the tables. Themes were education, strong families, business development, neighborhood improvement, and family social services.
- A poll was held to select the top three community goals, based on which the final Osborn goal would be announced at the next meeting.
- Raffle and Evaluation forms were available at the end of the meeting.
- Evaluation forms overall rated the experience of this meeting as “excellent” (average of 61%) when assessing the presentations, handouts, location, and overall program. The majority of attendees thought that the program met their expectations (86%), and 89% said they would recommend this meeting to other Osborn residents.

➤ **Observations:**

- ✓ A Hmong language agenda was disseminated for the Hmong residents. It is not known whether this was a standard for all meetings.
- ✓ Some attendees noted on the evaluation form that the turnout was significantly lower than that of the first meeting.
- ✓ No data were collected to indicate how many attended the first meeting, continue to attend meetings and support the initiative, and spread the word within the community to encourage other residents to attend.
- ✓ There was no final count of attendees, and community affiliation (residents, business owners, stakeholders), neighborhood representation, or adult/elderly/youth were not known.
- ✓ Evaluation forms were very positive.
- ✓ There was no indication of how stakeholders and residents heard about the meetings to improve upon community engagement and commitment.

Community Large Planning Meeting #3

- Community Meeting took place on Thursday, June 22, 2006 at Brenda Scott Middle School from 4:30 p.m. to 8:30 p.m.
- Meeting goals were to: 1) finalize one community goal for the Osborn Community; 2) brief new participants on the results of the first two community meetings; 3) hear

youth share insights about living in the Osborn Community; 4) give participants a clear understanding of the plight of kids in Osborn by telling their story through demographic/statistical data; 5) initiate the discussion about proposed strategies for reaching the goal; and 6) share the community engagement and learn grant strategies.

- Dr. Omowale Satterwhite, NCDI, presented the three educational attainment goal options that were crafted from the small group input at the previous meeting.
- After two rounds of electronic polling based on 250 responses, the Osborn community goal was chosen: “Families have all of the resources and support necessary to make their children successful in life.”
- Of those polled, 70% indicated that they were very committed to the goal.
- Reminder was given for the next community meetings and the Learning Grants.
- Raffle was held at the end of the meeting and evaluation forms were completed.
- Evaluation forms overall rated the experience of this meeting as “excellent” (average of 59%) when assessing the presentations, handouts, location, and overall program. The majority of attendees thought that the program met their expectations (94%), and 92% said they would recommend this meeting to other Osborn residents.

➤ **Observations:**

- ✓ Although nearly 400 people attended the meeting, only 250 participated in the community goal polling process. No indication as to why 150 (37%) of attendees did not participate in the process.
- ✓ Only 73 attendees completed the evaluation form (18% of total attendees).
- ✓ No data available about the attendees’ roles in the community (e.g., stakeholder, resident, youth, adult, ethnic group).
- ✓ No evaluation of how many participants have been committed to meetings and the initiative thus far. No documentation of the community outreach strategies that are being used to bring more Osborn stakeholders and residents to the table.
- ✓ Notes contained no information about the learning grant application process.
- ✓ Two youth shared “youth insights” and were not a good sample to represent the entire Osborn youth population.

Community Large Planning Meeting #4

- Community Meeting took place on Thursday, July 13, 2006 at Brenda Scott Middle School from 5:30 p.m. to 8:30 p.m.
- Meeting goals were to: 1) brief new participants on the results of the previous community meetings; 2) answer questions posed in previous meetings; 3) reiterate the community goal and answer the questions, “*What does success look like?*” and

“What strategies should be implemented to reach success?”; 4) share information about the community engagement process ; and 5) check in with the community about the Learning Grant applications.

- Dr. Omowale presented a summary of the ideas to achieve the goal posed by community members in the previous 3 meetings.
- The summary was prepared by the research team from the University of Michigan, School of Social Work
- Participants were assigned to 14 small group meeting to define success and strategies to reach the idea for success in Osborn
- Discussion groups were asked the following questions: What does success look like?, What are the indicators?, How do we get there?, and What strategies must we implement?
- Each group’s reporter was given 3 minutes to present the highlights from their group’s discussion to the entire body
- The Learning Grant Application deadline was announced (July 14, 2006 at 5:30 p.m.), and nonprofit organizations that could serve as fiscal sponsors were identified in the audience so that community members would know whom they were.
- Closing activities included check-in on how participants viewed this meeting as working, a raffle, evaluation form reminder, and an announcement of the next community meeting.

➤ **Observations:**

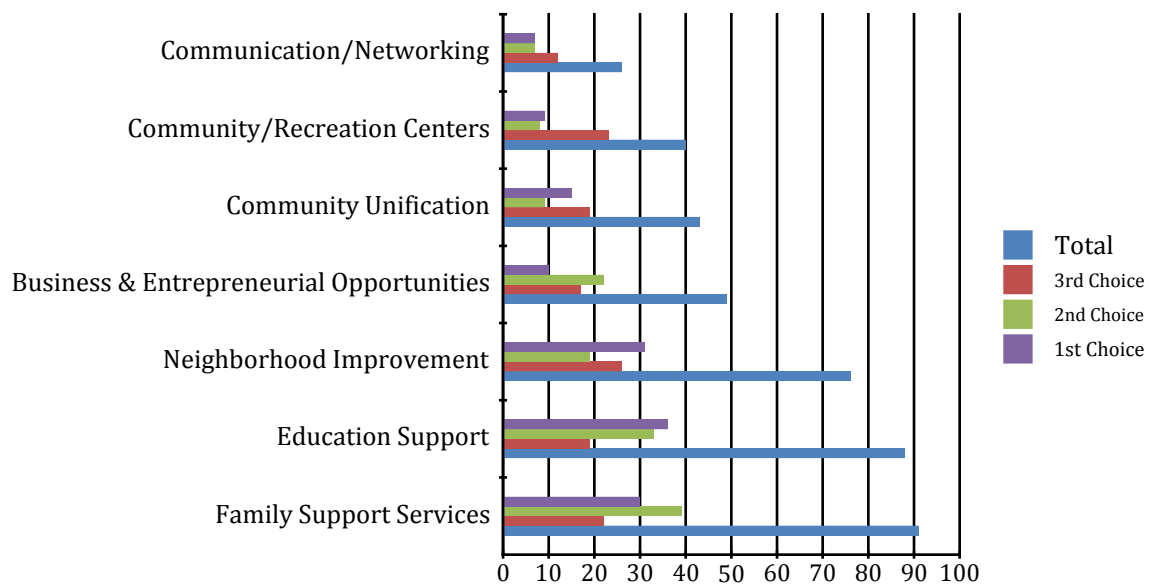
- ✓ No notes about the number in attendance or who among the attendees were residents, business owners, or other stakeholders.
- ✓ The results of the evaluation forms were not available for review.
- ✓ No notes about participants’ previous attendance to the prior two community meetings.
- ✓ No information on how attendees heard about the meeting and why they came.
- ✓ Unsure whether the 10 minutes allotted to discuss the Learning Grants Process were the time actually used and whether that time was sufficient.
- ✓ Number of children and youth at meeting not given.

Community Large Planning Meeting #5

- Meeting held on Thursday, August 3, 2006 at Brenda Scott Middle School from 5:00 p.m. to 6:45 p.m.
- Meeting goals were to: 1) provide a general overview of accomplishments during the community planning process; 2) highlight key strategies that were suggested by

the community throughout the planning process; 3) determine which are the critical strategies for reaching the goal; and 4) celebrate and share the success of their work.

- A presentation of the key strategies suggested by the community was given.
- There was a facilitated community discussion about the strategies: Are there any other major strategies that should be considered? What's missing?
- A written survey polled for critical strategies and asked: Where should we start?
- An update was given about the Learning Grants, and the topic of small grants was presented to group.
- The meeting closed with the celebration of the end of the planning process.
- Based on the survey form results of 139 attendees, the top three strategies they felt would best help Osborn reach its community goal were: Family Support Services (91), Educational Support (88), and Neighborhood Improvement (76).
- The other four choices had the following support: Business and Entrepreneurial Opportunities (49), Community Unification (43), Community/Recreation Center (40), and Communication and Networking (26).



The table above represents the number of attendees (out of 139) who selected a community goal as their 1st, 2nd, or 3rd choice, plus the total number of attendees who choose this goal.

➤ Observations:

- ✓ This particular community meeting had the fewest notes about what occurred. No information was provided about the results of the Learning Grants application and the Small Grants process.

- ✓ The survey to select the top 3 strategies listed the name of the strategy with objectives to achieve the strategy. (e.g., “EDUCATIONAL SUPPORT: Increase educational support services for youth and families using a variety of methods.”)
- ✓ No notes about the number in attendance (other than the survey count), and who among the attendees were stakeholders, residents and business owners.
- ✓ No notes about participants’ previous attendance at the prior two community meetings.
- ✓ No information on how attendees heard about the meeting and why they came.
- ✓ Number of children and youth at meeting not given.

Community Large Planning Meeting #6 (Follow-up)

- Meeting held on October 19, 2006 at Brenda Scott Middle School from 5:30 p.m. to 7:30 p.m.
- Meeting goals were to: 1) provide an overview and update of the Good Neighborhoods Initiative (GNI); 2) share information about those who have been granted *Small Grants*; 3) receive an update of results of the recent Youth Summit; 4) introduce formation of work groups to carry forward the GNI work; and 5) determine the expectations, process and criteria for work groups.
- Sharnita Johnson, Skillman Foundation, presented the “Small Grants” Awarded.
- The results of the top 3 strategy areas were announced: Family Support Services, Educational Support, and Neighborhood Improvement.
- Forming work groups was presented as the next step and the process was defined as follows:
 - Work groups develop and implement the action plan, and integrate the plan into a community-wide approach.
 - Work groups should form during November-December 2006 in which co-conveners coordinate group meetings twice a month for 3 months.
 - Each work group develops an action plan for its strategy area during January-March 2007 and selects a representative to form a Community-Wide Coordinating Body (CWCB).
 - The CWCB presents the action plans quarterly to the entire community, and the community is given the opportunity to provide feedback or suggestions that the work groups consider for future planning.
 - The developed action plans are implemented starting in April 2007 until the goal is reached.
 - Skillman will host semi-annual gatherings for GNI communities.
- Participants broke into small groups to discuss how action plans should be developed. They were asked: “What do you like about the action planning process?”, “What would

you change?”, “What should be the selection criteria for the resident co-conveners?”, and “What should be the selection criteria for the non-profit host agency?”

- Attendees were asked to complete interest sheets about being a work group member, a resident co-convenor, and/or a host agency to help coordinate the work groups.
- Meeting closed with evaluations, next steps, announcements, and a raffle.

➤ **Observations:**

- ✓ No notes about the number in attendance and who among the attendees were residents, business owners, or other stakeholders.
- ✓ Evaluation forms or results for this meeting were not provided.
- ✓ Ideas generated from small groups were not available in files.
- ✓ Unsure about the directions attendees were given to develop work groups.
- ✓ No notes about participants’ previous attendance to the prior two community meetings.
- ✓ No information about how attendees heard about the meeting and why they came.
- ✓ Number of children and youth at meeting not given.
- ✓ No notes as to decisions made for upcoming or on-going meetings affiliated with the GNI.

Action Planning Teams

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

- A fourth Action Planning Team was developed, at an undisclosed time, in addition to Family Support Services, Educational Support, and Neighborhood Improvement, which was named the Special Opportunity Task Force.
- 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 all those involved in an Action Planning Team as well as provide a template “action plan” and brainstorming session.
- Action Planning Teams also held “Report-Out” meetings for the whole community, in order for Osborn residents not involved in an Action Plan Team to learn about each team’s progress and events.

Family Support Services

- The first recorded meeting for the Family Support Services Team was on January 20, 2007 at Wayne State University. The number of members at the meeting was at least 15 with additional members who were not listed. Tamarra Glenn was the recorder

and Phyllis Edwards was the facilitator.

- From January 2007 to April 2007, the team met eight times (once in January, twice a month February and April, and three times in March). At the third meeting, Jennifer Wrayno became the recorder, and at the fifth meeting Mildred Matlock became the facilitator for the duration of the meetings. Meetings attendance ranged from 10 to 46 members.
- The host agency was the Matrix Human Services on E. McNichols, and the agency representative (convener) was Scott Gifford.
- The team was interested in bringing local businesses, churches, parents, youth, and family services to the “table” to achieve goal.
- The Action Plan strategy was created at the March 17th meeting at Wayne State University.
- The three short-term priority areas were:
 - Website and Quarterly Newsletter that serve as a means of communicating different services, programs, and centers available to Osborn residents.
 - Transportation services independent of public transportation, such as a small bus (maximum capacity = 30) to local businesses, churches, and social agencies with a route and schedule in place in the first year.
 - Block Clubs developed on every block in 1-3 years with the support of Black Family Development that serve as a source of empowerment and resource awareness.
- Each short-term priority had a core team of 2-5 members that developed the strategy area.
- Success would be measured as follows:
 - *Website/Quarterly Newsletter* – determine effectiveness of website and newsletter by disseminating a satisfaction survey among residents.
 - *Transportation* – resident turnout at events and programs, satisfaction survey, log number of vans in use, number of trips, and number of residents per trip.
 - *Block Clubs* – number of block clubs in 6-8 months from implementation, residents awareness about block clubs and attendance at block club meetings.

➤ **Observations**

- ✓ The Matrix Human Services Center was not the initial listed host agency based on the work group interest forms that were completed after the follow-up community meeting.
- ✓ The co-conveners for this Action Planning Team was not listed, or may have been described in a different language.
- ✓ There seems to be little information about meetings documented in Bravelo. Unsure if all meetings were uploaded.
- ✓ An agenda was implemented by the fifth meeting.
- ✓ During the process of connecting with agencies, schools, and churches, the team meetings seemed to be ineffective in getting back information. Members who were assigned to do a particular task frequently did not show up, had not fulfilled their obligation, or had done limited research. This may have improved

- after the implementation of the agenda and accountability techniques.
- ✓ The initial recorder and facilitator were not documented as attending the meetings after the fourth meeting.
- ✓ Overall, attendance varied during action planning process.
- ✓ Attendees' stake in community was not documented consistently.
- ✓ The way of collecting results to measure success was indicated but not a measureable outcome they hoped to achieve.
- ✓ No interpreter was listed in attendance and it was unknown whether Hmong residents were present.
- ✓ Reaching out to Hmong community was not mentioned.

Educational Support

- First recorded meeting was on January 20, 2007 at Wayne State University. The number of members at the meeting was 15, with a recorder and no documented facilitator.
- Bertha Marsh was documented as the convener for this group, and the host agency and representative was Anita Joyce-Barnes with the Matrix Human Services on E. McNichols.
- Rosa Sims was the facilitator for all meetings that contained documentation of position.
- There were five documented meetings between January and March. Meetings attendance ranged 15-27 at each meeting.
- The Action Plan strategy was created on the March 17, 2007, which was the largest meeting turnout of 27 members.
- Osborn Principal, Matt Dixon, volunteered to assist getting youth to these meetings and to open up the high school for activities.
- It was established that Osborn students currently do not have the necessary tools in order to learn, and it impacts their futures as adults as they are not going to college. Their aim was to enable students to succeed by giving them tools and a learning environment where they can excel.
- The long-term priorities for Education Support Team are:
 - Smaller class sizes
 - Educational curriculum that matches current and future job options
 - More one-on-one time with teachers
 - Enrolling former and current gang members to reach out to children
- The team will connect with existing organizations (e.g., Communities in Schools and City Year Detroit) that provide tutoring/mentoring in schools and talk about focusing the program to a peer-to-peer model.
- Other aims include:
 - Training student leaders in schools to be peer-to-peer tutors/mentors
 - Gathering college-bound information for local schools and community to distribute
 - Identifying scholarship sources and making them available to students

- Outcomes in 1-3 years will be:
 - More students stay in school, graduate on time, and go to college on scholarship
 - Smaller class sizes
 - Tutoring programs
 - Technical/vocational internships
 - Increased literacy rates
 - One-on-one attention to students

- **Observations:**
 - ✓ No data available for any meetings that may have occurred in April.
 - ✓ Members were assigned tasks but at subsequent meetings it was not documented whether they completed their tasks.
 - ✓ Attendees' stake in community was documented at some but not all meetings.
 - ✓ One youth was consistently present at all meetings. At the March 17 meeting, 7 out of 27 attendees were 11-17 years old.
 - ✓ Reaching out and incorporating the Hmong community not mentioned.
 - ✓ Unknown as to whether there were other meetings.
 - ✓ Bravelo is an inconsistently used site.

Neighborhood Improvement

- First recorded meeting was on January 20, 2007 at Wayne State University. The number of members at the meeting was 17.
- The recorder and facilitator were consistently present for every meeting.
- The host agency and representative was listed as Alice Thompson with Black Family Development. However, all meetings convened outside of Wayne State University were at St. John Connor Creek Village.
- There were five documented meetings between January and March. Meeting attendance ranged 15-28 at each meeting where attendance was documented.
- The Hmong community was involved in the Neighborhood Improvement team.
- The development of block clubs, illegal dumping, and incorporation of youth organizations were of particular salience to this team from the onset.
- While the next meeting was scheduled for February 3, 2007 the minutes are not available to assess meeting outcomes. Similarly a meeting was scheduled for April 21, 2007 at Conner Creek and notes from this meeting were not available for assessment.
- The group significantly tapped into existing organizations and efforts such as the community Radio Patrol and accessing a listing of current block clubs and information about purchasing vacant lots next to homes.
- The action plan was created at the March 17, 2007 meeting.
- The focus was on:
 - Cleaning up neighborhoods and abandoned homes
 - Increasing home ownership

- Reducing community crime
 - The outcomes of a cleaner neighborhood are a better sense of well-being, feeling safer, better perception of the neighborhood by other people, and increase in home ownership.
 - Hmong community representatives stated that they need access to bilingual communication. It is not noted whether this was incorporated into the goals and objectives.
- **Observations:**
- ✓ This team was the only group noted to actively incorporate Hmong community on team.
 - ✓ No mention as to whether an interpreter was needed and the degree to which the Hmong community was left out when interpreters were not provided.
 - ✓ Members noted that while the Bravelo site is available to post information about meetings, limited internet access and computer knowledge prohibited information from being posted at times.
 - ✓ This Action Planning Team showed an increase in new members coming to the larger group meetings. It is not known why some members did not attend again, but the number of people involved in the Action Planning Team seemed to remain consistent.

Special Opportunities

- First recorded meeting was on December 4, 2006 at St. John Conner Creek. The number of members at the meeting was 11, of which the majority were affiliated with an organization and 3 were identified as residents.
- All subsequent meetings were held at same location, with the exception of meetings at Wayne State University.
- They met a total of six times between December 2006 and March 2007.
- While the team was documented as having 20 members, there was never a meeting with more than 15 people present.
- The purpose of this work group was to increase awareness of and access to energy-related community resources to reduce the impact of energy bills on household budgets.
- The Special Opportunities work group examined short term solutions that are available to the broader Osborn community (like energy assistance resources and conservation education) versus a targeted population like the other 3 work groups.
- Representatives from THAW (The Heat And Warmth Fund) were consistently present for meetings.
- Team member volunteered to distribute information to families via local schools.
- At the January 20, 2007 meeting, the group cited their short-term goals (energy savings, emergency needs, building assets, and reducing energy bills) and long-term goal (building wealth in community through savings and educating the community).

- Sub-groups were established to further “flesh-out” strategies and tools in preparation for writing the action plan.
 - At the March 3, 2007 meeting (held at St. John Conner Creek Village with 8 members) the action plan was created.
 - Short-term goals were to:
 - Reduce energy bills and associated stress on family resources by increasing awareness of community resources
 - Changing energy behavior patterns; and to increase safety of Osborn neighborhoods by increasing awareness of dangerous energy related practices.
 - The long-term goal was to:
 - Develop a pilot model program that provides support to families with children by building the assets/wealth of households.
 - The team also established a Speakers Bureau that would do outreach events and activities to the community around energy education and resources.
 - By the March 3, 2007, a THAW Community Project office had been established in the St. John Connor Creek Village. A plan was made for a general audience outreach conference called “The Power is in your Hand Conference”, a day-long series of workshops on a Saturday that would be limited to 125 people.
- **Observations:**
- ✓ By the March meeting, the team attendance was down to 11 (from 18). Subsequently an issue of recruitment and retention became a constant matter on the agenda.
 - ✓ There was no documentation of youth or Hmong presence at the meetings.
 - ✓ This team had connections with several great resources within the city; however, the community engagement to achieve and take advantage of these resources seemed minimal.

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 Meeting #1 – Thursday, May 10, 2007

- Meeting occurred at Brenda Scott Middle School, from 6:00 p.m. – 8:30 p.m.
- The meetings goals were to: 1) provide an overview and update of the Good Neighborhoods Initiative (GNI); 2) become familiar with and share the results of learning grants; 3) receive a report from youth about the result of the Osborn Youth Summit;

4) hear presentations from the four Osborn GNI Action Planning Teams; 5) answer questions about, suggest revisions to, and endorse the Action Plans; and 6) share next steps in the GNI process.

- Sharnita Johnson and Omowale Satterwhite from Skillman and NCDI facilitated the meeting respectively.
- Each Action Planning Team gave a report on the implementations and progress of each action agenda.
- The Action Planning Teams then met with the community attendees in which they received feedback about the community plans, and those who were not a member of a team were given the invitation to join.
- The meeting closed with a brief summary of small group meetings, next steps, a raffle of giveaways, and then it was adjourned.
- Based on the surveys received from attendees, at least 56 individuals were in attendance.
- The opening of the session, action planning team reports, small group discussions, handouts, and event location were rated as good-to-excellent by the majority of attendees ($\geq 90\%$).
- The meeting met 92% of the attendees expectations, and 96% said they would recommend the event to other resident.
- They following topics were discussed during the Family Support Services small group:
 - What concerns do you have about working with a block club?
 - Egotism homeowners vs. renters
 - Need to establish shared interest and needs
 - A concern is people dealing with people.
 - There used to be welcome wagons. We need to bring it back.
 - Block Club parties (swim mobiles/bookmobiles) bring people together.
 - Block clean-up days/yard sales
 - Communication – Newsletter/web site.
 - Information of upcoming events and what special things we're having, what time are the block clubs.
 - What would be the newsletter/how would residents get it?
 - Distribute thru block clubs, stores, libraries, businesses, churches, use the resources already in the community.
- They following topics were discussed during the Educational Services small group:
 - What will this team be doing for the next few months/over the summer?
 - Identify the people who can develop the surveys
 - Move forward on the non school-related items (while school is out)
 - Parent workshops (Math For Kitchen Table Support)
 - Summer camp and tutoring
 - Arts and crafts for grand parents
 - Make community aware of existing programs
 - Back to school campaign over the summer for youth and parents
 - English class for Hmong youth and parents
 - Conduct survey to identify youth needs

- Formalize the team's structure/existence
- Begin to build relationships with existing organizations (Communities in Schools, YMCA) for further professional academy
- Negotiate to lease one of the schools that is closing. Communities in Schools has already taken steps to do this-build a relationship with them.
- Students teaching students
- Pay students to do survey
- Get people involved in planning College and Career Connection-Detroit Urban League's small grant to help students prepare

What assistance is needed?

- LSCOs to assist with getting surveys completed
 - Grant writing assistance (those w/in the group who have the ability)
- The following topics were discussed during the Neighborhood Improvement small group:

Block Clubs

- Goal to establish 250 block clubs in the community
- Reorganize existing or create new block clubs
- Generate involvement in the community
- Block club contests to encourage residents - The top three contestants (residents only) with creative ideas for block clubs (i.e. picnics, youth activities, etc.)
- Adopt a block program. One person from that block will host all pertinent information for the block club.

Recycling Program

- Opportunity for recycling centers run by the community
- Designated sites in the community
- Encourage the businesses in the neighborhood to curb

Website

- Information on the community
- Identify what activities are going on
- Post comments/questions
- An area for feedback instead of waiting for the next block club meeting
- Resource Directory -- instead of reinventing a new one, the group will collaborate with the directory that already exists in the Osborn community

Questions/Comments

- Information regarding meetings not being received in the community
 - Information located on Bravelo - Interest in organizing a neighborhood "Resource Directory"
 - Von Steuben has information on meetings in the community.
- No minutes could be located within the files for the Special Opportunities small group discussion.

➤ **Observations:**

- ✓ It is not known whether the action teams took the suggestions from the small groups and used them in developing the activities to reach their short-term goals.
- ✓ Little incorporation of Hmong Community
- ✓ No data to report on the residential, age, or ethnic representation of those present at the meeting.
- ✓ Bravelo is not a resourceful tool for uploading notes, nor does it allow access to new members.
- ✓ While progression of action planning teams may be held in certain locations within the community, it is difficult for residents who are not affiliated to be aware of this.

Quarterly Meeting #2 – Monday, September 24, 2007

- Meeting occurred at Brenda Scott Middle School, from 5:30 p.m. – 8:00 p.m.
- The meeting goals were to: 1) provide an overview and update of the Good Neighborhoods Initiative; 2) hear presentations from the four Osborn GNI Action Teams; 3) hear the community voice about how we work together for children in the Osborn community; and 4) share *next steps* in the GNI process
- The meeting closed with next steps and giveaways.
- Each Action Planning Team gave a report on the implementations and progress of each action agenda.
- Attendees were asked to give examples of a “Community Voice on How we Work Together for Children in the Osborn Community.” The attendees were asked following questions:
 - 1) What type of leadership development programs would you like to see in the community?
 - 2) What are your suggestions for keeping the community informed about and involved in the GNI?
 - 3) How should we go about establishing a community-based governance process for the GNI?
- Family Support Services had accomplished or were planning for the following tasks:
 - The Newsletter will be issued quarterly beginning with the Nov/Dec 2007 issue that is to be distributed by November 15.
 - The newsletter would contain information about tutoring, community programs, recreation centers, police contact numbers, helpful articles on parent, finances, employment tips, tips for homeowners and renters, and a community family spotlight.
 - The “Osborn Voice” newsletter in the long term will create collaborations with other organizations with the community and Detroit to offset costs for soliciting

ads. It will also use the model of other communities who have 30-40 pages of detailed programs and services available to the community each month, and will continue to distribute quarterly.

- Educational Services were planning for the following tasks:
 - Involve the community and youth in a park clean-up event for Murrusso & Obrien Park in which they will plant trees and flowers, and clean and paint the play space, swing sets, and basketball backboard.
 - In the long term, the team planned to invest in community recreation facilities, develop a plan for reuse of vacant schools, create 250 block clubs, establish an Osborn Merchants Association, and improve the quality of life (e.g., employment & training, reducing illegal dumping and the crime rate, and community beautification).
 - Special Opportunities had accomplished and were planning for the following events:
 - They have partnerships with THAW (The Heat and Warmth Fund), DTE, and the Osborn Energy Savers Program.
 - Energy Conservation Workshop were held on August 25, 2007 for faith-based organizations through The Man Network.
 - The Osborn Energy Savers Program held 12 free energy conservation and weatherization workshops on Saturdays during September - December, 2007 for Osborn residents at St. John Conner Creek Village.
 - National Energy Hog Program, which is a Children's Education Program for elementary schools (grades 3-6) goes into schools and has a 45-minute assembly about energy conservation with the Energy Hog. The children and teachers are given workbooks and information about additional web based activities.
 - Information was not available about the actions of the Neighborhood Improvement team.
- **Observations:**
- ✓ Evaluations were not available for this meeting to assess attendees' feedback.
 - ✓ Feedback on attendee responses to the three questions posed in the meeting was also not available.
 - ✓ Teams that have partnerships and connections with organizations seemed to have the resources to implement more community activities (e.g., Special Opportunities Team).
 - ✓ No data were found to indicate how many attendees become members of action planning teams after meetings.
 - ✓ No information was found about how community ideas are implemented in the development of the short and long term goals and activities.

Quarterly Meeting #3 – January 26, 2008 “Kids Matter Here” Summit

- This meeting was actually the *Kids Matter Here Summit* held on January 26, 2008 from 9-4 PM at the Detroit Science Center.
 - The summit was counted as a quarterly community meeting for all the neighborhoods. A report-out was given for all the GNI neighborhood outcomes, progress, and action planning themes.
 - According to the Skillman Foundation website, there were more than 2,000 attendees.
 - The summit was held on a Saturday. Children and families were encouraged to attend. Doors opened at 9 AM for attendees to visit booths and the “meeting” started at 10 AM. Booths were set up on the main floors for all attendees to visit throughout the day.
 - Breakfast and lunch were provided for free to all attendees.
 - Opening session was from 10 AM - 12 PM and included welcomes from NCDI, Skillman and City Year. The Keynote speaker was John F. Barros of the Dudley Street Initiative in Boston. Nominated presenters from each of the neighborhoods outlined the past, current and future successes, implementations, and plans. During the presentation, music and dance groups from the neighborhoods performed.
 - Two rounds of workshops were available in the afternoon. Both rounds of workshops lasted for 45 minutes, with a 15-minute break between sessions. Children and youth activities for younger attendees were held during the workshops.
 - Workshops were:
 - Fight FORECLOSURE head on
 - Coming together: How to form a NEIGHBORHOOD ALLIANCE
 - Connecting families: The story of a NEIGHBORHOOD NEWSLETTER
 - Building neighborhoods with BLOCK CLUBS
 - Making your home ENERGY EFFICIENT
 - Youth united: How to start a YOUTH COUNCIL
 - Churches united: How to start a FAITH-BASED COALITION
 - Residents take charge: COMMUNITY CONNECTIONS Grant Program
 - The closing sessions included Action Planning Team sign-ups for all the neighborhoods, information and sign-up for Leadership Academy, Youth surveys and evaluation forms.
- **Observations:**
- ✓ Notes for the summit came from the agenda (created before the summit), logistical plans and a press release on Skillman website.
 - ✓ Information on the number of booths and agencies/organizations with booths was not found.
 - ✓ While the workshops were beneficial to residents and families of all the Good Neighborhoods, only one workshop was youth-led and targeted young people. It may have been confusing for some attendees, as the title of this summit was “Kids Matter Here” and the event was framed as a “Youth Summit”.

- ✓ Unable to find information on the results of the Action Planning Team sign-ups, Leadership Academy, Youth Survey and evaluation forms (all the closing session activities).

Quarterly Meeting #4 – May 15, 2008

- The only documentation available about this meeting on Bravelo was the evaluation survey.
- No information regarding the meeting's agenda, minutes, attendance records or evaluation results were found on Bravelo or in the Technical Assistance Center's files.
- Based solely upon the survey questions, the meeting included small group discussions and signing children up for summer activities. Generally the quarterly meetings also allow the action planning teams to report about their progress.

Preparer's Thoughts and Analysis

The process of retrieving and analyzing the progress of the Osborn neighborhood planning phase has been fascinating and inspiring. This retrospective shows the great amount of time, preparation and thoughtfulness this community and its partners dedicated to the overall community goal, which is a tribute to the supporters and members of this community.

It is unfortunate that not all work was documented in a way that can be accessed for the retrospective. As I personally attended some of the events outlined, I know there was much more information, analysis and evaluation done but not documented or posted on Bravelo. The inability to access or use Bravelo was a regular theme at meetings I attended in other neighborhoods. While interns and staff of the Technical Assistance Center offered training and support in using the website and uploading documents, I personally did not see residents and stakeholders using the web service.

To improve the record keeping of community progress, in the future we may want to consider assigning people as note takers who have access to the internet and knowledge of utilizing the Bravelo system. There may need to be a reassessment of what medium can be used to document information if Bravelo is not the best option for this community's initiative.

The other unfortunate factor was the lack of youth and Hmong community engagement in the Osborn planning teams. While this issue was common among the action teams, no effective plan was developed to allow all teams to improve community representation.

Good Neighborhoods is a new initiative and should not be criticized too harshly. This retrospective may be shown as an example of what has been working, what are the successes and what needs to be worked on for the future.