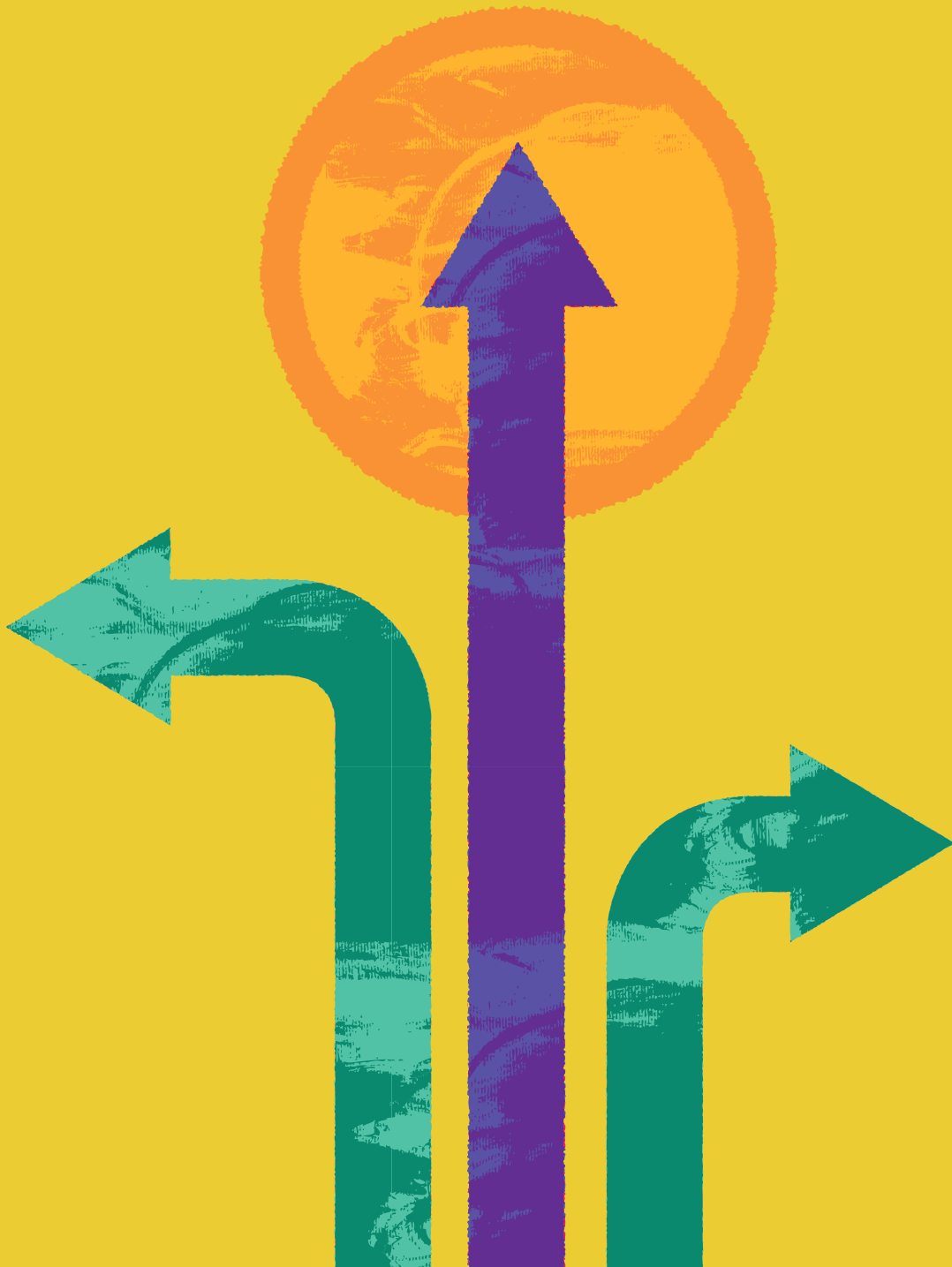


Community Leadership Strategy

The Arc of Learning and Neighborhood Profiles

University of Michigan Curtis Center



This report is a part of **Kids Matter Here:** An Analytic Review of the 10-year Good Neighborhoods Initiative.

The Skillman Foundation's Good Neighborhoods Initiative was a \$100-million commitment to six Detroit neighborhoods, spanning from 2006–2016. To best understand the outcomes of the long-term neighborhood-based work, the Foundation worked with a variety of evaluators, residents, stakeholders, grant partners, staff, Trustees and community allies to form a series of analyses and dialogues.

The goals of the Analytic Review are to synthesize what the decade of work has accomplished, inform decisions about the Foundation's work going forward, and build and share knowledge locally and nationally. This report is one of the many interconnected products that will be available on the Foundation's website at www.skillman.org/GNI as they are developed through spring of 2017.

**Community leadership and the Good
Neighborhoods Initiative:**

Findings from the Curtis Center Evaluation

June 2016



Preface

This report was written by the Curtis Center Program Evaluation Group (CC-PEG) at the University of Michigan School of Social Work.¹ The Skillman Foundation contracted with CC-PEG to retrospectively document the development of community leadership during the Good Neighborhoods Initiative (GNI). The report describes the strategy for building community leadership during the initial years of GNI and examines progress towards a defined set of community leadership goals.

The report begins a **Brief Essay on the Arc of Learning** that summarizes the take-aways from the documentation. This is followed by a series of Appendices that outline the **Phases and Timeline of the Good Neighborhoods Initiative** (Appendix A); describe the strategies for **Building Leadership in the Good Neighborhoods Initiative** (Appendix B); and provide **Neighborhood Community leadership Profiles** for GNI's six neighborhoods.

The report is part of a larger analytic review of the Good Neighborhoods Initiative, including other components of the Foundation's community leadership strategy as well as its work in education, youth development and safety (see www.skillman.org/Knowledge-Center/Data-Evaluation-Reports/10-years-of-place-based-work).

¹ Members of the CC-PEG project staff included: Sue Ann Savas (*Faculty Advisor*), Molly Hungerford (*Lead Evaluator*), Megan Elyse Williams (*Evaluator*), Caitlin Morath (*Evaluator*), Jesse Kerstetter (*Evaluator*).

Community leadership Strategy: A Brief Essay on the Arc of Learning

Introduction

The Skillman Foundation partnered with the Curtis Center Program Evaluation Group at the University of Michigan, School of Social Work in July of 2014 to conduct a retrospective review of the Foundation's community leadership strategy activities and impact.

In alignment with the Good Neighborhood Initiative, the Skillman Foundation's community leadership effort focused on six Detroit neighborhoods: Brightmoor, Chadsey Condon, Cody Rouge, Northend, Osborn, and Southwest. The study scope included all six neighborhoods, their community leaders, and community leadership activities beginning in 2006 and ending December 2015.

A descriptive study, using neighborhood profiles, was employed to document the development of community leadership at the individual and organizational level, and report on the attainment of 2016 Community leadership Indicators:ⁱ

- An effective and sustainable planning and advocacy body of residents and stakeholders that improves conditions for children exists in each target neighborhood.
- Two percent of residents (youth and adults) and stakeholders are engaged in leadership activities including formal training to build sustained youth and adult leadership.
- Ten percent of residents (youth and adults) are engaged in Good Neighborhood activities such as neighborhood meetings or summit attendance, governance group membership, voting in governance elections and/or small grant activities.

Due to the retrospective nature of the review, evaluators maximized use of pre-existing documents, updated data with prior collection protocols, and engaged in new data collection to facilitate self-assessment of governance groups.ⁱⁱ Themes are presented next according to four guiding questions:

How has individual leadership grown? What factors have contributed to the growth of individual and organizational leaders?

For many community leaders, the leadership trajectory began with strong motivation, drive and commitment to become a part of the solution for improving conditions within their neighborhood. Their long-term commitment to the neighborhood came from having deep roots in the community, either as a former or current resident.

To build individual (adult and youth) and organizational leadership capacity, the Skillman Foundation partnered with a group of organizations to build an accessible and inclusive multi-tiered leadership development program in the neighborhoods. Individuals coming into the initiative with previous leadership experience and/or professional experience took advantage of these training opportunities and quickly "climbed the leadership ladder." Residents who were less likely to call themselves community leaders now had an opportunity to participate in a range of formal and informal leadership development activities alongside members of their own community.

From the onset, the Skillman Foundation created and funded new positions of leadership within the neighborhoods, including but not limited to the neighborhood liaisons, the executive directors, and the planning and advocacy governance groups. These new positions and roles gave seasoned and early career community leaders a space to practice their skills and develop the self-efficacy needed to grow as leaders. The governance group and youth councils created a new demand for community leaders. Leaders were needed to fill board positions, facilitate task forces, lead block clubs, and contribute to youth councils.

Early on during the planning phase, youth and adults had an opportunity to “find their voice” at focus groups, community meetings, stakeholder meetings, and action planning teams. The executive directors and other community leaders effectively engaged community members in the work of improving the neighborhood first, and then connected residents to the leadership development activities. These natural leaders who were working to improve safety, reduce blight, and develop activities for youth started to see themselves as leaders. The executive directors and others in positions of leadership provided mentorship to these early career neighborhood leaders.

In addition to adult leadership development, community leaders have developed pathways to leadership for youth and have created self-generating networks of leaders within the neighborhoods. Five neighborhoods have a formal structure for engaging youth leaders. Throughout the investment period, youth interested in community leadership have been able to advance their leadership skills and experience serving as a leader through positions on youth councils, youth committees, and governance groups. Community leaders are actively mentoring these youth leaders.

How has the collective network of leaders of the neighborhood grown? What factors have contributed to a stronger neighborhood voice/influence affecting neighborhood issues?

Over the 10-year initiative, the collective network of leaders in the neighborhoods has grown. The following factors may have contributed to a stronger neighborhood voice and therefore, greater influence in affecting neighborhood issues.

Community-led and community-driven planning and advocacy bodies were established and are active in five of the six neighborhoods. Board members are elected annually, committee structures have been established, bylaws have been developed, and an agenda for improving neighborhood conditions and outcomes for children is in place. The governance groups provide a forum for planning within the neighborhoods, a hub for advocacy activities, and a legitimate group as a point of contact for those outside of the neighborhood.

Executive directors who have gained the trust of community members have been effective in organizing the neighborhood. They have successfully recruited and mobilized the community around a common vision, developed an agenda and a clear set of priorities. Executive directors have worked from their own areas of strength: community organizing, business development, and empowerment. Community members have responded by joining the effort, sharing the responsibility for changing conditions in the neighborhood, actively engaging in the problem solving, and acquiring resources for the community.

Within the neighborhood, community leaders have worked to leverage existing relationships with anchor organizations, local businesses, and key decision makers. Community leaders across organizations, task forces and block clubs are networked and working in the same direction. Community leaders have built relationships with one another, resulting in a better understanding of the collective voice, reinforcing the commitment and neighborhood agenda.

Using a loose collective impact approach, the Skillman Foundation 2016 goal to increase high school graduation has brought the neighborhoods together resulting in a stronger voice and greater influence on behalf of children and their educational needs. Some of the executive directors from the six neighborhood are working closely with one another as colleagues, sharing strategy and lessons learned.

The Skillman Foundation investment resulted in putting the neighborhoods “on the map.” This greater visibility has contributed to a stronger voice and greater political capital, resulted in increased interest in helping from individuals and groups outside of the neighborhood.

What role has the Skillman Foundation related activities and programs played in the development of leadership?

The Skillman Foundation supported the design and implementation of leadership development scaffolding grounded in the needs of the community. The Foundation partnered with the National Community Development Initiative, the University of Michigan Technical Assistance Center, and the Youth Development Resource Center to develop a broad range of leadership development activities, formal and informal to support individuals and organizations. Pathways and pipelines for developing youth and early career leaders are in place in many of the neighborhoods.

The Skillman Foundation partnered with a number of programs to provide a menu of resources and services commonly needed by local governance groups and executive directors: Community Connections Small Grants Program, Data Driven Detroit, and consultants to assist with succession planning, to name a few. These programs provided infrastructure support to community leaders that would have been difficult to access without the Foundation’s support.

In addition to grant making support, the Skillman Foundation’s philosophy and approach has informed the development of community leaders. The Foundation has consistently and effectively modeled a community-led and community-driven approach built on principles of empowerment and social justice. Most recently, Results Based Leadership has been adopted by the Foundation and has been shared with community leaders as a promising approach. The Foundation has connected community leaders to decision makers and other resources needed to improve the conditions of the neighborhoods and the lives of children in Detroit.

What is the capacity of individual and organizational leadership to influence neighborhood planning?

The governance groups serve as the neighborhood hub for getting connected to others who share the vision for improving the lives of children in Detroit. Currently, five of the six neighborhoods have committees, task forces, alliances, and block clubs in place to improve conditions for children, such as education, safety, and resource committees.

Community leaders established trust and credibility in the neighborhoods. Self-generating networks of leaders are emerging. Community leaders have leveraged existing networks and partnerships within and outside of the community to increase social and political capital, resulting in the acquisition of new resources for improving the lives of children.

Through the collective network of leadership, the voice of the neighborhood has grown over time, resulting in increased visibility, a greater role in planning, and greater influence for improving neighborhood conditions for children. Community leaders have been engaged in planning, advocacy and action within their neighborhoods as well as within the city of Detroit. Some are able to navigate the political systems in the city and in Lansing.

The Skillman Foundation has invested in building the capacity of the governance groups, however, many of the groups need to further diversify their funding portfolio. Varying levels of dependency on the Foundation as a primary funder potentially threatens the capacity of the governance groups to influence neighborhood planning and long term sustainability.

With the influx of investors looking for opportunities in Detroit, community leaders and governance group members need to continue to build their knowledge and competencies pertaining to neighborhood re-development. Areas of need include articulating and expanding the financial portfolio of the neighborhood, engaging in community asset mapping, partnering with urban planners to contribute to and influence neighborhood development plans, collaborating with small business development groups to understand the challenges and opportunities for building community-based businesses, and improving knowledge of zoning rules.

There is evidence to indicate that most of the neighborhoods have the capacity to influence neighborhood planning. A number of critical community assets have been strengthened as a result of the community leadership strategy effort: individual residents have been empowered to get involved and become a part of the solution, community-led planning and action effort, community resident mobilization, community resident organizing, clarifying community identity, and stronger more cohesive voice for improving the conditions and outcomes for children.

¹ These three indicators were established by the Foundation early in GNI and entered into a database for each neighborhood. The database includes registration information gathered at workshops and other community events, beginning in 2007 through February 2015. Resident information was gathered via surveys conducted at each participant's initial involvement with a Skillman event (community meetings, workshops, etc.). Participant demographics, attendance, and workshop and training history were among the variables included in the database and analyzed by the evaluation team. Data was collected from Brightmoor, Cody Rouge, Osborn and Southwest. Data from Chadsey Condon and Northend were not collected as part of this review. The database includes self-reported content provided by each neighborhood. The leadership database used for this analysis contains a significant amount of missing historic data. Furthermore, some individuals in Cody Rouge were coded as both adults and youth in the database. Evaluators recoded these individuals as adults. The following neighborhoods updated their 2014- 2015 data on or before

November 6, 2015: Brightmoor, Cody Rouge, and Southwest. CC-PEG did not receive updated data from Osborn. Additionally, the leadership database was not used for indicator 13. This data was provided by and confirmed by the Skillman Foundation.

ⁱⁱ The governance group assessment was used to assess the sustainability and capacity of five of the neighborhood governance groups, including the Cody Rouge Community Action Alliance, Chadsey Condon Community Organization, Osborn Neighborhood Alliance, and Congress of Communities of Southwest Detroit Neighborhoods. Data was never received from Brightmoor Alliance. The assessment is a 14 item, four point ranking standardized scale, including one open ended question. It was constructed using a battery of scales: the McKinsey Organizational Assessment Tool, the Marguerite Casey Foundation Organizational Capacity Tool, and the USAID Organizational Capacity Assessment. The open ended question asked raters to identify the most significant change that occurred for children in the neighborhood as a result of the governance groups. Paper and online surveys were completed by governance board members, executive directors, technical assistance providers and Skillman stakeholders. Prior to administering the governance group surveys, all five of the boards held board elections, limiting the number of board members who could offer informed feedback regarding the current status of their boards. As a result, only the ratings of members who had served on the board a year or more are reported.

Appendix A:

Phases and Timeline of the Good Neighborhoods Initiative

Planning Phase (2006-2008)

The purpose of the planning phase was to engage residents and community stakeholders in a community-wide planning process that was community-owned and community-driven. The Skillman Foundation hired the National Community Development Initiative (NCDI), headquartered in California, to assist them in this effort. NCDI hired six individuals (one per target neighborhood) who either lived or had deep roots in the community. These individuals acted as liaisons to the community to help reach out to residents and stakeholders to engage them in community planning and stakeholder meetings. They also assisted each community to identify its goals and establish four to five Action Planning Teams (APT) to carry out the work. With the development of the NCDI Leadership Academies and Community Builders Leadership Institute, the liaisons became fundamental to engaging resident participation in GNI.

Readiness Phase (2008-2010)

The readiness phase focused on building leadership capacity and developing action strategies further through community engagement, goal setting, and formation of neighborhood governance structures. The long-time community liaisons, who transitioned to the role of Executive Directors, provided leadership to groups. The Executive Directors and governance groups were funded through grants to existing non-profit organizations.

Implementation Phase (2011-2016)

During the implementation phase the governance groups established structures and processes for effective community change efforts, including a focus on youth engagement. In 2012-13, anticipating the transition from GNI, the Foundation assessed progress and challenges, resulting in a strategic refresh that included a tiered approach to the six neighborhoods. Four neighborhoods continued to receive support for the governance groups. In two neighborhoods where the groups were not able to coalesce, funding for formal leadership structures was discontinued (although one neighborhood was able to successfully organize and began to receive funding again in 2015). Other efforts to support resident leadership continued, including funding for the small grants program. Although GNI ends in 2016, support for successful transition of the governance groups will continue through 2018.

Good Neighborhood Initiative: Implementation Timeline for the Planning and Readiness Phases (2005-2011)

2006

2005-2006

- Goss Vision for “changing the odds for kids” and working in Detroit neighborhoods.
- Seven Pillars established.

Early-Mid 2006

- Foundation starts using “place based” approach.
- Launched the Good Neighborhood Commitment.
- “Grantmaking” and “changemaking” strategies used to implement Good Neighborhoods (GN) and Good Schools (GS) programs.

Mid to Late 2006

- Community organizers hired by NCDI to initiate community outreach plan and community meetings.
- Community engagement meetings begin in Cohort 1- Brightmoor, Osborn, and Southwest- and community goals established.

2007

January- September 2007

- Cohort 1 establishes Action Planning Teams and begin implementing strategies to achieve short and long term goals previously established.

February 2007

- Trustees approve Sustainability Plan, Foundation’s operating Theory of Change, and Logic Model.

September 2007

- Community engagement meetings begin in Cohort 2- Cody Rouge, Chadsey Condon and Northend- and community goals are established.

December 2007

- Community Connections Small Grants program launched.

2008

Early 2008

- Cohort 2 establishes Action Planning Teams and begin implementing strategies to achieve short and long term goals previously established.
- GN and GS programs are combined, becoming Good Neighborhood and Good Schools.

Spring- Fall 2008

- Initial readiness evaluation framework designed.
- GN Leadership Academy launched. NCDI begins to hold trainings for people living and working in the GN communities.

2009

January – October 2009

- Interim governance groups created.

Spring 2009

- Skillman articulated Initiative's Theory of Change.
- Ecological model developed.

Mid 2009

- Ecological model finalized with Neighborhood Schools and Education Reform.

Late Fall 2009

- 2016 goals are drafted.
- 2016 Task Force established as a management and accountability mechanism for GN/GS.

2010

Early 2010

- Formal governance boards are implemented in each neighborhood.

Mid 2010

- 2016 Task Force meets.
- Orientation to TOC, Ecological Models, and 2016 goals.

Early
2011

Fall 2010-Early 2011

- EDs of governance boards are hired- 4 NCDI liaisons make this transition.

The Foundation explicitly planned for transition from the GNI during the implementation stage (2011-16). A strategic refresh in 2013 resulted in a tiered-approach to the neighborhoods that included continued funding for five governance groups and planning support for post-GNI operation.

Appendix B:

Building Leadership in the Good Neighborhoods Initiative

Building Individual Leadership Capacity

The Skillman Foundation invested in several key strategies to build the skills and capacity of leaders in each of the Good Neighborhoods. Community members had an opportunity to set goals and strategies for their neighborhood through Action Planning Teams (APTs). Leaders expanded their skillsets and networks through the Leadership Academy and received individual coaching from University of Michigan School of Social Work Technical Assistance Center (UM TAC). These programs formalized leadership development in the communities.

In line with the NCDI's community planning approach, UM TAC helped to establish four to five APTs within each community. UM TAC helped the APTs develop short and long term goals and strategies. UM TAC coached each action team on how to effectively work as a team, how to create realistic and measurable goals, and how to implement a project.

In 2008, NCDI designed and led nine Good Neighborhood Leadership Academies. These customized training programs were designed to engage action team members and other natural leaders in a unique learning experience where their own experiences were used to shape the core curriculum. These Academies brought leaders together across the neighborhood to learn and build skills.

To further support leadership development UM TAC created three to four skill-building workshops per Academy and provided individual coaching to help individuals further develop their leadership skills. UM TAC also custom designed other workshops to respond to needs identified by residents and stakeholders in their specific community.

Building Organizational Leadership Capacity

The Skillman Foundation also invested in programs to help neighborhoods build organizational capacity. These programs provided training and resources to assist in the development of community governance boards and other organizational needs.

The UM TAC also works on the organizational level strengthening the leadership capacity

of the executive directors and their boards. By working directly with the executive directors and their organizations the UM TAC was able to hone in on specific organizational and development needs unique to each community.

Data Driven Detroit (D3) was created in 2008 with funding from the Skillman Foundation and the Kresge Foundation. D3 has aided the GNI since its inception in 2008 by providing open access, “high-quality information, and analysis that drives informed decision making.” D3 provides demographic reports and neighborhood maps concerning vacancy, fire damage, and other statistics for more informed community decision making.

The Youth Development Resource Center (YDRC) was created by the Skillman Foundation in 2013. The YDRC provides technical assistance to Foundation-funded youth development partners to build their capacity to improve quality and demonstrate the impact of programing on youth outcomes through use of data and shared learnings. Additionally, the YDRC developed the Youth Development Alliance Quality Standards which are based on youth and youth worker voices and supporting research. The standards provide Detroit specific guidelines for growing capacity within youth programing and program management.

The Community Connections Small Grants Program is a Skillman Foundation funded program that began in 2006. The Community Connections Small Grants Program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making.

Neighborhood Alliances and Governance Boards

In March 2010, the Skillman Foundation and NCDI met with each neighborhood to implement 6 neighborhood governance boards. Each governance board is made up of residents and stakeholders elected by the community. The six governance boards included:

- Brightmoor Alliance
- Chadsey Condon Community Organization
- Cody Rouge Community Action Alliance
- Northend Central Woodward Community Governance
- Osborn Neighborhood Alliance

- Congress of Communities of Southwest Detroit Neighborhoods

Each governance board developed structures that (1) reflect a collective community approach and (2) show potential to operate as planning and advocacy voices for the neighborhoods in the efforts to improve outcomes for children. In theory, the governance boards are in charge of keeping the community vision.

Together the governance board and executive director worked to ensure the community remains on task and on a pathway towards meeting their community goal and the Foundation's intended outcomes. Bylaws were also drafted to serve as rules and guidelines for the board and community to follow.

Executive Directors

The executive directors of each governance board play both supportive and connecting roles, in addition to their organizing role. These roles have been vital for nurturing resident leaders and connecting them to broader institutional policy networks. Along with their managerial role, the executive directors provide encouragement to residents to be change makers within their community. The executive director is imperative in helping its community, residents, and stakeholders carry out their strategic action plans to meet the community goal and create change in their neighborhood. In order to do so, the executive director helps facilitate meetings and connections among neighborhood leaders and encourages collaboration among organizations to strengthen neighborhood infrastructures.

Appendix C:

Neighborhood Community Leadership Profiles

Brightmoor Neighborhood Community Leadership Profile

The Brightmoor neighborhood is home to 22,990 residents on the western edge of Detroit. According to the 2010-2014 American Community Survey 5-Year Estimates, as of 2010-2014, Brightmoor was home to an estimated 6,177 children and youth (birth to 18 years of age), about 27 percent of the total population. While Brightmoor has experienced population decreases across all racial and ethnic groups over the last decade, the largest losses occurred among

Whites, Asians and Other Race groups. African Americans, while decreasing in number overall by 28 percent, experienced an increase in their share of the neighborhood's population from 79 percent in 2000 to 85 percent in 2010-2014.

The overall poverty rates for children in Brightmoor were higher than the city averages. Brightmoor had the second highest poverty rate among the six neighborhoods for all children.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Brightmoor in April to September of 2006.

NCDI hired Kirk Mayes as liaison to lead the community effort in Brightmoor. Mayes was responsible for coordinating the community engagement meetings, stakeholders meetings, and focus groups held in Brightmoor. These meetings were designed to spark, mobilize, and engage residents in the community change process.

Three stakeholder meetings took place in April and June of 2006. Brightmoor stakeholders were introduced to the Foundation and the vision of the GNI. At these meetings, a description of community conditions was shared with participating stakeholders.

Approximately 50 people attended each meeting.

Fifteen community engagement meetings were held in June and July of 2006. Of these meeting, five were held specifically for youth. These meetings allowed residents to gather in smaller, more intimate groups to discuss the most pertinent issues. Many themes emerged including: safety, blight removal, and planning for success. Attendance during these meeting ranged from three to 12 people.

Six large community meetings took place throughout 2006. These meetings were open to the public. During these meetings, community members discussed current issues facing the community, established a community goal, and created a strategic plan. The number of people who attended these meetings is unknown.

Two focus groups were held in November and December of 2008. Participants identified challenges, strengths, and natural leaders in the community. They also identified activities, services, and resources in the community that were helpful to children and families in the neighborhood at the time. A total of 52 people attended the focus groups.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Brightmoor neighborhood.

In 2007, under the leadership of Mayes, Brightmoor community members established Action Planning Teams (APT) to begin to address conditions in the neighborhood: programs in non-school hours, parental involvement, schools, and crime and safety. Community residents were engaged to lead these planning teams.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 50 community leaders from Brightmoor participated in the Leadership Academy, three to 11 community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (UM TAC) for developing community leadership. Faculty, staff and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 99 adult residents from Brightmoor attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Grant Writing (35), Fundraising/Financial (24), Management (14),

Community Impact & Evaluation (8), Blight (5), Diversity (4), Foreclosure (4), Social Networking (3), Engaging Youth (1), and Entrepreneurship (1).

According to the executive director of Brightmoor Alliance, leaders in Brightmoor are committed, energetic, consistent, persistent and passionate. As the executive director noted, leaders in Brightmoor will “do something that other people participate in and they are usually the generator or originator of it. Though you don’t have to be the originator to be a leader.” Leaders are able to tap into their personal networks, and the networks they create through leadership events, committees and government connection to promote community activities. Leaders in Brightmoor are connected to key city decision makers in several ways. “They attend events like the District 1 meetings of the mayor and city council. They serve on committees, government leaders. They serve on election committees for candidates for office. They attend leadership events and they have their own private set of networks.”

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups. The Skillman Foundation partnered with the Brightmoor Alliance in 2006 to strengthen a neighborhood planning and advocacy group. The Brightmoor Alliance was established in 2000. Brightmoor is the only Skillman neighborhood to tap into a preexisting alliance in order to carry out the Good Neighborhood Initiative. With the help of its community, residents, and stakeholders the Alliance aims “to provide opportunities for all residents of the Brightmoor community and mobilize community resources in order to revitalizing the area”.

Brightmoor Alliance is a coalition of a member based organization of 50 organizations currently serving the Brightmoor community. The Alliance is now open to all residents in the community, regardless of their affiliation with an organization. There are three tiers of Alliance membership: resident, youth and stakeholders.

Currently, the Alliance has about 350 members and well over 1,000 people who are actively engaged in some way.

Brightmoor Alliance has had financial support from the Skillman Foundation since 2006 and financial support from the Max M. and Marjorie S. Fisher Foundation since 2008. Funding from the Fisher Foundation is used primarily for the education of children under five years old. Additional funders of the Alliance include, W.K. Kellogg Foundation, United Way for Southeastern Michigan, Community Foundation for Southeastern Michigan, PNC

Foundation, Mandell L. and Madeleine H. Berman Foundation and Knight Foundation.

The Alliance works closely with community partners though independent block clubs. The majority of block clubs work as separate entities from the Alliance, but coordinate their efforts. However, as of 2015, the Alliance had helped create about five block clubs in Brightmoor. Members of the board are committed to supporting neighborhood block clubs to ensure that residents are able to get involved.

The Skillman Foundation also invested in programs to advance the neighborhood governances and organizational leadership capacity.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$469,121 to the Brightmoor neighborhood from 2006-2016 to fund 145 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grants program funds initiatives in Brightmoor, such as the Brightmoor Youth Garden (a community garden coordinated by youth), Little People Pre K daycare services, and Wellspring (a Youth Development Center focused on assisting youth in developing themselves spiritually, socially, academically and economically).

In 2013, the Skillman Foundation created the Youth Development Resource Center (YDRC). The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems in Brightmoor.

Governance Group Development

The Brightmoor Alliance Governance Board (1) supports the work of community organizations working to improve neighborhood conditions and (2) collaborates with other organizations providing job training, educational, and housing opportunities to disadvantaged youth and residents.

Before the Brightmoor Alliance joined the Good Neighborhood Initiative, NCDI and the Skillman Foundation needed to determine the Alliance's existing role in the community. Listening sessions were conducted, in 2008, to determine whether there was a history of governance in the neighborhood. NCDI was skeptical about placing the Brightmoor Alliance in a neighborhood governance role. At the time, the Alliance operated as mainly a stakeholder organization. However, the Brightmoor Alliance eventually modified its organizational structure and transitioned its focus to residents of Brightmoor. This

transition helped drive the governance process in Brightmoor.

In 2009, new bylaws were drafted to allow residents to be voting members without having to represent a local organization or business. The new bylaws were presented at a general membership board meeting in December of 2009. On December 10, 2009 the election for new board members, including resident and youth, took place. The first board meeting took place at the Brightmoor Alliance in January of 2010.

On January 23, 2010, the Technical Assistance Center facilitated an all-day training session to orient board members to their new responsibilities.

Currently, the governance board is comprised of nine members. All members are allowed to vote for all directors representing each tier. Board of director seats include stakeholders (5), individual members (3), and youth (1).

The board of directors may designate standing and other board committees to carry out the programs and purposes of the Alliance. The board is responsible for designating a chair person to run each committee. The board may name members and non-members of the organization to serve on a committee. The executive committee is chaired by the president and all the officers. The executive committee serves as the central planning groups for the organization and as an advisory group for the board of directors and is a permanent standing committee unlike the others. Additional committees include: finance committee, human resource committee, safety committee and education committee.

In 2014 Brightmoor created the “Restore the ‘Moor Report,” a strategic plan devoted to block-level community revitalization. The plan focuses on land use and quality of life, engaging the community and building on Brightmoor’s assets. The document was created over an eight month period with the help of Community Development Advocates of Detroit (CDAD). CDAD continued the tradition of community planning started by the Skillman Foundation. They engaged community members through “key informant interviews, community wide meetings, small zone meetings, barbeques, block club meetings and door-to-door engagement.” Because of this planning process, the Brightmoor Alliance can focus its upcoming work on the priorities determined by the community such as education, safety and security.

According to the executive director, the governance group is now “talking about the larger policy level strategic issues that have confronted the organization.” Through experience and the trainings provided by the Skillman Foundation and W.K. Kellogg Foundation, the group has moved past basic organizational business and is now in the process of setting higher order outcomes to improve the community.

Youth Council Development

Currently, Brightmoor Alliance has a small Youth Council and is in the process of re-establishing a larger council. Due to changes in staff, the Brightmoor Alliance Youth Council was inactive for approximately two years. Brightmoor aims to increase youth engagement through the Council and push youth to self-identify the projects they want to focus on while serving on the Youth Council.

Executive Director Profiles

The former NCDI Liaison, Kirk Mayes, served as executive director for the Brightmoor Alliance from 2008 until March of 2014. During his time as executive director, Mr. Mayes was dedicated to delivering diverse social services to the Brightmoor community. In August of 2014 Mr. Mayes became the CEO of Forgotten Harvest, a nonprofit organization dedicated to relieving hunger in Metro Detroit.

Following Mr. Mayes' resignation, Riet Schumack and Reverend Larry Simmons became the new co- executive directors of Brightmoor. Both Ms. Schumack and Reverend Simmons co-directed until the board hired Reverend Simmons as the fulltime executive director in October of 2014.

Reverend Simmons is president of the Brightmoor Pastor's Alliance and has been pastor at Baber A.M.E. in Brightmoor since 1999. Prior to joining the GNI, Reverend Simmons organized numerous large community events and local initiatives like a citywide coalition against crime, the Thanksgiving Day Parade, and a Detroit Tigers Baseball team victory parade as an appointee of Mayor Young. Reverend Simmons' past experience has given him the confidence to lead in innovative ways. In the Reverend's own words, "I believe in leadership and I believe that in leadership one must be confident enough to ensure the loneliness and criticism of leading where others can't yet see."

Community Leadership 2016 Goal Attainment

To measure the success of the GNI in engaging community leaders, the Skillman Foundation worked alongside community partners to establish three community leadership goals the foundation aimed to achieve at the end of the 10-year initiative. These goals are referred to as community leadership indicators. Findings for the three indicators are reported for Brightmoor below.

Indicator: An effective and sustainable planning and advocacy body of residents and

stakeholders that improves conditions for children exists in each neighborhood (indicator #11).

A Governance Group survey was developed using standardized scales. Data was not collected from the Brightmoor Alliance.

Indicator: 2% of residents, both youth and adults, and stakeholders are engaged in leadership activities including formal training to build sustained youth and adult leadership (indicator #12).

The Leadership Database has been updated by the executive directors over the course of the initiative. The number of leaders documented in the Leadership Database in the Brightmoor neighborhood totaled 211, 1.1% of residents ages 15 and above. Over 87% were adults and 1% were youth. Youth leaders were between the ages of 14 and 18. Currently, there are 211 community leaders actively involved with the Brightmoor neighborhood including: elected government positions (36), business creation (35), and small grant project leaders (15).

Indicator: 10% of residents, both youth and adults, are engaged in GNI activities such as neighborhood meeting or summit attendance, governance group membership, voting in governance elections and/or small grants activities (indicator #13).

The Skillman Foundation tracked the number of residents engaged in GNI activities and found that 10% of residents are engaged in such activities in Brightmoor.

Moving Forward

Despite facing challenges due to leadership turn over, the Governance Group in Brightmoor has maintained momentum. According to the executive director, “the board was able to right itself, successfully manage the process of selecting of a permanent executive director and electing new officers and do all of this in the midst of strategic planning being formulated. And keep the work of the organization moving, in the midst of all this transitional chaos.” The executive director of Brightmoor Alliance credits this success to the Skillman Foundation’s investment in training the Board.

According to the executive director, in order to sustain their work, the board needs greater and diversified funding. “We’re either going to have to engage in direct service or the stability and guidance that we provide for the community will have to be seen as a product that the philanthropic community wants to see preserved.”

Adult leaders identified additional supports needed to continue and expand the work effort in Brightmoor. Adult leaders reported that they would continue to take advantage

of leadership trainings and professional development opportunities to grow their individual leadership capacity and the leadership capacity of others in the community. Like the executive director, leaders also identified sustainable and increased funding as an Alliance need.

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Chadsey Condon Neighborhood Community Leadership Profile

The Chadsey Condon neighborhood is home to 29,771 residents in the southwestern section of Detroit. Chadsey Condon is home to an estimated 10,768 children and youth (birth to 18 years of age), about 36% of the total population. The Chadsey Condon community has remained relatively diverse, although the neighborhood experienced an increase in the Latino or Hispanic population and a decrease in the White, African American, Asian, and Native American populations. The Latino or Hispanic population accounts for the majority of the population at 56%, rising from 34% in 2000. The overall poverty rate in for children in Chadsey Condon was 55%, slightly less than the city's average.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Chadsey Condon in January to June of 2006.

The first community entry meetings in Chadsey Condon were initiated and facilitated by Ed Egnatios, Skillman Sr. Program Officer, and the NCDI until Adisa Chaney was hired as the NCDI liaison in December of 2007. Chadsey Condon originally engaged in the planning process with the Vernor community (now Southwest), but later the two communities decided they were distinct enough to continue the process separately in each neighborhood. These meetings were designed to spark, mobilize and engage residents in the community change process. Participation from these meetings is not available.

During 2006 and 2007, Chadsey Condon and Vernor organized several community engagement meetings. Residents and stakeholders participated and collaborated to plan their outreach strategies.

Focus groups were held and open to the public. Participants were asked to list challenges, strengths and resources, known community activities, natural leaders, the role of schools in their community, services that were helpful to children and families in the neighborhood, and community outreach strategies.

In January and February of 2006, two stakeholder meetings took place with stakeholders from Chadsey Condon and Vernor. These meetings were intended to inform the stakeholders about the Good Neighborhood partnership development process and to gain their support. Engaging stakeholders helped Chadsey Condon identify target audiences and increase community participation.

Six large community meetings took place in Chadsey Condon. These meetings were open to the public. During these meetings residents, youth, and stakeholders discussed current issues in the community, established a community goal, and crafted a strategic plan they would execute to reach that goal.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Chadsey Condon neighborhood.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 30 community leaders from Chadsey Condon participated in the Leadership Academy, one to nine community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (UM TAC) for developing community leadership. Faculty, staff, and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 72 adult residents from Chadsey Condon attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Grant Writing (14), Fundraising/Financial (10), Engaging Youth (9), Community Impact and Evaluation (8), Management (8), Blight (7), Foreclosure (6), Social Networking (4), Entrepreneurship (3) and Diversity (3).

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups.

In partnership with the Skillman Foundation and residents of Chadsey Condon, the Chadsey Condon Community Organization (CCCO) was established in 2009 as the neighborhood's planning and advocacy group. The Organization aims to transform the

lives of children living in the Chadsey Condon neighborhood by strengthening and renewing the places they live, learn, and play and ensuring that they will have the opportunity to thrive in the community as they enter adulthood.

The Organization currently receives funding from the Skillman Foundation and the W.K. Kellogg Foundation, as well as a number of smaller grants. While the majority of funding from the Skillman Foundation was discontinued in 2013, the Skillman Foundation continues to fund rent and utilities for the organization. Chadsey Condon Community Organization received their first major grant since the GNI from the W.K. Kellogg Foundation to cover staffing costs for an executive director beginning in January of 2016.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$432,167 to the Chadsey Condon neighborhood from 2006-2016 to fund 116 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grants program funds programs in Chadsey Condon, such as Westside Cultural & Athletic Club (a community center devoted to free constructive activities and programs for children in the community), Garage Cultural, Center of Art and Creativity (a center for the visual and performing arts focused on Latino and World arts), and American Indian Health and Family Services of SE Michigan Inc. (a nonprofit health center). Upon reviewing and restructuring their youth development, the Skillman Foundation created the Youth Development Resource Center (YDRC) in 2013. The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems.

Governance Group Development

Prior to establishing the governance board, an interim organizing committee was established. The committee consisted of residents and stakeholders from the community. The committee helped move forward the governance process. The committee created the structure for the permanent governance board and established bylaws. To accommodate Chadsey Condon's multi-cultural population and gain the broadest representation, the interim organizing committee decided to organize the neighborhood into 10 zones. The zones were based on the resident's perceptions of natural boundaries.

Formal elections for the governing board members in each zone took place in November of 2009. The interim board facilitated the election and was coordinated by Mr. Chaney.

The Chadsey Condon Community Organization governance board held its first meeting in December of 2009. On January 30, 2010 UM TAC held an all-day session to help orient board members.

According to the bylaws, the board has potential to be comprised of 37 members with each of the 10 zones having three representatives: two residents, and one agency/organizational representative. Additionally, there can be four at-large representatives and three at-large youth representatives. As of December 2015 the board had 12 members: three residents and nine stakeholders.

The board creates committees as needed, such as finance, housing, public relations, audit, etc. The board chair appoints all committee chairs. The executive committee has five officers. Except for the power to amend the bylaws, the executive committee has all the powers and authority of the board of directors in the intervals between meetings of the board of directors and is subject to the direction and control of the full board. The finance committee is chaired by the treasurer and includes three other board members. The finance committee is responsible for developing and reviewing fiscal procedures, fundraising plans, and the annual budget with staff and other board members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the executive committee.

Youth Council Development

The Chadsey Condon Youth Committee aims to create strong and self-sufficient youth from all backgrounds. It is the hope of the Youth Committee that the youth will serve as the foundation of the Chadsey Condon Community Organization and for the community as a whole. Currently the committee consists of almost 30 young people who work on issues such as college readiness, recruitment, and social media outreach for CCCO. The group regularly participates in college tours and job fairs. The Youth Committee is a strong and vibrant part of the organization and has been awarded many smaller grants, some from the Partnership for Youth which is funded by Skillman Foundation, for college readiness and SAT/ACT prep classes.

Executive Director

Adisa Chaney, former NCDI liaison, served as the executive director for the Organization from October 2010 until January 2011. Mr. Chaney helped facilitate community meetings, focus groups, and stakeholder meetings in Chadsey Condon during the beginning phases of

the GNI. During his time he urged the board to take on more responsibility. Mr. Chaney primarily provided administrative support.

From 2011-2013, Tracy Lewis served as the executive director of the Chadsey Condon Community Organization. In 2013, Sherwin Davis absorbed the responsibilities of the executive director into his voluntary position as board chair from 2013-2015. In January 2016 a new executive director, Amanda Holiday, was hired. Mr. Davis remains board chair.

Community Leadership 2016 Goal Attainment

To measure the success of the GNI in engaging community leaders, the Skillman Foundation worked alongside community partners to establish three community leadership goals the foundation aimed to achieve at the end of the 10-year initiative. These goals are referred to as community leadership indicators. Findings for one indicator is reported for Chadsey Condon below.

Indicator: An effective and sustainable planning and advocacy body of residents and stakeholders that improves conditions for children exists in each neighborhood (indicator #11).

A Governance Group survey was developed using standardized scales. Eight Chadsey Condon board members, involved for over one year, completed the survey to document the status of the Congress of Communities governance group at the end of 2015. Ratings indicate that the governance group has moderate to strong capacity in these core areas: 84% of the raters indicated moderate to strong capacity in their mission to improve outcomes for youth, 75% in succession planning, 65% in the board's effectiveness in carrying out daily operations, and 63% in funding diversity.

Moving Forward

In 2013 the Chadsey Condon Community Organization lost a substantial amount of funding from the Skillman Foundation, including the funding to cover the salary of the executive director. The executive director left the Organization and Mr. Davis stepped in as acting executive director. The organization conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and created a strategic plan to reorganize their efforts and focus on residents' needs. CCCO now focuses primarily on neighborhood safety, which was defined broadly as not just from crime but fire safety, blight removal, etc. For example, the Organization has held several fire safety events with the fire chief. These events are interactive and teach children how to safely escape a fire. Through programs like this and

blight removal in school zones, CCCO continues to focus their efforts on the safety and well-being of children.

Currently, the organization seeks to connect residents to resources and information. They do so through their 30 person youth committee and their engagement list of over 700 residents.

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Cody Rouge Neighborhood Community Leadership Profile

The Cody Rouge neighborhood is home to 37,124 residents on the western edge of Detroit. Cody Rouge is home to an estimated 11,290 children and youth (birth to 18 years of age), about 30% of the total population. Cody Rouge has experienced a large outflow of Whites over the decade. However, it has maintained a relatively diverse population, including, Hispanic or Latino, Native American, and Asian populations. African Americans represent 78% of the population. The overall poverty rate for children in Cody Rouge was estimated to be 62% for 2010-2014.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Cody Rouge in September to December of 2007.

The NCDI hired Kenyetta Campbell, a lifelong resident of Cody Rouge, to lead the community effort. After her initial involvement with the GNI as a recorder in the Brightmoor neighborhood, Ms. Campbell accepted the position as the liaison for Cody Rouge. She came to the position with professional leadership experience.

Ms. Campbell was responsible for coordinating the community engagement meetings, stakeholders meetings, and focus groups held in Cody Rouge. These meetings were designed to spark, mobilize, and engage residents in the community change process.

The process began with two focus groups held in April and May of 2006. Participants identified challenges, strengths, resources, activities, and natural leaders in the community. A total of 41 people from the Cody Rouge neighborhood attended the two focus groups.

Two Cody Rouge stakeholder meetings took place in August of 2007. Cody Rouge stakeholders were introduced to the Skillman Foundation and the vision of the GNI. At this meeting, findings from the focus group, including a description of community conditions were shared with participating stakeholders. The number of people who attended these meetings is unknown.

Throughout 2007, five Cody Rouge community meetings were held under the leadership of Ms. Campbell. These meetings were open to the public, youth, community leaders, and Cody Rouge stakeholders. During these meetings, community members discussed the issues the community was facing at the time, established a community goal, and created a strategic plan. A total of 289 people attended the five community meetings held throughout the year.

In addition to the large community meetings, twenty-one small community engagement meetings were also scheduled between late October and December of 2007. The small community engagement meetings were designed to engage residents and stakeholders who had not previously been a part of the GNI planning process. During these smaller Cody Rouge meetings, participating residents were organized into focus groups of six to fourteen people to discuss community needs and contribute to goal setting.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Cody Rouge neighborhood.

In 2008, under the leadership of Ms. Campbell, Cody Rouge community members established Action Planning Teams (APT) to begin to address conditions in the neighborhood: Community Safety, Economic Development and Employment, High Quality Education, and Strong Families. Community residents were engaged to lead these planning teams.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 54 community leaders from Cody Rouge participated in the Leadership Academy, one to ten community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (UM TAC) for developing community leadership. Faculty, staff, and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 131 adult residents from Cody Rouge attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Fundraising/Financial (29), Grant Writing (21), Community Impact and Evaluation (14), Engaging Youth (14), Management (13), Blight (11), Foreclosure (9), Social Networking (9), Entrepreneurship (8), and Diversity (3).

According to the executive director, leaders in the Cody Rouge neighborhood are organized and passionate. They are effective at running meetings. They are individuals who “others will and want to follow.” Leaders in Cody Rouge are usually small business owners or block club leaders. Their dispositions and skill sets help them to set and accomplish goals. Factors that contributed to strong leadership in Cody Rouge include participation in the Leadership Academy, being a leader prior to involvement with the GNI, and their involvement or leadership of a committee. Leaders in the community are connected to key city decision makers by being a member of the organization or a member of their local association/block club. Additionally, leaders are connected to other officials through the Department of Neighborhoods District Manager for District 7 and to the city council.

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups.

In partnership with the Skillman Foundation and the residents of Cody Rouge, the Cody Rouge Community Action Alliance (CRCAA), was established in 2009 as the neighborhood’s planning and advocacy group. The Cody Rouge Community Action Alliance is now categorized as a nonprofit organization. Through the involvement of community residents and stakeholders, the CRCAA’s mission is “to revitalize and sustain a healthy community where residents have access to promote a high quality life” (web-site).

The CRCAA is a member-based organization with approximately 550 registered members and over 1,000 people engaged with Alliance activities. Each alliance member must be a resident, business owner, school representative, or attend church/be affiliated with an organization within the boundaries of the Cody Rouge community. The Cody Rouge Community Action Alliance is funded primarily by the Skillman Foundation.

The Skillman Foundation covers operation costs and supports the Alliance in many fundraising events as the lead sponsor. More recently, the Alliance has been successful in securing grant funds from Local Initiatives Support Corporation (LISC) and the W.K. Kellogg Foundation.

The Cody Rouge Community Action Alliance works closely with community partners through independent block clubs. The 135 block clubs in Cody Rouge work as separate entities from the Alliance, but coordinate efforts. The block clubs are collaborative bodies loosely organized through email communication, web postings, and networking events hosted by Black Family Development, with support from the Skillman Foundation. Black

Family Development works to align the Alliance and block club work. The block clubs were created to organize the community for action and results.

The Cody Rouge Community Action Alliance is housed within Don Bosco Hall, the anchor organization for the Cody Rouge neighborhood. Don Bosco Hall is a private nonprofit agency working to provide “supportive human services to enhance the quality of life for youth and their families residing in Metropolitan Detroit Wayne County Community” (web-site). Don Bosco Hall collaborates with other community organizations and businesses to provide a network of services to the local community. Since establishment in 1954, Don Bosco Hall has served over 50,000 children. Today, Don Bosco Hall serves over 2,500 youth and their families through a variety of programs focused on family reunification, youth rehabilitation, youth mentorship, and building interpersonal, technological, and educational skills among youth.

The Skillman Foundation also invests in programs to advance the neighborhood governances and organizational leadership capacity.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$482,777 to the Cody Rouge neighborhood from 2006-2016 to fund 138 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grants program funds programs in Cody Rouge, such as the Developing Kids program- whose mission is to strengthen urban communities by guiding youth in their mental, physical, and educational growth, and the Weaver Arts Academy- a nonprofit organization that offers after school youth programs in fine arts.

Upon reviewing and restructuring their youth development, the Skillman Foundation created the Youth Development Resource Center (YDRC) in 2013. The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems.

Governance Group Development

The Cody Rouge Community Action Alliance Governance Board works to: (1) engage, monitor, and evaluate the executive director of the CRCAA, (2) set policy, (3) oversee operations and finances, and (4) assure that the Alliance’s mission to revitalize and sustain a healthy community where residents have access to and promote a high quality of life, is realized.

Initially, the establishment of the governance process gained momentum through the work plan of the Action Planning Teams, development of the seven task forces, and various committees. The task forces consisted of block clubs and associations, faith-based alliances, social and public policy sectors, nonprofits, businesses, and youth. The task forces moved the work of the action planning teams forward.

A leadership team was established to help develop the articles of incorporation, bylaws, operational procedures, election information, and position descriptions for board members.

The first community elections for the governance board were held in November 2009. The city of Detroit was hired to manage the election. Community elections for the board continue to take place every year. On December 7, 2009, the first CRCAA meeting was held at Don Bosco Hall. On January 23, 2010, the Technical Assistance Center facilitated an all-day training session to orient board members to their new responsibilities.

Originally the governance board focused on goals from the strategic plan: (1) increase the organization's effectiveness and sustainability, (2) enhance the organization's ability to provide social services, (3) expand the organization, (4) diversify funding sources, and (5) collaborate with others to better serve those most in need. According to the executive director, "because of Skillman's investment we have been able to do everything we wanted to do." Having accomplished the original goals, the Alliance is shifting focus to economic development, physical space, land use, and urban planning.

Cody Rouge Community Action Alliance gained 501c 3 status as a nonprofit organization in 2014. Currently, the board is comprised of no less than 13 and no more than 17 members. At least two-thirds of the board members must be residents and live in Cody Rouge. Board of director seats include businesses (3), youth (3), block clubs and associations (2), education (2), faith based (2), nonprofit (2), residents at large (2), and social and public policy (2).

The board committees are established by the board to oversee and further the agenda and mission of the Alliance. Committee members report to the president of the board and work in collaboration with the board. The executive committee, the officers of the corporation, and other board members have the power to act on behalf of the full board between regular meetings. The resource committee is involved in ensuring that resources are available in the community to the residents, focusing on funding community and economic development in Cody Rouge. The program committee is involved with identifying and assessing programmatic activities in the neighborhood. The governance committee reviews and recommends governance and policy actions, primarily focusing on policy issues, water bills and sewerage, foreclosures, and loitering. Participation in these

committees is open to all.

The board is responsible for appointing task forces to provide focused assistance and advice to the president in the planning and oversight of each major program activity of the Alliance. Members of the task forces must be resident members of CRCAA.

Youth Council Development

The Cody Rouge Youth Council (CRYC) was established in 2007. The council engages youth from various organizations to participate in leadership development training, community service, and employment in Cody Rouge. Cody Rouge Youth Council takes action on issues such as community building and removing blight, while empowering Cody Rouge youth as leaders.

Cody Rouge Youth Council's mission statement is "to advise community leaders of the unique youth perspectives and work together on neighborhood concerns and solutions." The Youth Council's vision statement is "to have youth involvement in neighborhood revitalization and decision-making."

In order to become a member of the Youth Council, youth must be between the ages of 12-18, live, work, worship, or attend school in the 48227, 48228 and 48239 zip codes, and have a genuine interest in making a positive difference in the community. The youth host monthly "Youth Nights." Youth Nights are a time for all of the neighborhood youth to come together, have dinner, discuss issues, and try to solve the issues of the community. According to the Leadership Database, current youth leaders are serving Cody Rouge as key event organizers (34 youth), as governance board members (3 youth), and through business creation (1 youth).

The Youth Council engages in projects that are complementary to the work of the governance board. Youth participate in the board's program and resource committees. Over the past three years, Cody Rouge youth have focused primarily on issues of safety and blight. According to Ms. Campbell, the youth "identified houses that needed to be boarded up and went out and advocated with the city." After shining a light on the poor conditions of their neighborhood, Life Remodeled partnered with the Cody Rouge and the CRCAA to recruit 10,000 volunteers to remodel 3 schools, board up 254 homes, remove blight on 303 blocks, and remodel 25 homes. Cody High: A Life Remolded Project documents the entire process in a 90 minute documentary released in 2014.

In addition to participating in regular college tours, Youth Council Members also have the opportunity to visit Washington DC as part of the Close Up program. The Close Up high

school program exposes students to the political arena. Throughout the week long program, students explore Washington DC, interact with students from all over the county, and meet with key decision makers. The program invites students every year. Most recently, the Youth Council visited Washington DC in June of 2015.

Recently, the focus of the Youth Council has shifted to creating education opportunities. Other Youth Council activities include working the phone bank, hosting the youth summit, engaging in block club recruitment, organizing field trips, supporting the Keep Cody Rouge Clean campaign, leading the safety and blight initiative, and participating in summer internships.

Executive Director Profile

The former NCDI Cody Rouge Liaison, Kenyetta Campbell, is the current executive director for the Cody Rouge Action Alliance. She has guided Cody Rouge over the 10-year initiative, first as liaison and then as executive director. Prior to joining the GNI, Ms. Campbell worked with the City of Detroit Youth Department where she developed a Resident Youth Council, a project funded by the City Council and the Skillman Foundation. She also worked at a charter school where she created an after school program for youth seeking job opportunities. Ms. Campbell also founded People Enriching Empowering People Services (PEEPS), a nonprofit organization that aims to produce knowledgeable, productive, and economically self-sufficient youth leaders and business owners.

Ms. Campbell describes herself as a “connector,” responsible for connecting residents to resources and initiatives in the community. In Ms. Campbell’s own words, “It is not just about me. I am a team oriented person... it is all about us.” She provides the initial point of contact and “accountability” for groups or organizations that would like to start initiatives in the Cody Rouge neighborhood. Others describe Ms. Campbell as a “compassionate leader” focused on collaboration.

With roots in youth development, Ms. Campbell reports that her leadership has continued to grow through formalized training and community practice. Specifically her trainings through NCDI, national trainings sponsored by the Skillman Foundation, and her community work experiences have been instrumental in her development as a community leader. Ms. Campbell has gained knowledge in community activism and economic development. Ms. Campbell also acknowledges that “having a good team and challengers has helped me reach my goals... and the challengers have forced me to dig deeper and become a better leader.”

Community Leadership 2016 Goal Attainment

To measure the success of the GNI in engaging community leaders, the Skillman Foundation worked alongside community partners to establish three community leadership goals the foundation aimed to achieve at the end of the 10-year initiative. These goals are referred to as community leadership indicators. Findings for the three indicators are reported for Cody Rouge below.

Indicator: An effective and sustainable planning and advocacy body of residents and stakeholders that improves conditions for children exists in the neighborhood (indicator #11).

A Governance Group survey was developed using standardized scales. Five Cody Rouge board members, involved for over one year, completed the survey to document the status of the Cody Rouge Community Action Alliance governance group at the end of 2015. Ratings indicate that the governance group has moderate to strong capacity in these core areas: 75% of the raters indicated moderate to strong capacity in their mission to improve outcomes for youth, 56% in the board's effectiveness in carrying out daily operations, 56% in funding diversity, and 30% in succession planning.

Indicator: 2% of residents -youth and adults- and stakeholders are engaged in leadership activities including formal training to build sustained youth and adult leadership (indicator #12).

The Leadership Database has been updated by the executive directors over the course of the initiative. The number of leaders documented in the Leadership Database in the Cody Rouge neighborhood totaled 556, 2% of residents ages 15 and above. Over 88% were adults. Youth leaders were between the ages of 14 and 18.

Currently, there are 289 community leaders actively involved with the Cody Rouge neighborhood: Block Club leaders (102), key event organizers (68), and small grant project leaders (61).

Indicator: 10% of residents – youth and adult – are engaged in GNI activities such as neighborhood meeting or summit attendance, governance group membership, voting in governance elections and/or small grants activities (indicator # 13).

The Skillman Foundation tracked the number of residents engaged in GNI activities and found that 10% of residents are engaged in such activities in Cody Rouge.

Moving Forward

According to the executive director of the Cody Rouge Community Action Alliance, it is imperative to continue to fund grassroots efforts, “it would be a tragedy to build all this and then have the funding fall through and not be able to continue the work.” Ms. Campbell expressed the need to be more strategic about reaching out to foundations for investment. The Alliance is looking for sustainable funding.

As the roles of individual leaders evolve, having a system in place to support the transition of leadership is paramount. Adult leaders and community stakeholders identified additional supports needed to continue and expand the work effort in Cody Rouge. Adult leaders and board members would continue to take advantage of leadership trainings and professional development opportunities to grow their individual leadership capacity and the leadership capacity of others in the community. The Youth Council has plans to support their growth. A sustainable funding model and hiring a Youth Coordinator are critical for engaging youth leaders and youth residents in the short run.

Business development and investing in education will become important levers for change moving forward.

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Northend Central Woodward Neighborhood Community Leadership Profile

The Northend Central Woodward (Northend) neighborhood is home to 29,654 residents in central Detroit. An estimated 6,149 children and youth (birth to 18 years) reside in Northend, about 21% of the total population. Northend has experienced a decreased in population sizes across all racial and ethnic groups over the last decade- the largest decrease occurring among African Americans and Asians. However, African Americans still make up 90% of Northend's population. It is estimated that 57% of Northend children live below the poverty level.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Northend in September to December of 2007.

The NCDI hired Lamont Cole as liaison to lead the community effort. Mr. Cole was responsible for coordinating the community engagement meetings, stakeholders meetings, and focus groups in Northend.

The process began with two focus groups held in April 2006. Participants discussed challenges in Northend, quality education, and their vision for Northend in the future. A total of 37 people attended the two focus groups.

Two stakeholder meetings were held August 2007. Northend stakeholders were introduced to the Skillman Foundation and the vision of the GNI. At this meeting, findings from the focus groups, including a description of community conditions, were shared with participating stakeholders. The number of stakeholders who attended is unknown.

Throughout 2007, five community meetings were held under the leadership of Mr. Cole. These meetings were open to the public, youth, community leaders, and Northend stakeholders. During these meetings, community members discussed the issues the community was facing at the time, established a community goal, and created a strategic plan. The number of people who attended is unknown.

Fourteen small community engagement meetings were held between November and

December of 2007. Participants included residents from Northend, block club leaders, faith based organizations, nonprofits, and small business owners. These smaller community engagement meetings were designed to allow participants to discuss their concerns and next steps in smaller groups and brainstorm solutions. Each group consisted of about five to seven people.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Northend neighborhood. In 2008, under the leadership of Mr. Cole, Northend community members established Action Planning Teams (APT) to begin to address conditions in the neighborhood: education improvement, enrichment and reform, responsive human services, neighborhood empowerment and beautification, and crime and safety. Community residents were engaged to lead these planning teams.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 52 community leaders from Northend participated in the Leadership Academy, zero to sixteen community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (UM TAC) for developing community leadership. Faculty, staff, and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 224 adult residents from Northend attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Grant Writing (58), Fundraising/Financial Stability (30), Blight (29), Management (27), Foreclosure (23), Diversity (16), Community Impact and Evaluation (15), Entrepreneurship (13), Social Networking (9), and Engaging Youth (4).

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups.

In partnership with the residents of Northend and the Skillman Foundation, Northend Central Woodward Community Governance (NCWCG), was established in 2009 as the

neighborhood's planning and advocacy group.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$353,765 to Northend from 2006-2016 to fund 117 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grants program funds programs in Northend such as Dana Keaton Collection (a Detroit based designer), Motor City All-Stars Youth IMPACT (a mentorship program which provides recreational sport activities and educational support to community youth), and Northend Neighbors Block Club.

Upon reviewing and restructuring their youth development, the Skillman Foundation created the Youth Development Resource Center (YDRC) in 2013. The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems.

Governance Group Development

Initially, the establishment of the governance process gained momentum through the work plan of the Action Planning Teams. In 2008, an interim board was established. The interim board was open to all residents, youth, and stakeholders in the community.

The interim board helped organize the structure of NCWCG's formal governance board. In October 2009, an emergency meeting was called to decide whether the permanent board should include seats for stakeholders or exclusively for residents. The interim board agreed 20 board seats would go to residents and five would be reserved for stakeholders.

In 2009, board elections were held. Official ballots and voting machines were used to ensure the election would not be compromised. A total of 132 people voted in the election. After the elections, seats were designated for: residents (12), nonprofits (3), businesses (2), faith based (2), and general community stakeholders (2). Additionally, an attorney and a clergy were appointed to the board. The full capacity of the board at the time was 25 members.

The board committees are established by the board to oversee and further the agenda and mission of the Governance. The membership and policies/procedures committee provides training and orientation for new members, advisors, and volunteers. The operations committee monitors strategy implementation in an effort to track goal achievement,

reviews available resources to achieve strategy, and assists in general program planning efforts. This committee assists the executive director in preparing program reports and grant applications. The outreach committee helps promote and facilitate community outreach. The bylaws committee develops and establishes policies and procedures for the board. Other board committees include: the fundraising committee and quality of life committee.

NCWCG works with community groups, including churches, block clubs, and community development corporations.

Executive Director Profile

The former NCDI Liaison, Mr. Cole, served as executive director for the Northend Central Woodward Governance from 2008 until 2011. Prior to joining the Initiative, Mr. Cole was involved with the NAACP, Detroit Parent Network, and Fellowship Chapel Church. Mr. Cole also received the Steven Biko Community Service Award by Reverend Wendell Anthony.

In 2011, Patricia Dockery took over the executive directorship of Northend Central Woodward Community Governance. As the executive director of the organization, Ms. Dockery “stressed the importance of holding events that bring the neighborhood together” (web-site).

Moving Forward

Northend is filled with many nonprofits and community organizations working to improve conditions in the community. Because of this it was difficult for NCWCG to establish itself as a new group in the community. Additionally, the Governance Group had goals for their community that differed from the goals of the GNI. The Skillman Foundation discontinued funding for Northend Central Woodward Community Governance in 2013. The Skillman Foundation continues to stay involved in the Northend community by funding a number of other projects including: the North End Youth Investment Council, a volunteer based community organization committed to fostering and promoting awareness and interest in the need of a wholesome community, and the Woodward Corridor Initiative, a project aimed at providing life changing assistance to residents and employees of the Northend and Midtown area by breaking down barriers blocking access to quality education, affordable housing, and employment opportunities.

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Osborn Neighborhood Community leadership Profile

The Osborn neighborhood is home to 23,905 residents on the northeastern edge of Detroit. Osborn is home to an estimated 6,302 children and youth (birth to 18 years of age), about 26% of the total population. Osborn has experienced population decreases across all racial and ethnic groups, the majority being among Whites, Asians, and Multi-Race groups. African Americans, while decreasing in number by 31% between 2000 to 2010-2014, experienced an increase in their share of the neighborhood's population from 84% in 2000 to 90%. An estimated 49% of Osborn children live below the poverty line.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Osborn in June to August of 2006.

The initial community entry meetings in Osborn were hosted by Sharnita Johnson, a Skillman Foundation program officer, and facilitated by the McMillion group. In May of 2006, Quincy Jones joined NCDI as the community liaison in Osborn and began running the community engagement meetings. These meetings were designed to spark, mobilize, and engage residents in the community change process.

The process began with two focus groups held in November of 2005. Participants provided information about the various characteristics of their community that impact cohesion, safety, and the success of the neighborhood. A total of 37 people attended the two focus groups.

Four stakeholder meetings took place in April, June, and September of 2006. The Skillman Foundation and NCDI facilitated these meetings. Osborn stakeholders were introduced to the Skillman Foundation and the vision of the GNI. At these meetings, findings from the focus groups, including a description of community conditions, were shared with participating stakeholders. Approximately 140 stakeholders attended the four meetings held throughout the year.

Seven community engagement meetings were held in June and July of 2006. These

engagement meetings were small, allowing discussion between community member, nonprofits, religious organizations, and other community stakeholders. Many themes emerged from these meetings including: better schools, safety, family support services, and community cultural events. Approximately, 680 people attended the six community meetings held throughout the year.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Osborn neighborhood.

In 2007, under the leadership of Mr. Jones, Osborn community members established Action Planning Teams (APT) to begin to address conditions in the neighborhood: neighborhood improvement, family support services, educational support, and special opportunities. Community residents were engaged to lead these planning teams.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 52 community leaders from Osborn participated in the Leadership Academy, one to nine community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (UM TAC) for developing community leadership. Faculty, staff, and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 236 adult residents from Osborn attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Grant Writing (100), Fundraising/Financial (40), Engaging Youth (20), Community Impact and Evaluation (18), Management (16), Blight (15), Foreclosure (10), Diversity (7), Social Networking (7), and Entrepreneurship (3).

According to the executive director of the Osborn Neighborhood Alliance, the core to being a leader in Osborn is “showing up and getting involved.” Strong leaders in Osborn engage and lead on all levels, from ground work to the systems level.

Leaders in Osborn are not only connected to key city decision makers, they are key decision makers. Scott Benson, an Osborn Neighborhood Alliance board member, is now serving on Detroit City Council. Osborn leaders also have strong connections with their Department of Neighborhoods district manager due to personal networks.

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups.

In partnership with the Skillman Foundation and the residents of Osborn, the Osborn Neighborhood Alliance (ONA), was established in 2006 as the neighborhood's planning and advocacy group. ONA is an advocacy, planning, and community-based organization that represents the voices of the Osborn community. The Alliance functions as an independent body aimed at empowering “families to have all the resources and support necessary to make their children successful by creating a format for communication and cooperation between parents, residents, community leaders, businesses, clergy, law enforcement, and school staff in the Osborn community” (web-site).

The Alliance’s ultimate goal is to ensure that children living in Osborn are safe, healthy, educated, and prepared for adulthood.

The largest financial contributor to the Osborn Neighborhood Alliance is the Skillman Foundation, accounting for 44% of the Alliance’s funding as of 2014. W.K. Kellogg Foundation accounted for 26% of funding. Urban Lift, Michigan College Access Network, and United Way also help to fund the Alliance.

It is estimated that the Osborn community has 227 block clubs supported by Black Family Development with funding granted by the Skillman Foundation. The block clubs engage in leadership training, community policing, and improving the quality of life for children in the area. Black Family Development works align the Alliance and block club work. The block clubs were created to organize the community for action and results.

The Osborn Neighborhood Alliance is housed within Matrix Human Services, a nonprofit located in the Osborn neighborhood. The mission of Matrix Human Services is to break the cycle of poverty. Matrix Human Services serves more than 25,000 individuals and families each year.

Matrix Human Services currently maintains several affiliate relationships in addition to the Osborn Neighborhood Alliance. It is the hub for other organizations such as the United Children and Families Head Start, Sew Up the Safety Net (a Henry Ford Hospital collaborative), the University of Michigan Legal Services, Forgotten Harvest (food giveaway program), and the Detroit Police Athletic League (PAL basketball). Matrix provides fiduciary and administrative support services to these organizations.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$632,319 to the Osborn neighborhood from

2006-2016 to fund 208 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grants program funds programs in Osborn such as Detroit Community Initiative, Inc. (a group that focuses on programs and activities that improve the quality of life for youth, families and seniors), Osborn College Access Network (an organization devoted to increasing college awareness, admissions, and completion rates in Osborn), and REACH Project, Inc. (a community based organization that assists economically disadvantaged youth to recognize their full academic potential).

Upon reviewing and restructuring their youth development, the Skillman Foundation created the Youth Development Resource Center (YDRC) in 2013. The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems.

Governance Group Development

The focus of the Osborn Neighborhood Alliance Governance Board is determined annually by each committee. According to the executive director, this flexibility ensures that goals reflect the current needs of the community as represented by committee members who “are the ones in the community.”

On November 1, 2008, the first Osborn Interim Board meeting (also known as the steering committee) was held. The interim board consisted of 15 members, both residents and stakeholders in the community. More joined after Mr. Jones introduced them to the GNI efforts. In May and June of 2009, the interim board drafted the bylaws and policies dictating the board’s operations and partnerships. By the fall, they had successfully outlined the structure and operating procedures for the governing body of Osborn.

On October 14, 2009, the first election for the Alliance board was held and facilitated by the McMillion group. Two hundred and fifty people voted in the election. The first official governance board meeting was held on October 22, 2009 at the Matrix Center.

Currently, the Alliance board consists of 33 members; at least 25 must be residents including renters and youth (defined as 14-18 years old). The board must also include at least eight identified stakeholders who may or may not be residents.

Identified stakeholders would include: School Administrator, Student Council, Local School Community Organization (LSCO) representatives, Law Enforcement, Clergy, Business,

Nonprofit Service representatives, etc.). Five members sit on the executive board.

Osborn Neighborhood Alliance is working to improve safety in the neighborhood through revitalizing and rehabilitating structures in Osborn. The project, called the Live in Osborn initiative, aims to stabilize and grow Osborn. The Alliance has formed partnerships and received support from a number of other organizations such as IFF, the Skillman Foundation, and the Detroit Land Bank. The initiative has boarded up 20 abandoned structures and removed illegally dumped debris from neighborhood. “Live in Osborn area will become a vibrant safe place for children and family” (web-site). Osborn Neighborhood Alliance also worked closely with the nonprofit Life Remodeled to revitalize 300 blocks, 21 homes, and the high school in Osborn. This process was documented through documentary movie “Life in Osborn.”

Board committees serve as a vehicle for the organization to achieve the community goal. Membership for committees are open to the public, but all board member serve on at least one committee. Committees are expected to recruit community members, including youth, to serve. The youth committee is comprised of youth in Osborn and strives to ensure that youth in Osborn continue to play a major role in improving neighborhood conditions. The education committee focuses on ensuring that all children in the neighborhood are well educated and continues to increase parent involvement by establishing strong education leaders in Osborn. The neighborhood and safety committee helps to ensure that children in the community are healthy, prepared to learn, and have the opportunity for personal growth and development. The also brings awareness to policy makers, residents, and youth. The fund development committee focuses on resource development, fundraising, and financial management of the organization. The fund committee helps develop the framework for the Alliance’s fundraising model to help sustain the organization. The communication committee is committed to strengthening all areas of the ONA. It provides professional management of information, media, and public relations. It seeks to improve the way information is provided to the community. The communication committee will continue to increase community awareness of services and support for youth and their families.

Youth Council Development

Currently, the Alliance does not have a Youth Council. In 2011, the Alliance decided to disband the Youth Council and collaborate with other organizations in Osborn. The original Youth Council, Osborn Youth, ran from 2009-2011. During this time the youth council actively engaged youth in a variety of activities. According to the executive director, rather than being service based, the Alliance decided to keep their youth council “simple and fun”

due to the variety of other ways youth were actively involved in their community.

While the Youth Council is no longer active, youth serve on the board and committees. They are also involved in activities like college exposure trips and neighborhood events like Midnight Basketball.

Executive Director Profile

The former NCDI Osborn liaison, Quincy Jones, is the current executive director of the Alliance. He has been in this position of leadership throughout the 10-year initiative. Mr. Jones is responsible for “meeting with decision makers and individuals that can bring resources to Osborn and connecting residents to resources” He is a “knowledge broker for the community.”

Mr. Jones coaches and advises the executive committee and other committees, provides administrative support, publicity, marketing, and actively works to increase community engagement. In his role as the executive director, Mr. Jones engages and develops leaders in Osborn. To do this he “connects people to formal training around leadership, engages people in basic leadership, and get leaders involved in the committees.”

Prior to joining the initiative, Mr. Jones served in and worked for the Peace Corps. While living in New Jersey, Mr. Jones was president of a neighborhood block club and a representative for the mayor’s office. After moving back to Detroit, Mr. Jones received his liaison position with NCDI where he says he “learned to run a successful organization, navigate through tough challenges, and ensure people’s voices were being heard.”

Community Leadership 2016 Goal Attainment

To measure the success of the GNI in engaging community leaders, the Skillman Foundation worked alongside community partners to establish three community leadership goals the foundation aimed to achieve at the end of the 10-year initiative. These goals are referred to as community leadership indicators. Findings for the three indicators are reported for Osborn below.

Indicator: An effective and sustainable planning and advocacy body of residents and stakeholders that improves conditions for children exists in the neighborhood (indicator #11).

A Governance Group survey was developed using standardized scales. Twelve Osborn board members, involved for over one year, completed the survey to document the status

of the Osborn Neighborhood Alliance governance group at the end of 2015. Ratings indicate that the governance group has moderate to strong capacity in these core areas: 90% of the raters indicated moderate to strong capacity in their mission to improve outcomes for youth, 74% in the board's effectiveness in carrying out daily operations, 72% in funding diversity, and 50% in succession planning.

Indicator: 2% of residents -youth and adults- and stakeholders are engaged in leadership activities including formal training to build sustained youth and adult leadership (indicator #12).

The Leadership Database has been updated by the executive directors over the course of the initiative. The number of leaders documented in the Leadership Database in the Osborn neighborhood totaled 332, 1.8% of residents ages 15 and above. Over 96% were adults, 4% were youth leaders were between the ages of 14 and

18. Currently, there are 201 community leaders actively involved with the Osborn neighborhood: small grant project leaders (93), business creation (56), and small grant applicant/awardee (26).

Indicator: 10% of residents – youth and adult – are engaged in GNI activities such as neighborhood meeting or summit attendance, governance group membership, voting in governance elections and/or small grants activities (indicator #13).

The Skillman Foundation tracked the number of residents engaged in GNI activities and found that 10% of residents are engaged in such activities in Osborn.

Moving Forward

The executive director of the Osborn Neighborhood Alliance noted that continued support is vital in sustaining leadership efforts, and ensuring that the community has access to the resources and knowledge that then need. According to the executive director, “when you’re a founding executive director, the board puts a lot of trust in you and [they] become more comfortable. I am preparing my board now for a transition.” Adult leaders also identified more training as critical to preparing the board for an eventual transition as well as sustaining the board more generally.

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Southwest Detroit Neighborhoods Community Leadership Profile

The Southwest Detroit Neighborhoods (Southwest) are home to 44,492 residents in the southwestern section of Detroit. An estimated 13,355 children and youth (birth to 18 years of age), reside in Southwest, about 30% of the total population.

Southwest has experienced large outflows of Whites, Asians, and Native Americans over the past decade. However, the Hispanic or Latino population accounts the majority of the population at 58%, rising from 48% in 2000. An estimated 51% of Southwest children live below the poverty line.



Engaging Community Leaders and Residents

As a part of the Skillman Foundation Good Neighborhood Initiative (GNI) to improve the lives of Detroit's children, the Skillman Foundation partnered with the National Community Development Initiative (NCDI) to coordinate engagement and outreach in the six neighborhoods. The Good Neighborhood Initiative launched in Southwest in January to June of 2006.

The NCDI hired Maria Anita Salinas to lead the community effort in Southwest. Ms. Salinas is from Southwest and has a strong connection with the community. She came to the position with professional leadership experience. As the liaison, Ms. Salinas was responsible for coordinating the community engagement meetings, stakeholders meetings, and focus groups in Southwest. These meetings were designed to spark, mobilize, and engage residents in the community change process.

The process began with stakeholder meetings. These meeting were held in December of 2005, and January, February, and June of 2006. Southwest stakeholders were introduced to the Skillman Foundation and the vision of the GNI. Additional meetings were used to discuss available grants and to encourage community stakeholders to continue to conduct community outreach. The number of people who attended the first two meetings in unknown. However, a total of 34 people attended the last two meetings

Two focus groups were held in January of 2006. Participants identified challenges, strengths, resources, activities, and natural leaders in the community. The number of people who attended the focus groups is unknown.

Twenty-nine community engagement meetings were held in March of 2006. These meetings were open to the public and held in small groups. Issues in the community were

discussed during these meetings. Many themes emerged from the meetings including: blight reduction, safety, better schools and recreation centers. The number of people who attended these meetings is unknown. It could have been, as few as 12 but as many 32 adults and youth per meeting.

Throughout 2006, six community meetings were held in Southwest. These meetings were open to the public, youth, community leaders, and stakeholders in Southwest. During these meetings, community members discussed the issues the community was facing at the time, established a community goal, and created a strategic plan. The number of people who attended is unknown.

Building Individual Leadership Capacity

Through numerous partnerships, the Skillman Foundation continued to support the growth and capacity of individual leaders within the Southwest neighborhoods.

In 2006, under the leadership of Ms. Salinas, Southwest community members established Action Planning Teams (APT) to begin to address conditions in the neighborhood: healthy and safe neighborhoods, school and educational improvement, youth and family economic well-being, and youth programs. Community residents were engaged to lead these planning teams.

In 2008, the Skillman Foundation supported the design and launch of the Good Neighborhood Leadership Academy to support the growth of community residents interested in developing their individual leadership capacity. Over the nine year initiative, a total of 48 community leaders from Southwest participated in the Leadership Academy, one to fourteen community residents per Academy cohort.

The Skillman Foundation partnered with the University of Michigan School of Social Work to launch a Technical Assistance Center (TAC) for developing community leadership. Faculty, staff, and students developed and implemented workshops and trainings to support leadership development in the neighborhoods. Between 2007 and 2016, a total of 117 adult residents from Southwest attended the Technical Assistance Center workshops. Workshops addressed the following topics (the number of participants is noted in the parentheses): Grant Writing (35), Fundraising/Financial (18), Management (13), Blight (12), Engaging Youth (12), Social Networking (7), Community Impact and Evaluation (6), Entrepreneurship (6), Foreclosure (5), and Diversity (3).

According to the executive director, leaders in Southwest work collaboratively to make change on systemic issues effecting their community. They must “be able to understand

the whole design. To incorporate the residents' voice and students into processes or initiatives." Leaders listen to and engage with the community; "a good leader should be multicultural and ideally multilingual. Culturally sensitive." Leaders are visible on the ground. "A good leader is an example, will clean the streets, the toilet, it doesn't matter. Be the example in this community." Leaders in Southwest promote a good quality of life for their community through education and educational alternatives like trade school because "a quality of life job is important."

Building Organizational Capacity

In addition to the investment of resources and strategy to build community-level leaders, the Skillman Foundation supported the growth of planning and advocacy groups.

In partnership with the Skillman Foundation and the residents of Southwest, Congress of Communities of Southwest Detroit Neighborhoods (CoC) was established in 2010 as the neighborhood's planning and advocacy group. Congress of Communities is a community board, elected by the resident membership. Congress of Communities and membership includes 2,500 residents, youth, and stakeholders who aim to "provide leadership in a thriving, safe, clean, green, economically developed, and culturally-rich community; where children, youth, and adults are healthy, skilled, caring and civically engaged."

Southwest Business Association acts as a fiduciary for Congress of Communities. The W.K. Kellogg Foundation is now the main funder for Congress of Communities, providing funding that helps to support core operating costs. Congress of Communities also receives support from the Skillman Foundation, JP Morgan, Knight Arts Challenge, and the Community Foundation for Southeast Michigan.

Southwest Congress of Communities works closely with community partners through independent block clubs. The block clubs are collaborative bodies loosely organized through email communication, web postings, and networking events hosted by Black Family Development, with support from the Skillman Foundation. Black Family Development allowed the neighborhood to select the project staff, to make sure that the neighborhood felt empowered through the block club structure. The block clubs were created to organize the community for actions and results.

The Skillman Foundation also invested in programs to advance the neighborhood governances and organizational leadership capacity.

In 2006, the Skillman Foundation created the Community Connections Small Grants Program. The program provided a total of \$543,013 to Southwest from 2006-2016 to fund

157 grants. This program provides grants, ranging from \$500 to \$5,000, to address community needs at a grassroots level. In addition to providing over \$2 million to more than 600 community groups, the program promotes community leadership by including neighborhood residents in grant reviews and decision making. The Small Grant program helps fund programs in Southwest, such as the Amistad Reading project (a reading program for youth), and Centro de San Jose Detroit (an education center).

Upon reviewing and restructuring their youth development, the Skillman Foundation created the Youth Development Resource Center (YDRC) in 2013. The YDRC supports youth development through data collection and interpretation to inform youth development workers, youth programs, and systems.

Governance Group Development

The Congress of Communities of Southwest Detroit Neighborhoods Governance Board oversees the operations of Congress of Communities and assures that the mission of the group is realized.

Initially, the establishment of the governance process gained momentum through the work plan of the Action Planning Teams, development of the four task forces, and various committees. The task forces moved the work of the action planning teams forward. A working committee was established to coordinate a vision and mission for the governance structure; in addition to the steering committee.

In 2010, Congress of Communities created their governance board. The full capacity of the board is 32 people: residents (3), stakeholders (3), and youth (2), from each of the four communities within Southwest Detroit.

Currently, the board's main priority is education. The board works with schools, youth, and parents to increase student achievement in schools. In January of 2016, CoC organized community members in Southwest Detroit to protest the layoffs of bilingual front office aides in Detroit Public Schools. These aides helped to facilitate communication for many families in Southwest Detroit who do not speak English. CoC and their partners advocated to have bilingual aides back in the schools. According to Ms. Salinas, "It's a safety issue. It's a civil rights issue." The protests and threats of civil rights complaints received media attention.

CoC continued to educate and organize the community. In April 2016 the CoC group Tomando Acción por Nuestros Niños (TANN) held a meeting where US District Attorney Barbara McQuade spoke about civil rights in school settings. Attendees also had an

opportunity to file civil rights complaints at the meeting if they had been the victim of discrimination.

Congress of Communities also work towards building the capacity of the governance board. The board is now “working on creating a new strategic plan form moving forward after the 10 years.” The board is also looking into becoming a 501c3 (Executive Director Interview).

The board committees are established by the board to oversee and further the agenda and mission of Congress of Communities. The community conversation committee facilitates meetings between community stakeholders and residents around issues of significance in the community, such as development, gentrification, school safety, and many others. The safety alliance committee seeks, establishes, and facilitates strong safety networks in Southwest Detroit neighborhoods so that residents are engaged in their own safety. The education alliance committee advocates for quality education across Southwest Detroit neighborhoods to provide students with the knowledge, skills, and dispositions necessary to succeed in college, career, and life. Tomando Acción por Nuestros Niños (TANN) is a resident taskforce of local leaders who work to improve the safety of schools and routes to schools in their neighborhood. These natural leaders work in partnership with school principals and parent organizations to promote safety and education. Congress of Communities hosts yearlong leadership training series to increase the community organizing skills of TANN members.

Youth Council Development

The Youth Council is a program designed to give Latino youth, ages 13-18, the skills, training and confidence to become the future representatives of Southwest Detroit. Many youth have been trained through the council and are now serving on the boards of many local nonprofits. Additionally, many of the youth participate in the University of Michigan’s Youth Dialogues on Race and Ethnicity program. The program is a collaboration between the Skillman Foundation and the university that brings together high school age youth from different racial and ethnic backgrounds and various neighborhoods for the summer. Participants plan community action projects and advocate for changes in policy, especially regarding education, in Michigan.

Most recently, the Youth Council adopted education as their main focus. The Youth Council wrote a grant and received funding to “create program sessions for tutoring, ACT prep, and just sort of a stable place for students to go to receive help that they aren’t receiving in school” (youth key informant interview). The program is called Owning It, Our

Education (OIOE). OIOE has branched out to encompass many elements like a summer credit recovery program at Western High School and a Latino Club at Cass Technical High School to ensure students are supported and on track to graduate. The council is also building their internal capacity through recruitment efforts.

According to the Leadership Database, current youth leaders are serving Southwest in these ways: governing board members (2), small grant project leaders (2), key event organizer (1).

Executive Director Profile

Maria Anita Salinas, former NCDI liaison, serves as the executive director of Congress of Communities. As the executive director, Ms. Salinas provides leadership and facilitates collaboration between residents, youth, and stakeholders. Ms. Salinas leads by example, constantly seeking leadership development for herself and for residents in her community. Working from a strong, trusting relationship with the board, Ms. Salinas leads the organization as they work to holistically improve the lives of community members in Southwest Detroit (Executive Director Interview).

Ms. Salinas has a long history in Southwest Detroit. She was born in the neighborhood and has spent the last 35 years in some leadership capacity. Ms. Salinas credits her success as executive director to her longstanding ties to the community. Ms. Salinas is quick to connect with residents, as an indigenous leader. Ms. Salinas' professional practice centers on public health with particular emphasis on community based participatory research. She has worked throughout the country on public health including 19 years teaching at University of Michigan and managing projects like REACH, La Vida, and the Urban Research Center.

Ms. Salinas approaches leadership and community development by addressing systemic barriers. In Ms. Salinas' own words, "we are working on systems change... that's why Congress of Communities have been very successful. Even though Skillman said to focus on children... I honored that but knew that from my past work that I had to work holistically."

Community Leadership 2016 Goal Attainment

To measure the success of the GNI in engaging community leaders, the Skillman Foundation worked alongside community partners to establish three community leadership goals the foundation aimed to achieve at the end of the 10-year initiative. These goals are referred to as community leadership indicators. Findings for the three

indicators are reported for Southwest below.

Indicator: An effective and sustainable planning and advocacy body of residents and stakeholders that improves conditions for children exists in the neighborhood (indicator #11).

A Governance Group survey was developed using standardized scales. Five Southwest members, involved for over one year, completed the survey to document the status of the Congress of Communities governance group at the end of 2015. Ratings indicate that the governance group has moderate to strong capacity in these core areas: 85% of the raters indicated moderate to strong capacity in their mission to improve outcomes for youth, 76% in the board's effectiveness in carrying out daily operations, 67% in funding diversity, and 40% in succession planning.

Indicator: 2% of residents -youth and adults- and stakeholders are engaged in leadership activities including formal training to build sustained youth and adult leadership (indicator #12).

The Leadership Database has been updated by the executive directors over the course of the initiative. The number of leaders documented in the Leadership Database in the Southwest neighborhood totaled 529, 1.6% of residents ages 15 and above. Over 95% were adults. 5% of leaders were youth between the ages of 14 and

18. Currently, there are 529 community leaders actively involved with the Southwest neighborhood including: committee members (272), parent leader organization members (116), and key event organizers (114).

Indicator: 10% of residents – youth and adult – are engaged in GNI activities such as neighborhood meeting or summit attendance, governance group membership, voting in governance elections and/or small grants activities (indicator #13).

The Skillman Foundation tracked the number of residents engaged in GNI activities and found that 10% of residents are engaged in such activities in Southwest.

Moving Forward

According to the executive director, the Congress of Communities governance group has a diverse makeup of residents and stakeholders. Almost every major agency in the community is represented on the board.

Residents maintain strong representation on the board. It is written in the bylaws that no stakeholder could ever be chair, it would always have to be a resident. Residents have 51%

of the vote. This ensures that Southwest residents continue to drive the work of Congress of Communities.

Adult leaders in Southwest would like more training to continue their growth as leaders through training and development. Youth also want to grow their leadership by working with people from all over metro Detroit through internships and leadership positions.

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