THE TASK FORCE
ON NEIGHBORHOOD/COMMUNITY ACTION

CONVENOR
The Saint Paul Foundation, Incorporated

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A WORD FROM THE CHAIR

I committed to this project for several reasons. One is that as a native of Saint Paul, I have always valued our active and distinct neighborhoods. In fact, our long history of neighborhood diversity and involvement is one of the city's most attractive and valuable characteristics.

Second is that over the years, I have been involved with many community activities and have seen what community and neighborhood organizations can do for safety, service delivery and economic development--how they bring about change in response to a community's desires.

Through the process of this Task Force I have become even more convinced that community and neighborhood organizations are tremendous assets for our city's future. While their diversity of size, purpose and structure sometimes seems overwhelming, their contributions are equally impressive.

Put very succinctly, community and neighborhood-based organizations have two primary needs: They need more resources, especially general support and technical assistance; and they need better communication with constituents, with each other and with other agencies and institutions. Hopefully, this report will stimulate action to meet these needs and to develop a community in which all segments will "push, praise and respect" each other.

I have been especially gratified in my work with the Task Force members. Not only has each one worked diligently and enthusiastically, but members have begun to work together in new ways--eliminating stereotypes, identifying common interests and developing innovative relationships. The Task Force members have, in reality, "modeled" the kind of cooperation and collaboration that is fundamental in their recommendations to the community.

Chair

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

EXECUTIVE SUMMARY

Community and neighborhood-based organizations are groups of people who have come together for a common purpose. Community-based organizations (CBOs) are defined as those in which the common characteristic of the participants is the issue around which they are working. Community-based organizations tend to focus on one issue, cover a large geographic area and be more administratively stable. Neighborhood-based organizations (NBOs) are composed of individuals whose common characteristic is geographic proximity. These are often seen as smaller, more limited, more parochial and are characterized by bursts of effectiveness over short periods of time.

Definitions, however, must only be used as general guidelines. Most people, in fact, use the terms interchangeably. Organizations may have elements of both definitions or change from one to another over time. Perhaps the most functional way to define community and neighborhood-based organizations is by key characteristics:

o   Lay people of the community are in charge. The organization is run by and for its constituents.

o   Plurality, diversity and flexibility of their constituencies are reflected in a dynamic structure.

o   Value is placed on process and network building.

The Task Force on Neighborhood/Community Action was convened by The Saint Paul Foundation in the summer of 1988 to facilitate a better understanding of community and neighborhood-based organizations and how they can be supported and strengthened. The Task Force engaged in a wide range of information gathering activities to support its decision making processes, including panel presentations, extensive key informant interviews, and staff research.

Specific recommendations for action were then developed by examining the roles and responsibilities of four sector groupings: Public Sector; Private Sector Resources; Private Sector Institutions; and Community and Neighborhood-Based Organizations.

Focus was on small, voluntary groups rather than "institutions" that might come within the broad definitions of community-based organizations such as United Way or the Chamber of Commerce. Special emphasis was placed on organizations that primarily perform process, organizing or base-building, and advocacy functions. These organizations have an extremely difficult time accessing resources because their work is, for the most part, not documentable.

While many think of community and neighborhood-based organizations as new or modern phenomenon, they are as old as American democracy itself. They are solidly rooted in the mainstream of American traditions of self-help, concern about dependency and powerlessness, and skepticism about the willingness and ability of major outside institutions to solve people's problems. (1) As voluntary associations, CBOs and NBOs (a) mediate between the forces of individualism and centralized power, and (b) train citizens in the process of democracy.

Community and neighborhood-based organizations have attracted increasing attention in recent years. Several factors and trends have contributed to this attention, including:

o   Changes in governmental funding patterns.

o   Destruction of traditional relational bases.

o   Development of the partnership/collaborative concept.

o   Renewal of neighborhood/community concepts.

o   Maturing of the CBO/NBO sector.

In addition, strong neighborhood identities, deepening demands of the inner city, and increased political emphasis on the status of neighborhoods have highlighted the creative potential of community and neighborhood-based organizations.

The Task Force has identified recurring themes as well as special issues meriting consideration in relation to neighborhood and community-based organizations.

Recurring Themes

These concepts appear throughout the recommendations for action. They cut across all committee work and emerge as recurring themes.

1. Traditional bases for neighborhood networks have changed. We must work to rebuild them and reconnect residents.

2. Increased cooperation and coordination is needed at all levels, both intra- and inter-sector.

3. All sectors must become more informed about the functions and capabilities of others.

4. Citizen participation/civic activism is critical in order to overcome apathy and maximize resources.

5. Economic activity should be encouraged throughout the community. Private investment, public resources, and redevelopment strategies must be equitably balanced between downtown and the neighborhoods.

6. Decision making processes throughout the community need to be inclusive of diverse interests and promote a unified vision and commitment to the vitality and growth of Saint Paul. Recognizing the essential interdependence of all sectors is key.

Special Issues

To more fully understand and appreciate community and neighborhood-based organizations, special issues specifically related to their functions merit expanded analysis.

1. Process--methods for bringing people together to make decisions and create community action--must be understood, valued and funded.

2. Community organizing--or conscious, ongoing network-building--benefits the community by linking individuals and groups, encouraging citizen participation, distributing information and making organizations accountable.

3. Empowering partnerships--those that sense the vision and participatory needs of the community--must be encouraged.

4. Constituent knowledge must be respected in policy and program design. People whose lives are affected by a decision must participate in arriving at that decision.

5. Capacity building--developing individuals' skills and organizations' infrastructures--must be a priority for resources by all seeking to address community concerns and build community stability.

6. Diversity must be accepted among community and neighborhood-based organizations. Each organization must be evaluated on its own terms.

Community and neighborhood-based organizations have often been overlooked in the development of public and public/private policies. Because of recent trends, it is apparent that our community must develop a better understanding as well as coherent policy related to these organizations in order to support them and to work more effectively with them and their constituents.

Resources are often difficult for CBO/NBOs to obtain due to their process orientation, diversity and small size. The community in general must come to understand, value and feel comfortable with CBO/NBO roles and functions and increase the total resources available to them.

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The question is not whether there are, or will be, sufficient numbers of community and neighborhood organizations, but rather, will these organizations be condemned to struggle on a marginal basis and at the edge of public policy, or will they receive the help they need to realize their potential as vehicles for renewing the spirit of self-help and community? (2)

If social and economic development for the City of Saint Paul and all its neighborhoods is our goal, we must understand how neighborhood and community-based organizations can be key contributors toward it. Supporting and strengthening CBOs and NBOs is a means for supporting and strengthening the entire community.

RECOMMENDATIONS

In order to develop specific recommendations for action, the Task Force divided into four Committees. Membership was assigned to assure strong cross-sector representation.

Each committee developed a complete grouping of possible activities to be undertaken to support and strengthen community and neighborhood-based organizations. These are detailed, comprehensive and/or long-term in nature. Key Recommendations, listed below, are those identified by each committee as most important for immediate consideration and action.

KEY RECOMMENDATIONS

PUBLIC SECTOR

1. Citizen participation programs aimed at involvement in government decisions and facilitated by Early Notification Systems should be established by all public entities. These should include funding adequate to insure effective implementation by community groups.

2. Community and neighborhood-based organizations, especially District Councils, should be incorporated into planning at earlier stages.

3. The City should retain responsibility for funding District Councils at levels adequate to effectively maintain their city functions (i.e. Early Notification System, Citizen Participation, planning, base organizing).

4. The School District should strengthen its links to the community, including community and neighborhood-based organizations as sources of information and ideas, and for feedback in planning and program design.

PRIVATE SECTOR: RESOURCES

1. The general operations of community and neighborhood-based organizations should be funded in the following ways:

   a. Multi-year, objective-based support.
   b. Transitional support.
   c. Development support to formulate responses to emerging issues.
   d. Staff development.
   e. Shared service facilities support.

2. The community foundation should convene a working group to develop internal policy and funding strategies to help guide its neighborhood-based funding over the next three to five years.

3. Funders must develop their capacities to work with community and neighborhood-based organizations through in-service training, convening community discussion, and developing appropriate evaluation tools.

PRIVATE SECTOR: INSTITUTIONS

1. Corporate, business, financial institutions and pension funds should support and promote capital formation targeted at neighborhood development efforts through community and neighborhood-based organizations.

2. Religious congregations should strengthen their emphasis on the parish tradition of ministry to the neighborhood.

3. Private sector associations should work to increase communication, identify common interests and participate with community and neighborhood-based organizations in ways consistent with their specific missions.

COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATION COMMITTEE

1. Community and neighborhood-based organizations must assume responsibility for educating the community and all its sectors about their roles, contributions, limitations and needs.

2. Community and neighborhood-based organizations need to recognize and promote their critical role in identifying and developing community leadership.

3. District Councils should work to clearly define their mission, roles and responsibilities.

IMPLEMENTATION

The Task Force on Neighborhood/Community Action developed its _Report and Recommendations_ to be useful to all sectors. Actual publication will be followed by community presentation and discussion sessions. It is hoped that community groups will form to actively work on immediate implementation, and ultimately, that the understandings, goals and objectives outlined will be integrated into the ongoing work of all community sectors.

THE TASK FORCE
ON NEIGHBORHOOD/COMMUNITY ACTION

REPORT AND RECOMMENDATIONS

The Task Force on Neighborhood/Community Action submits its Report and Recommendations to the community for further action and implementation.
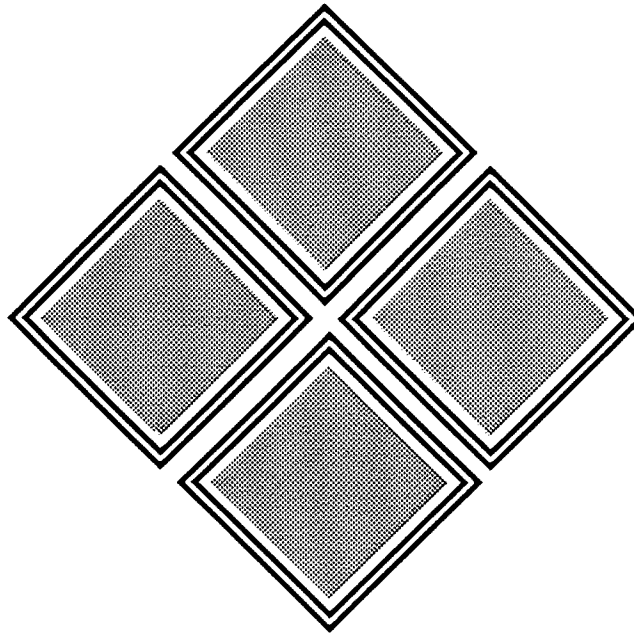
INTEREST IN COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS:
POLICIES, PRACTICES AND TRENDS

Community and neighborhood-based organizations are not new to Saint Paul, yet their importance has seemed to increase in recent years. There is debate about their structures and functions. As with most issues that generate public discussion, there are multiple causations for this higher profile. Some major factors and trends contributing to emphasis on community and neighborhood-based organization are outlined below.

GENERAL

Changes in Governmental Funding Patterns

Significant changes in funding and funding patterns by federal state and local governments have occurred over the past decade. This has caused re-evaluation of how services can be most effectively and efficiently delivered. Increasingly, responsibility for human services and economic development have been shifted to local and neighborhood levels. This has, in many cases, produced new programs, new partnerships and new collaborations centered in CBOs and NBOs.

Community and neighborhood-based organizations have become more prominent during this period as cost-effective service providers, organizations to fill program gaps, economic developers, and policy leaders.

Cuts in government funding have created increased pressure on resources in the community, both public and private. Not only is there less public money to support existing programs, but organizations such as CBOs and NBOs must look to the private sector for more support.

Destruction of Neighborhood Networks

In recent decades, we have created vast networks of service, but have ignored or destroyed networks of relationships. Many institutions that once served as effective bases for organizing communities, building relationships and advocating neighborhood interest have altered their nature and functions so that they are no longer intertwined in the daily life of their neighborhood.

Churches, for example, have often become more communities of common interest than neighborhood associations, as parishioners increasingly return to their churches and synagogues from their suburban homes. Likewise, neighborhood schools have disappeared, some local business districts have failed and employment patterns have changed. Mobility in general has often strained or destroyed the possibility of strong, overlapping networks in a given neighborhood.

Similarly, the increasing provision of human services by large bureaucracies has conflicted with the tradition of neighborhood self-help as people have come to rely on bureaucracies for basic needs and support, rather than looking to friends and neighbors in their time of stress.

To some extent, CBOs and NBOs have been created or expanded to compensate for these changes. Since a primary function of CBO/NBOs is base organizing, or conscientious network building, it is easy to see how they build relationships within neighborhoods. Today, many CBOs are the neighborhood bases for organizing communities and for advocating neighborhood interests.

Reconnecting and rebuilding relational networks in neighborhoods will require conscious priorities by both CBO/NBOs and other public and private sector institutions. To this end, there are many ways that private institutions and community/neighborhood-based organizations interact creatively to expand networks, create beneficial partnerships and promote community progress.

Development of the Partnership/Collaborative Concept

Minnesota, and the Twin Cities in particular, are nationally known for developing the model of effective public/private partnerships and collaboratives. However, these partnerships and collaboratives have been primarily established between public and private "institutions," such as government, corporations, public schools and foundations. CBOs and NBOs have often not been recognized as potentially valuable partners in this process.

As increased pressure is placed on community resources and the need for effective local solutions has increased, awareness of the potential roles for community and neighborhood-based organizations has increased. As vehicles of constituent representation, they are sources of valuable information and can provide critical input to program design. Likewise, they are a source of information, education and access to untapped individual resources.

Renewal of "Neighborhood" and "Community" Concepts

Some of the deterioration in urban life in America can be traced to our failure to recognize that, for most urban citizens, their neighborhood controls their perception of the city. People live

in a neighborhood, or perhaps more accurately, in part of a neighborhood. Their investment--emotional as well as economic-- is in that neighborhood. The city cannot survive if neighborhoods decline.

Centralization of public services, professionalization of bureaucracy and lack of neighborhood involvement in making public policy or public improvements have all contributed to weakening the fabric of urban life. As a result, there is increasing public interest in decentralizing power and services to the neighborhood level, wherever feasible, in order to restore confidence and control on the part of the city residents. (2)

The neighborhood as a small community is a formidable concept motivating modern neighborhood activists. People want to have individually perceptable control and impact on their lives, to know and be known by their neighbors, and to feel secure and familiar in their living environment. Identifying with a neighborhood instead of the city or the region, makes a human scale life style more possible. (3)

This desire for closeness and human scale interactions is often referred to as the desire to "regenerate community," to reinvent a broad range of voluntary associations that address the human needs of neighborhood residents. As a result, there has been increasing public policy emphasis on family relationships, community churches, neighborhood business, and voluntary/neighborhood organizations.

Maturing of the CBO/NBO Sector

The CBO/NBO sector has expanded greatly in the last 20 years. Many community-based organizations have developed high levels of sophistication and have proven records of achievement. Others have suffered set-backs with funding cuts and organizational growth. Likewise, CBOs and NBOs have increasingly sought to fill the gaps created by cuts in human service programs over the last decade. While CBOs and NBOs have been participants in public policy for some time, increased competition for resources has now raised their profile in the private sector.

There is also increasing recognition of the importance of the nonprofit and the voluntary sectors, both of which overlap CBOs and NBOs. Conscious efforts of nonprofit marketing have raised the awareness of CBO/NBO functions and achievements, along with those of other nonprofit organizations.

STATUS OF NEIGHBORHOODS IN SAINT PAUL

Strong Neighborhood Identities. The concept of "neighborhoods" has a long and strong history in the City of Saint Paul. To understand Saint Paul is to understand its neighborhoods. Each

is unique and each presents its own set of problems, opportunities and challenges. While strong neighborhood identities can be a source of tension or friction within the city, they can also be the basis for pride and community participation in problem solving.

Acknowledgement of Inner-City Needs. Since this examination of community and neighborhood-based organizations is limited to the City of Saint Paul, we must acknowledge the presence and special impact of inner-city neighborhoods.

Inner cities reflect a broad range of societal concerns in concentrated form - education, unemployment, equality, housing. An examination of the inner city neighborhoods of Saint Paul presents a complex matrix of populations and issues. Each population faces multiple problems. Each issue has multiple aspects requiring distinct responses. This complexity, combined with strong, variable neighborhoods, makes approaches for a monolithic "inner city" insufficient. It, in fact, emphasizes the need for multiple, community and neighborhood-based approaches to resolving problems.

Community and neighborhood-based organizations has been creating many smaller, effective responses. Examples of such efforts are:

> North End Area Revitalization, Inc. whose economic redevelopment program of loans and grants has enabled 44 businesses on North Rice Street to renovate buildings, pave parking lots and landscape properties while leveraging an additional $1.5 million in private investment.

> Aurora-St. Anthony Block Club which has organized 32 Block Clubs to combat crime, neighborhood debris and physical deterioration, moved and/or rehabilitated eight residential structures including multiple unit buildings, pushed for city Health and Housing Code enforcement, and focused attention on problems related to the adult entertainment district.

> Penumbra Theatre, a black theatre in the Selby-Dale area, which has become nationally recognized as a creative center for black artists and a communicator of the black experience to a larger community

Three fundamental issues link CBOs and NBOs with the inner-city neighborhoods. First is the distribution of resources, particularly the issues of downtown and neighborhood development. The tensions between the pull of the central city for resources and the needs of the surrounding neighborhoods for economic development, social services and control of decision making, have a long history in Saint Paul. These tensions continue to hinder decentralized efforts to prevent or resolve problems on a small, neighborhood scale.

Secondly, over the last 20 years many service programs designed to "solve" the problems of the inner-city have failed. There is a keen awareness among inner-city residents and their representative organizations that these failures have been due, in a large part, to lack of participation and input from the affected populations. To develop effective programming for inner-city neighborhoods, the experiences, knowledge and capacities of inner-city neighborhood residents must become an integral part in public and private planning and decision making processes. (4) CBOs and NBOs can link the larger institutions with inner-city residents. They are vehicles of expression and intervention by those residents.

Finally, CBOs and NBOs are key "early warning systems" for emerging issues or needs. Government, social service agencies and funders plan programs based on demographics and other statistical social indicators as well as perceptions of "officials" and "professionals." There are inherent deficiencies in such data. Both social indicators and key informant data lag behind actual social changes. Official statistics typically follow important social developments rather than anticipate them. It takes years for institutions to begin collecting data on social issues, usually many years after the social issue becomes part of the public agenda. (5) The "emerging issues" of large community funders and service providers today were the "emerging issues" identified by NBOs and CBOs several years ago.

Although the scope and effectiveness of neighborhood-based efforts in inner city neighborhoods is being increasingly recognized, their roles and relationships to traditional institutions remain volatile. The kind of shared knowledge, understanding, and focus required for effective problem solving has not been achieved between traditional funders and service providers and neighborhood leadership. The revitalizing effect that dynamic community-based organizations can have on neighborhoods is not fully understood by policymakers.

To address the concerns of inner-city neighborhoods in Saint Paul requires: a long hard look at the strengths and uniquenesses of these neighborhoods; recognition of their lack of power and resources; respect for their self-defined identities; and appreciation of their ability to develop appropriate program responses. Emphasis must be on community and neighborhood-based efforts designed to create consensus and support, and to empower neighborhood residents to affect and resolve key issues impacting on their lives. Increased emphasis should be placed on the process of problem solving, rather than on the definition of problems. Activities must accentuate the abilities, leadership and problem solving history of inner-city neighborhoods, rather than concentrating on deficits, losses and failures.

Political Focus on Neighborhoods. Neighborhoods, in a general sense, have been officially recognized as having a role in the political life of the city. Perhaps the most obvious expression of this is the establishment of Planning Districts and their District Councils.

As in many other cities, the district council system in Saint Paul was triggered by federal citizen participation requirements in the 1960s, mandating citizen participation in low and moderate income areas.

As federal resources shifted to revenue sharing and block grant funding in the mid-1970s, greater discretion was allowed in the design and funding of citizen participation. Saint Paul took advantage of this opportunity to design a comprehensive citizen participation and representation structure - the district council system - which was established by city council resolution.

Under this system, the city is formally subdivided into 17 districts. Each district developed a district council as the organizational structure of participation and representation. District Councils have three formal functions: (a) general district planning, (b) participation in the Capital Improvement Budget (CIB) process, and (c) carrying out the Early Notification System (ENS)--a city to neighborhood written communication network which notifies district councils of city activities for the purpose of information and feedback. Related specifically to the third goal, is citizen participation and community organizing.

Another program emphasizing neighborhoods in Saint Paul is Mayor Latimer's Better Neighborhoods Program, initiated in 1986. The underlying philosophy of the Better Neighborhoods Program is that government must work more closely with residents and businesses in each neighborhood in order to truly serve the needs of those neighborhoods. It has tried to move towards treating residents, especially of inner-city neighborhoods, not so much as clients, but as citizens. In outlining the program, Mayor Latimer quoted Tom Dewer from the University of Minnesota, saying "'citizens...are people who understand their own problems, in their own terms. Citizens perceive their relationship to one another and they believe in their capacity to act.' The relationship between citizens is the relationship between partners and peers. Each party brings to the relationship different resources and talents, but each party is an active participant and an equal partner."(6)

More recently, the City Council of Saint Paul completed a study of neighborhood empowerment, which examined the role of the city government in relationship to neighborhood control of resources and decision making. The Council is now considering means for implementation.

The Futures Task Force of the Metropolitan Council has also identified civic activism, or citizen participation in community processes, to be a critical concern for action in the coming years.

Need to Develop Coherent Public Policy

CBOs and NBOs have often been left out of, or overlooked, in development of public and public/private policy. Because of the trends noted above, it is apparent that the Saint Paul community must develop a better understanding leading to a coherent policy related to community and neighborhood-based organizations in order to support them and to work effectively with them and their constituents.

The question is not whether there are or will be sufficient numbers of community and neighborhood organizations. The major question is--will these organizations be condemned to struggle along on a marginal basis, or will they receive the help they need to realize their potential as vehicles for renewing the spirit of self-help and community? (7)

SUMMARY

Neighborhoods have a strong historical identity and involvement in the development of Saint Paul. Their work and achievements have been recognized and encouraged. Now, with the renewal of the neighborhood and community emphasis and acknowledgement of the special and imminent needs of inner-city neighborhoods, community and neighborhood-based organizations can fill new, expanded and active roles linking community residents with planning and policy making bodies.

RECURRING THEMES AND SPECIAL ISSUES

From a broad base of information and research the Task Force on
Neighborhood/Community Action identified key findings as well as
special issues critical to developing adequate support for
community and neighborhood-based organizations.

RECURRING THEMES

These concepts appear throughout the recommendations for action.
They cut across all committee work and emerge as recurring
themes.

Neighborhood Networks.

The roles of many private and public institutions, including the
family, have changed in recent years. Many institutions
(churches, schools, local businesses) that served as effective
bases for organizing communities, providing services and
advocating neighborhood interests have altered their nature and
functions so that they are no longer intertwined in the daily
life of their neighborhood.

To some extent, community-based organizations (CBOs) and
neighborhood-based organizations (NBOs) have been created or
expanded to compensate for these changes. Since a primary
function of CBO/NBOs is base organizing, or conscious network
building, it is easy to see what functions they fulfill in
neighborhoods. Today, many CBO/NBOs are bases for organizing
communities, providing services and advocating neighborhood
interests.

Public and private institutions, as well as CBOs and NBOs, need
to concentrate on rebuilding neighborhood networks and
reconnecting residents.

Coordination and Cooperation

Success depends on all groups working together. Coordination and
cooperation is needed within sectors (among governmental units)
as well as between sectors (public/private/CBO).

This implies not only that new partnerships and collaboration
should be developed, but also that issues of "turf" and
"territory" must be diminished.

Improvement in the lines of accountability and authority are
needed among public, private and CBO/NBO sectors.

Education

All parts of our community must work to educate themselves about the functions and capabilities of others. Isolation and territoriality must be attacked.

Education can take many forms including research, formal lecture, discussion groups and exchanges of expertise. As examples: the community foundation could become a convener of discussions; the Chamber of Commerce could develop programming for CBO/NBOs on how to work with the private business sector; and CBO/NBOs can communicate their roles, contributions, limitations and needs.

Citizen Participation

Individual involvement is critical to maximize our resources. We must promote formal and informal citizen participation processes. Public bodies must recommit themselves to encouraging democratic process through citizen participation. The implementation of structured and funded citizen participation processes by all public decision making bodies would provide earlier public input and promote citizenship training. Citizen participation can also be encouraged through CBO/NBO activities and by utilizing CBO/NBOs as conduits for citizen participation programs.

While citizen participation may temporarily accentuate diversity, slow processes or even create conflict, such expressions of community needs and interests will benefit Saint Paul in the longer term. Not only will conflicting interests be raised and accommodated, but future leaders will be developed and emerging needs identified more quickly.

Economic Activity

Economic activity and development should be encouraged throughout the community. To thrive, Saint Paul needs a vital downtown and vital neighborhoods. Both should be varied, interesting and exciting. Public and private entities, as well as CBO/NBOs need to constantly seek to improve the general welfare of the community and respond to localized needs.

Private investment, public resources, and redevelopment strategies must be designed that produce an equitable balance between downtown and the neighborhoods.

Inclusiveness and Interdependence

The concept of Saint Paul working as a unit must always be kept in mind. Decision making processes throughout the community need to be inclusive of diverse interests. Not only do those affected by a decision need to be included, but also those who have a commitment to the neighborhood or community as a whole.

Inclusiveness can promote common understandings and a wholeness of commitment to a vision for Saint Paul. It is through expanded efforts to be inclusive that we will be able to recognize and benefit from the essential interdependence of all sectors in creating our future. Even when addressing a single issue, the principle of wholeness, a concern for the whole, must be embraced.

Effective neighborhood-based organizations exemplify inclusiveness. Affiliation is based on common experience and concerns of being neighbors, not on politics, race, creed, or leisure activities. Theirs is an inclusive stance of acceptance, welcome and outreach. Their world view resists splitting the geographic area into sub-groups of people or specific issues without a broad concern for the interrelationships and welfare of all.

SPECIAL ISSUES

To more fully understand and appreciate community and neighborhood-based organizations, special issues specifically related to their functions merit expanded analysis.

Process

More than any other function, process characterizes the work of community and neighborhood-based organizations. Representative, well-managed processes are the method for bringing people together and creating community action. For many CBOs and NBOs, process is their most important product.

The problem is that process is difficult to document in numbers. As a result, it has been extremely difficult for CBO/NBOs to obtain funding. Public and private funders must recognize process as a valuable function that not only produces its long-term benefits, but also must precede traditional, documentable programming, if such programming is to be properly designed and implemented.

Community Organizing

Perhaps the most well-known type of process used by community and neighborhood-based organizations is what has historically been called "base-building" or "community organizing." This describes ongoing outreach by CBOs and NBOs to their constituencies. It is conscientious and purposeful network building. "Good organizing means constantly recruiting and encouraging people to become involved, to take a stand, to enjoy the process, and--for some-- to grow into positions of leadership." (8) As with all processes, these ongoing efforts are hard to document.

The value of organizing or network-building is in "people talking to each other, sharing ideas, information and resources. The point is often made that networking is a verb, not an noun. The important part is not the network, the finished product, but the process of getting there--the communication that creates linkages between people and clusters of people." (9)

It is essential for an effective community organization to engage in ongoing organizing and base-building. It provides them with accurate information regarding community needs and feedback about their own functioning. It also encourages cohesion and cooperation among community members. Only when effective networks are in place will the group be able to provide representative responses to emerging or sudden issues. Without strong and sustained community bases, a few individual opinions can control policy and activity.

→ Organizing is not easy. It demands an unusual combination of attributes defined as follows:

> An organizer needs to be sensitive--a good listener who respects constituents; aggressive in helping people get together and in facilitating their research, planning and actions; analytical in approaches to problems; creative and flexible in encouraging new solutions; willing to stay in the background and let leaders lead; observant about leadership potentials in others and knowledgeable about how to cultivate them; articulate in talking with community people and outsiders; respectful of the attention to detail required in good organizing; consistent in helping to keep the organization on track; idealistic enough to keep an eye on longer-range organizational goals while coping with each day's business; and impressive as a professional who can gain the respect and trust of strong community leaders. (10)

To this list inspirational must be added since organizers must motivate constituents and help develop vision. (11)

Skilled organizing is generally undervalued and good organizers are generally underpaid.

→

Volunteerism

Community and neighborhood-based organizations rely primarily on volunteer participation to achieve their goals. An analysis of volunteerism points to two specific issues of importance. First, the use of volunteers does not eliminate the need for adequate, paid staff. Secondly, the nature and requirements of volunteers appears to be undergoing a change. Social and economic trends such as the two worker household, the emphasis on a neighborhood orientation, and the desire for personal development, have impacted volunteer strategies.

It also appears that the maturing of the voluntary sector has, in itself, led to new features of volunteerism, including:

1. An increased awareness of voluntary associations as constituting a distinctive institutional sector.

2. The belief that this sector can be a corrective force in the society, especially in relation to problems associated with governmental and corporate sectors.

3. That the voluntary sector can carry out its corrective mission, by performing prophetic (telling), supplemental (doing for), and modeling (showing how) functions. (12)

The role of volunteerism and the needs of volunteers must be examined. Volunteers must be encouraged, developed and rewarded.

Empowering Partnerships

The concept of "empowering partnerships and collaboratives" developed through the Hubert H. Humphrey Institute Public/Private Initiative Project deserves special note. Partnerships and collaboratives must be designed to empower communities. The Public/Private Initiative Project defines empowerment as "the capacity to prioritize issues, and control resources, essential for realizing self-determination and self-reliance." (13)

This concept urges that community-based collaboratives be strategically designed to serve the vision and participatory needs of the community. Community organizations must cease to be mere advisors, consenters or consultants in community initiatives. The vision and priorities of the neighborhood or community group must be part of any collaborative process. Empowering collaboratives provides the community both specific benefits and an ongoing capacity to define issues and control resources in ways that can increase self-reliance and self-determination.

"Community-based, multi-sector collaboration does provide a human scale, accountable, effective method of turning community problems into opportunities for positive change. When it is sustained with adequate resources and careful sensitivity, community-based initiatives return communities to those who live there...[A]t their best they provide a vision and an example for families, for neighbors and for our country on how we can shape and share a common future." (14)

Constituent Knowledge

Our community has a rich and often untapped resource in the knowledge of its citizens acting through neighborhood and community-based organizations. All too often the knowledge and capacity of those citizens is ignored in favor of traditional or professional decision making. Policy makers and program designers must learn to respect the knowledge and capacity of citizen groups. "People whose lives are affected by a decision must be part of the process of arriving at the decision." (15)

While this goal is not unrelated to empowering collaboratives, it is much broader. In an age of rapidly expanding knowledge and concurrent specialization, individuals' lives are sufficiently compartmentalized that the collective wisdom of a group may far surpass the intelligence of one or of few individuals. Participatory democracy offers a chance to create processes to draw on the diverse experience in the community and service of the common good.

The community can benefit from constituent knowledge by including affected groups early in planning processes; by seating community representatives on public and private decision making boards; by realizing that the large bureaucratic solutions have not succeeded in addressing critical social problems; and by respecting the experience and capacity of each individual and organization regardless of economic status.

Capacity Building

Community and neighborhood-based organizations offer unique opportunities to build capacities--individual and institutional. Support for capacity-building activities must be a primary target for resources by all seeking to address community concerns and create community infrastructure.

The work of CBO/NBOs in building individual capacities of their constituents through participation, education and leadership opportunities must be recognized and supported.

Resources aimed at building the organizational capacities of CBO/NBOs must also be increased. This means increased funding for technical assistance and training, operating support and capital expenditures. Specialized support and training needs to be developed to build skills in community organizing, group process and advocacy.

Diversity

Neighborhood and community-based organizations are, by their nature, representative and responsive. It is difficult to find any two that look exactly alike. Each organization is different from others in location, structure, issues, priorities and leadership. To complicate matters, they constantly change in response to their constituencies.

The other sectors must come to value this diversity, rather than reacting to it as a form of chaos. Understanding the multiformity and variability of CBOs and NBOs requires that each organization be viewed and evaluated on its own terms.

As noted in the first section of this report, firm definitions or categories are of limited value in the CBO/NBO sector. They establish a basis to exclude rather than to appreciate the effectiveness and function of each unique organization. The best way to support and encourage this sector is to support, respect and encourage its diversity.

SUMMARY

The Saint Paul community must recognize the special assets and needs of community and neighborhood-based organizations, both as a sector and as separate, diverse entities. We must learn to appreciate their contributions to rebuilding community through process organizing, capacity-building and volunteer service. Moreover, all sectors of the community must recognize the essential nature of their interdependence in order to maintain a vital Saint Paul. They must work to understand each others structures, functions, and needs, and form innovative partnerships and collaboratives to address community concerns.

CONCLUSION

Community and neighborhood-based organizations are part of America's unique democratic tradition of action through voluntary association. It is difficult to characterize or analyze these organizations as a sector since their variety is immense. As responsive, constituent-based entities, each one is distinct and changeable. The community at large must come to appreciate this variety as representative and creative rather than condemning it as unstable or chaotic.

Community and neighborhood-based organizations can play a critical role in maintaining the vitality of Saint Paul and developing its distinctive neighborhoods. They are able to overcome apathy and encourage citizen participation. Through organizing, they link individuals and organizations, identify needs, and represent constituent knowledge in policy and program design.

Community and neighborhood-based organizations also have a venerable history of identifying and developing community leadership, monitoring community institutions and mediating conflicting interests.

While the potential positive impact of neighborhood and community based organizations is tremendous, it will not be realized without commitment from all sectors of Saint Paul. Community and neighborhood-based organizations need recognition, respect, and resources. Likewise, they must upgrade their skills, communicate with each other and work cooperatively with other sectors.

The Saint Paul community must work together toward common goals. While this report has been presented in terms of "sectors" we must realize the city is not severable. Accepting our interdependence along with a respect for diversity will promote neighborhood/community action for the benefit of all.

FOOTNOTES

Executive Summary

1. Andrew Mott. "Developing People and Neighborhoods," (Washington, D.C., Charles Stewart Mott Foundation, September, 1986) p.i.

2. Ibid.

Report

1. Robert Matthews Johnson. <u>The First Charity</u>, (Washington, D.C.: Seven Locks Press, 1988) p. 105.

2. Arthur Naparstek. "Policy Options for Neighborhood Empowerment," (Washington, D.C.: Charles F. Kettering Foundation, 1976) Summary.

3. Rick Cohen. "Localism: Research Themes on Urban Smallness," (Washington, D.C.: Charles F. Kettering Foundation) p. 19.

4. For detailed discussion and capacities assessment see: John L. McKnight, "The Future of Low Income Neighborhoods and the People Who Reside There: A Capacity-Oriented Strategy for Neighborhood Development," (Flint, Michigan, Charles Stewart Mott Foundation, 1988).

5. Noted in a letter of Gary Miller and Jeanne McGee to Steven Keefe, Chair, Metropolitan Council, critiquing Challenging Complacency: Change as an Ally, p. 8.

6. Mayor George Latimer. "State of the City," an address to the Saint Paul City Council, 1986.

7. Mott. Op. cit., p. 1.

8. Johnson. Op. cit., p. 126.

9. John Naisbett. <u>Megatrends</u>. (New York, NY: Warner Books, 1982.) p. 192.

10. Johnson. Op. cit., p. 167.

11. Credit to Jon Pratt, Executive Director, Minnesota Council on Nonprofits, for this addition.

12. Stuart Langton. "The New Volunteerism," <u>Volunteerism in the Eighties</u> (ed). John Harmon. (Washington, D.C.: University Press, 1982), p. 11.

13. Arthur T. Himmelman. "Working Collaboratively for a Change: Community Problems Solving for the 1990s," unpublished paper of the Public/Private Initiatives Project: Hubert H. Humphrey Institute of Public Policy, p. 5.

14. Himmelman. Op. cit., p. 9.

15. Naisbett. Op. cit., p. 159.

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

RECOMMENDATIONS

To develop specific recommendations for action, the Task Force members divided into four committees. Assignments were made to assure that there was strong cross-sector representation on each committee. The committees and their chairs were:

1. Public Sector - Kiki Sonnen, Chair.
2. Private Sector: Financial Resources - Polly Nyberg, Chair.
3. Private Sector: Institutions - Tom Duke, Chair.
4. Community/Neighborhood-Based Organizations - Ed Johnson, Chair.

Complete Committee lists can be found in the Appendix: A-3.

Each committee report is divided into four sections:

1. Scope. Describes the jurisdiction of that committee's deliberations.

2. Themes. Main ideas relating to committee deliberations are outlined. These are designed to provide a conceptual overview for the recommendations that follow. They are not presented in any priority order.

3. Key Recommendations. Recommendations selected to be highlighted as most important for immediate consideration and action.

4. Full Recommendations. A complete grouping of suggested actions to be taken to support and strengthen community and neighborhood-based organizations. These recommendations may be more broad, detailed, comprehensive or long-term in nature than key recommendations.

The Recommendations embody the information, evaluations, opinions and action priorities of the Task Force as a whole.

Public Sector
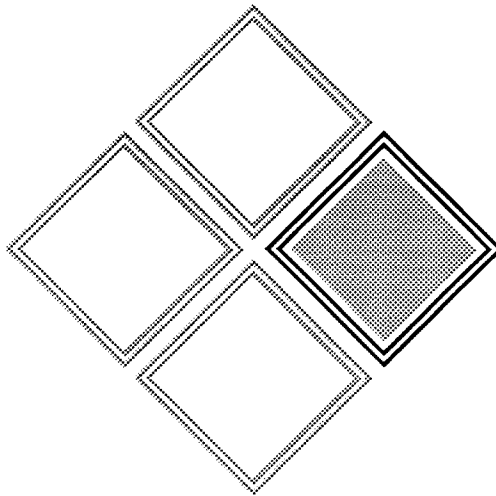
PUBLIC SECTOR COMMITTEE

SCOPE

The Public Sector recommendations address governmental units, public agencies and the public schools in relationship to community and neighborhood-based organizations (CBO/NBOs).

THEMES

1. **Increase communication and cooperation between CBO/NBOs and public entities.**

    Public bodies need to become more educated about functions and roles of CBO/NBO both in terms of general characteristics and specific programs.

    CBO/NBOs need to better understand the jurisdictions, decision making mechanisms, and program objectives of public entities. Affirmative outreach and education by public agencies, programs and departments would help bridge this gap.

    Public bodies should include CBO/NBOs as early as possible in planning processes. CBO/NBOs are often placed in the position of "spoiler" when they must react to proposals in their final stages. An earlier, more cooperative role in the planning process would be more productive.

    Community-based expertise should be recruited for public decision making boards, Task Forces, advisory committees and other policy groups. Conversely, CBO/NBOs must help train, recruit and monitor to insure responsible and representative constituents for such positions.

2. **Increase coordination/cooperation within and among public entities.**

    Increased coordination and cooperation is needed intra-agency (city departments), and intra-sector (city/council, city/public schools) to maximize information, resources and access.

    A clear, uniform message about public goals, objectives and programs must be sent to the community. Coordination of public functions would eliminate much of the contradiction, confusion and red tape encountered by CBO/NBOs.

    Public agents need to explore ways to increase the flexibility of their programs and regulations so that they are accessible to a variety of community interests.

Through increased coordination and cooperation public bodies can further develop and promote a vision of Saint Paul's future.

3. <u>Public entities should fund community and neighborhood-based organizations</u>.

Potential roles of CBO/NBOs in relationship to public entities and delivery of public services need to be explored. Appropriate functions should be carried out by funding CBO/NBOs and/or designing public programs they can implement.

Transfer of public duties or services must be approached very cautiously and designed carefully. Only programs requested by and appropriate for local delivery should be considered. CBO/NBO must not be requested to perform public services as a requisite for maintaining other funding.

The elements in the design of public programs are critical. There must be respect for the knowledge and capacities of affected groups to design solutions. Likewise, ongoing evaluation by affected groups is beneficial. Accountabilities in a public/CBO/NBO relationship should be mutual. Programs targeted for local implementation must include sufficient administrative funds for local personnel.

4. <u>Encourage new collaborations and partnerships</u>.

Innovative, cross-cutting collaborations are needed to address public responsibilities and concerns. Partnerships could include federal, state, county, city and neighborhood representation. It is important that CBOs and NBOs be seen as potential partners in such ventures even though they are not public entities themselves.

It is important that CBOs and NBOs be included as "equal value" partners in public programming and development rather than being a local veneer or a mere consultant.

5. <u>Recognize the value of community and neighborhood-based organizations in citizen participation, issue identification and community planning</u>.

Public bodies must recommit themselves to encouraging democratic process through citizen participation. The implementation of structured and funded citizen participation processes by all public decision making bodies would provide a better and earlier public input and promote citizenship training. Citizen participation can also be encouraged through CBO/NBOs activities and

by utilizing CBO/NBOs as conduits for citizen participation programs.

While citizen participation may temporarily accentuate diversity, slow processes or even create conflict, such expressions of community needs and interests will benefit Saint Paul in the longer term. Not only will conflicting interests be raised and accommodated, but future leaders will be developed and emerging needs identified more quickly. It is important to respect the role of "process" in neighborhood, community, and civic development.

6. <u>Strengthen the viability of the city as a whole</u>.

The viability and growth of Saint Paul as a unit must always be kept in mind. To thrive, Saint Paul needs a vital downtown and vital neighborhoods. Both should be varied, interesting and exciting. Public entities as well as CBO/NBOs must constantly seek to improve both the general welfare of the community and respond to the particular status of localized interests.

Commitments to equitable resource distribution between downtown and neighborhoods are required. We must develop investment and redevelopment strategies that focus on neighborhood development as well as that of the central city.

Recognizing the interdependence of all sectors in strengthening the city is key.

KEY RECOMMENDATIONS

1. CITIZEN PARTICIPATION PROGRAMS AIMED AT INVOLVEMENT IN GOVERNMENT DECISIONS AND FACILITATED BY EARLY NOTIFICATION SYSTEMS SHOULD BE ESTABLISHED BY ALL PUBLIC ENTITIES. THESE SHOULD INCLUDE FUNDING ADEQUATE TO INSURE EFFECTIVE IMPLEMENTATION BY COMMUNITY GROUPS.

2. COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS, ESPECIALLY DISTRICT COUNCILS, SHOULD BE INCORPORATED INTO PLANNING AT EARLIER STAGES.

3. THE CITY SHOULD RETAIN RESPONSIBILITY FOR FUNDING DISTRICT COUNCILS AT LEVELS TO EFFECTIVELY MAINTAIN THEIR CITY FUNCTIONS (i.e. EARLY NOTIFICATION SYSTEM (ENS), CITIZEN PARTICIPATION (CP), PLANNING, BASE ORGANIZING).

4. THE SAINT PAUL INDEPENDENT SCHOOL DISTRICT SHOULD STRENGTHEN ITS LINKS TO THE COMMUNITY, INCLUDING COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS AS SOURCES OF INFORMATION AND IDEAS, AND FOR FEEDBACK IN PLANNING AND PROGRAM DESIGN.

RECOMMENDATIONS

ALL PUBLIC SECTOR ENTITIES

1. Citizen Participation programs aimed at involvement in government decisions and facilitated by Early Notification Systems should be established by all public entities. These should include funding adequate to insure effective implementation by community groups.

2. Public decision making bodies should seek to include more community-based, resident representation (e.g., Task Forces, Planning Commission, Port Authority, Metropolitan Council).

    District Councils and community and neighborhood-based organizations are resources for recruiting appropriate appointees.

3. Increased intergovernmental coordination and cooperation is needed to maximize information, resources and access for community groups.

4. Public sector programming should be designed to include on-going evaluation by affected neighborhood groups as a source of modification and improvement. (e.g. Neighborhood Partnership Program (NPP).)

    - Process
    - Implementation
    - Geographic limits

5. Governmental programs to promote neighborhood-based economic and housing development should be designed to include sufficient administrative funds to pay neighborhood-based personnel (e.g., Urban Revitalization Action Program (URAP)).

6. Transfer of responsibility for public services to a community or neighborhood-based organizations should occur only in specific circumstances and in a carefully designed manner.

    a. If requested by community or neighborhood-based organizations.
    b. If appropriate for local service delivery.
    c. Transfer of responsibility coupled with transfer of funds and decision making power.

7. Public bodies should respect cultural and ethnic diversity in their planning and decision making processes while protecting the interests of low income and minority populations.

CITY

1. Coordinate planning and programming among city departments in order to promote community access and assure uniform information to community groups.

2. Community and neighborhood-based organizations, especially District Councils, should be incorporated into planning at earlier stages.

3. The City needs to continually evaluate its citizen participation processes and recommit itself to the principals of citizen participation to insure effectiveness.

4. An ombudsman position should be created to be a central contact point, facilitator and advocate for community and neighborhood-based organizations in their work with City departments.

      a. Position to be designed and responsible to community-based advisory group.
      b. Position to be funded by existing resources.

5. City departments need to be more responsive in working with community and neighborhood-based organizations.

      - Increase flexibility
      - Strive for consistency
      - Simplify red tape

6. City staff should receive regular in-service training in neighborhoods and the activities of neighborhood and community organizations.

7. The City should retain responsibility for funding District Councils at levels adequate to maintain their city related functions (Early Notification System, citizen participation, planning, base organizing).

8. District Councils should be allowed more flexibility in their budgets.

a. More money up front
b. Ability to move budget lines
c. Ability to carry-over unspent funds

9. Clear mechanisms to promote mutual accountability must be developed between the city and neighborhood organizations.

a. The City should institute annual accountability reports from the neighborhoods regarding city departments (the City's report card).

b. Community and neighborhood-based organizations use of public resources should be evaluated based on mutually developed goals and objectives.

10. All city departments responding to complaints should aggregate their data at least annually and analyze it by neighborhood area in a format accessible to community and neighborhood-based organizations.

11. The City should provide leadership in a commitment that investment and redevelopment strategies focus on neighborhood development as well as that of the central city.

12. There must be a commitment by the City to legislative advocacy at state and federal levels on issues and services affecting neighborhood/community action.

SAINT PAUL PORT AUTHORITY

The Saint Paul Port Authority as a major source of capital and development information should:

a. Encourage neighborhood-based economic development by targeting more and appropriate resources for neighborhoods and by forming partnerships with neighborhood-based organizations as developers.

b. Coordinate with other public and private suppliers of capital.

c. Better publicize the range of funding available and educate community and neighborhood-based organizations to promote access.

d. Provide technical assistance to community and neighborhood-based organizations seeking to carry out neighborhood-based economic development, including direct access to Port Authority's computerized data base.

RAMSEY COUNTY

1. The Ramsey County Board should establish an early notification system (ENS) to facilitate constituent input into decision making processes of Board and staff.

- May require special citizen participation budget.
- Consider District Councils as outreach points in Saint Paul.

2. The County should pursue collaborative efforts with community and neighborhood-based organizations in designing and delivering human services (e.g. Block Nurse Program).

3. The County must work to coordinate planning and programming with all community sectors.

METROPOLITAN COUNCIL

1. The Metropolitan Council should continue to encourage, expand and evaluate the quality of their citizen participation and early notification systems to facilitate constituent input in decision making processes of the Council and staff.

2. The Council must work to coordinate planning and programming with all community sectors. Special efforts should be made to include neighborhoods, minorities, community and neighborhood-based organizations, and other local nonprofits.

3. The Metropolitan Council and its staff should work to educate community groups, including community and neighborhood-based organizations, about the Council's role and the benefits of metropolitan-wide planning and policy development.

STATE

1. The State should continue to develop and broaden programs to promote community development/neighborhood action. (e.g., Urban Revitalization Action Program (URAP)) and initiate innovative approaches to promote the livability of our cities.

PUBLIC POST-SECONDARY SCHOOLS

1. Public post-secondary schools should participate in their surrounding neighborhoods and work with community input.

   a. Encourage/require students, faculty and alumni to do community service.
   b. Provide education and in-service to students and faculty regarding neighborhoods, CBO's and NBO's and the area in which the school is located.
   c. Work with neighborhoods on issues of parking, traffic and housing stock.

2. Public post-secondary schools can work with CBOs, NBOs to develop and/or provide educational components for community problems (e.g. dislocated workers).

3. Public post-secondary schools, especially The University of Minnesota, can support and strengthen CBO/NBO's by their expertise and leadership.

   - Technical assistance
   - Community-based research
   - Community education programs
   - Public policy advocacy

SCHOOL DISTRICT

1. The School District should strengthen its links to the community including, parents, community and neighborhood-based organizations as resources of information and ideas and for feedback in planning and program design.

2. The District should establish an early notification system (ENS) to facilitate community/consumer input into decision making process.

   - May require special citizen participation budget
   - Review special challenges of magnet system to providing effective notification.

3. Site councils in individual schools should include representation from the contiguous neighborhood.

4. The School District should work with appropriate community and neighborhood-based organizations to define and resolve problems affecting students health and safety, school retention rates and special educational needs.

   Examples of non-educational problems affecting schools and students:
   - teen pregnancy
   - gangs
   - family violence

5. The District should seek to establish cooperative arrangements with community and neighborhood-based organizations by:

   a. Exchanging space and/or support services for specialized contributions to curriculum (e.g. arts).

   b. Making schools and other district buildings available for community use.

   c. Leasing space from community organizations.

      d.   Coordinating with human service agencies to provide common site access as a way of most effectively serving students, their families and community organizations.

6.   The District should develop curriculum components at all levels aimed at encouraging community participation, neighborhood responsibility and volunteerism.

7.   The District should investigate programming and funding relating to youth service requirements.

8.   The District should utilize the resources and knowledge of community and neighborhood-based organizations in developing and implementing marketing plans for the public schools and their programs.

9.   The District and its personnel can support community and neighborhood-based organizations by:

      a.   Encouraging in-service training for teachers/staff regarding the community in which they work.

      b.   Encouraging local school staff to participate in community and neighborhood-based organizations, District Councils and other community action.

      c.   Examining, with school employee groups, ways in which school personnel can be resources to the community during sabbaticals, summer break, etc.

      d.   Developing, with school employee groups, personnel policies to encourage involvement in community action and problem solving, (e.g., release time for community work).

10. The District must endeavor to coordinate with other public agencies (e.g. Park & Recreation).

Private Sector Resources
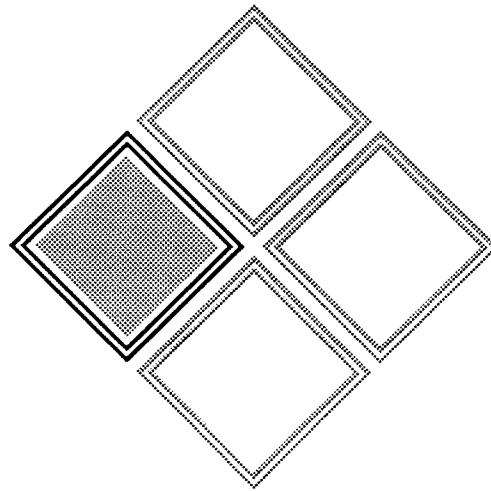
PRIVATE SECTOR RESOURCES

COMMITTEE

SCOPE

The recommendations of the Private Sector Resources Committee are directed to foundations, corporate community affairs and giving programs, and federated funding agencies that provide grants, in-kind gifts and services or technical assistance to community and neighborhood-based organizations (CBO/NBOS).

THEMES

1. **Funders can become better informed.**

   Funders can take affirmative steps to become educated about the roles of CBO/NBOs in Saint Paul's community life. They need to better understand how CBO/NBOs operate, what they need, and the benefits they offer.

   One critical step is for funders to include people with community/neighborhood-based experiences on boards of directors and other policy or decision-making groups.

2. **Make partnerships work.**

   Among funders, time and effort needs to be willingly invested in developing new arrangements for combining financial resources and creating new funding bases.

   Good partnerships will recognize that while CBO/NBOs cannot always bring financial resources to a partnership, they possess other resources that justify equal-player status.

   Conversely, CBO/NBOs should recognize and explore strategies that are understanding of the limitations within which financial resources are conventionally available.

3. **Fund general operations.**

   General operating support is a critical need for CBO/NBOs particularly since traditional sources of such income for nonprofits (e.g. ticket sales, fee-for-service, memberships) are less available.

   Such funding recognizes the requirement that CBO/NBOs continuously engage in organizing and network building activities separate from specific projects.

4.   Expand technical assistance.

Grantsmanship and related fundraising techniques are relatively new to many CBO/NBOs. Technical assistance and services are needed to support capacities in this area.

Funders should provide specific feedback throughout application, review and decision notification processes to help CBO/NBO staff become better informed grant partners.

Maintaining an appropriate level of citizen involvement and volunteers is an ongoing struggle that training and support might address.

Executive staff and boards of CBO/NBOs need to improve their capacity to attract and retain skilled, experienced and effective staff. Executive and other experienced staff need peer networks to help clarify and renew commitments to this emerging field of work.

By definition, CBO/NBOs are changeable organizations. Understanding strategies for downsizing, merging or terminating would increase capacity to change.

Above all, technical assistance needs to be responsive to the unique qualities and challenges of the CBO/NBO field. The Youth Project and United Arts' Resources and Counseling are strong examples of technical assistance programs designed to effectively respond to unique constituencies.

5.   CBO/NBO leadership deserves recognition.

CBO/NBO leaders draw upon traditional civic leadership characteristics as well as those that are unique to community organizing and consensus-building processes. Leadership is important to the success and effectiveness of CBO/NBOs and should be acknowledged through public recognition and funding.

6.   Revitalize volunteerism.

NBO/CBOs depend upon volunteers who are motivated by a need or desire to improve their own conditions, as well as those who are concerned about the needs of other people. A change in consciousness about volunteerism is needed to include the mutual self-help concept of empowering individual capacities to respond to personal needs as well as helping those who are disadvantaged or in crisis. Institutions that have a traditional interest in volunteerism, such as the United Way or the community foundation, might collaborate to convene a community dialogue about changes in volunteerism.

Critical to the success of a CBO/NBO is the degree to which its support base reflects its service constituency. Current volunteer development patterns, however, focus on people in professional positions.

7. <u>Develop new assessment and evaluation strategies</u>.

Funders need more education about how to plan around capacities and how to judge process quality. In both areas, funders have been limited by the traditional "needs assessment" in that it focuses on problems and limitations rather than on possibilities and opportunities. Needs assessments also tend to exclude the value and quality of process. A new, Needs/Resources Assessment should replace the traditional needs assessment.

Resources and capacities should become a greater part of determining funding. Likewise, how constituents are involved in defining and delivering services should be a key criteria.

New strategies for assessment and evaluation will require joint efforts of the CBO/NBOs and funder communities.

Mainline social service providers should be evaluated for "process quality" as well (e.g. Are constituencies affected by the project appropriately involved in planning, providing and evaluating the service?).

KEY RECOMMENDATIONS

1. THE GENERAL OPERATIONS OF COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS SHOULD BE FUNDED IN THE FOLLOWING WAYS:

    a. Multi-year, objective-based funding.
    b. Transitional support.
    c. Development planning.
    d. Staff support to formulate responses to emerging issues.
    e. Shared service facilities support.

2. THE COMMUNITY FOUNDATION SHOULD CONVENE A WORKING GROUP TO DEVELOP INTERNAL POLICY AND FUNDING STRATEGIES TO HELP GUIDE ITS NEIGHBORHOOD-BASED FUNDING OVER THE NEXT THREE TO FIVE YEARS.

3. FUNDERS SHOULD DEVELOP THEIR CAPACITIES TO WORK WITH CBO/NBOs THROUGH IN-SERVICE TRAINING, CONVENING COMMUNITY DISCUSSION, AND DEVELOPING APPROPRIATE EVALUATION TOOLS.

RECOMMENDATIONS

1. Support general operations of community and neighborhood-based organizations.

    a. <u>Multi-year, objective-based funding</u>. Funds to support general operations provided for a defined, two to five year timeframe, closely linked to the organization's commitment and capacity to address specific objectives. Such commitments should be made or renewed based upon the organization's responsiveness to central community needs. The intent is to provide general operating support to organizations that have demonstrated capacity to respond to ongoing and changing community needs.

    b. <u>Transitional support</u>. Funds provided during unusual periods of transition, such as a significant leadership change or for operations during planning phases when potential for continuing organizational effectiveness exists.

    c. <u>Development support</u>. Funds provided to plan and develop promising responses to emerging or dramatically changing needs.

    d. <u>Staff training and development</u>. Funds provided to help organizations retain experienced staff by aiding the transition to higher salary levels and through in-service training.

    e. <u>Shared service facilities</u>. Funders working with other community groups to design and establish sites where community and neighborhood-based organizations and small nonprofits can be housed and share services will aid development and cut expenses in a manner analogous to small business incubators.

2. Develop new funding bases.

    a. <u>Capital pool</u>. Capital is needed to support community housing and economic development. Funders should establish investment policies to accommodate PRIs and loan guarantees, and target deposits to leverage financial institution investment in community-based activities.

b.　　Sudden opportunities fund. Responsively managed grant funds to react to sudden opportunities or needs. A consortium of funders might pool efforts to develop such a source.

c.　　Community Endowment. The community foundation should convene a working group to develop policy and funding approaches to increase its neighborhood-based funding over the next three to five years.

> o　　Working group to include representation with expertise in community and neighborhood-based organizations issues and functions.

> o　　Working group to look for new opportunities for involvement in neighborhoods/by neighborhoods.

> o　　Funding objectives should be comprehensive including advocacy, operating and crisis.

> o　　Implementation of efforts from this working group should be managed with ongoing monitoring and advice from a community-based advisory committee.

3.　　Develop funders' capacities to work with community and neighborhood-based organizations through:

a.　　In-service training. Structured training for staff and board.

b.　　Developing peer networks (e.g. Neighborhood Funders Group).

c.　　Convening community discussion. Provide leadership and resources to make community and neighborhood-based organization issues the topic of discussion in forums that reach funding decision-makers (e.g. educational and discussion programs convened by organizations such as The Saint Paul Foundation, Minnesota Council on Foundations, Saint Paul Area Chamber of Commerce).

d.　　Representation. People with community/neighborhood-based experiences should be recruited to serve on boards of directors and other policy or decision making groups.

4.　　Evaluate participation in federated funds:

a.　　Evaluate the quality of efforts to include community and neighborhood-based organizations as affiliates.

b.   Evaluate how well federated fund drives include
      constituencies in their fund raising, distribution and
      policy processes.

c.   Take affirmative steps to assure that community and
      neighborhood-based organizations are aware of affiliate
      membership criteria and opportunities.

5. Expand assistance for community and neighborhood-based
   organizations:

   a.   Grantsmanship and Fund Raising. Grantsmanship and
         related fund raising techniques are relatively new to
         many community and neighborhood-based organizations and
         they need technical assistance and services to support
         capacities in this area.

         Funders should make an affirmative effort to distribute
         guidelines to community and neighborhood-based
         organizations and should provide specific feedback
         through the application, review and
         decision notification processes to help community and
         neighborhood-based organizations staff become better
         informed grant partners.

   b.   Volunteerism. Maintaining an appropriate level of
         citizen involvement and volunteers is an ongoing
         struggle that training and support might address.

   c.   Training and Support. Executive staff and boards need
         to improve their capacity to attract and retain skilled,
         experienced and effective staff. Executive and other
         experienced staff need peer networks to help clarify and
         renew commitments to this emerging field of work.

   d.   Management. Support expansion and/or development of
         appropriate services.

         Technical assistance needs to be responsive to the
         unique qualities of the field. The Youth Project and
         United Arts' Resources and Counseling are strong
         examples of technical assistance programs designed to
         effectively respond to unique constituencies.

         By definition, community and neighborhood-based
         organizations are changeable organizations.
         Understanding strategies for downsizing, merging, or
         terminating business would increase capacity to change.

e. <u>Fiscal Agent</u>. A well-defined, well-managed fiscal agent service is needed. Both groups or coalitions brought together to address one-time issues and emerging organizations need access to a reliable fiscal agent. Such a service is preferable to the premature or unnecessary creation of a new nonprofit and to work with an existing nonprofit that might have some confusion about its legal obligations.

Adapting the fund management practices of community foundations is a promising option for responding to this need because it minimizes fund raising and program conflicts, and provides fiduciary reliability and confidence.

f. <u>Organizing and advocacy</u>. Technical assistance resources are needed for skill-building in organizing, group process and advocacy.

Funders must work with CBO/NBOs to develop quality resources that are affordable.

g. <u>Coordination</u>. Promote coordination and communication among funders, technical assistance providers and community and neighborhood-based organizations to insure that the full range of needed assistance is available.

6. Develop new assessment and evaluation strategies.

a. Resources and capacities should become a greater part of determining funding. Likewise, the quality of the "process", of how constituents are involved in defining and delivering services should become another key funding criteria. The CBO/NBO field, as well as funders, need more education about how to plan around capacities and how to judge process quality.

b. Mainline social service providers should be evaluated by "process quality", as well (e.g. Are constituencies affected by the project appropriately involved in planning, providing and evaluating the service?).

7. Recognize community and neighborhood leadership and support a diversity of effective leadership styles.

Private Sector Institutions
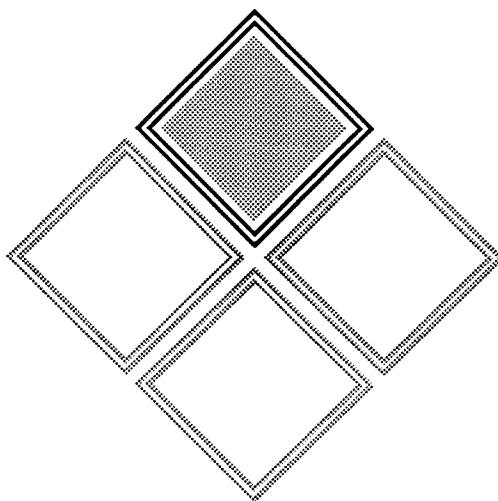
PRIVATE SECTOR INSTITUTIONS

COMMITTEE

SCOPE

The Private Sector Institution Committee had the broad jurisdiction of all private sector community groups and agencies that are not primarily funders. This included, for example, religious organizations, the business community, civic organizations, private colleges, and labor unions.

By way of explanation, civic organizations include a wide range of associations such as The Lyons Club, The League of Women Voters, The Rotary, The Junior League, garden clubs, and many others. The category "support organizations" refers to programs or agencies that provide support services and/or technical assistance to CBO/NBOs. Examples would be the Amherst H. Wilder Foundation, the Community Design Center and the Youth Project.

THEMES

1. Recognize changing roles and relationships.

   Many institutions (churches, schools, businesses) that served as effective bases for organizing communities, providing services and advocating neighborhood interests have altered their nature and functions so that they are no longer intertwined in the daily life of their neighborhood.

   CBOs and NBOs often compensate for these changes since one of their primary functions is base organizing. CBO/NBOs are new bases for organizing communities, providing services and advocating neighborhood interests.

2. Re-establish neighborhood relationships and build new community networks.

   Private sector institutions must continue to play central roles in our civic life. They need to re-evaluate their positions and participation. Reconnecting and rebuilding neighborhood networks requires a more conscious priority.

   Private sector institutions and CBO/NBOs must work cooperatively to increase communication, identify common interests and mediate conflicts. Private sector institutions can work with CBO/NBOs in ways consistent with their traditional missions.

Religious organizations can fulfill two key roles. The first is as a traditional, neighborhood-based voluntary association that links to and supports other neighborhood activities. The second is as leaders and advocates in and with CBO/NBOs on issues relating to human needs, human dignity and ethical practices.

Private colleges can contribute volunteers, expertise and research capabilities to CBO/NBO efforts. Business and employee groups can encourage volunteerism and civic involvement through workplace policies such as recognition of CBO/NBO volunteer involvement, release time for community activities, sabbaticals to work in CBO/NBOs and volunteerism training.

KEY RECOMMENDATIONS

1. CORPORATE/BUSINESS/FINANCIAL INSTITUTIONS/PENSION FUNDS SHOULD SUPPORT AND PROMOTE CAPITAL FORMATION TARGETED AT NEIGHBORHOOD DEVELOPMENT EFFORTS THROUGH CBO/NBOs.

2. RELIGIOUS CONGREGATIONS SHOULD STRENGTHEN THEIR EMPHASIS ON THE PARISH TRADITION OF MINISTRY TO THE NEIGHBORHOOD.

3. PRIVATE SECTOR ASSOCIATIONS SHOULD WORK TO INCREASE COMMUNICATION, IDENTIFY COMMON INTERESTS AND PARTICIPATE WITH COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS IN WAYS CONSISTENT WITH THEIR SPECIFIC MISSIONS.

RECOMMENDATIONS

RELIGIOUS ORGANIZATIONS

1. Congregations should strengthen their emphasis on the parish tradition of ministry to the neighborhood to:

   a. Provide opportunities for dialogue among the congregation and the neighborhood residents/ neighborhood-based organizations;

   b. Provide access, resources (human, financial and physical) to the neighborhood residents/neighborhood-based organizations;

   c. Work with neighborhood residents/neighborhood-based organizations in recruiting and training, volunteers;

   d. Participate as partners in efforts to improve neighborhood/community life, especially by supporting long-term solutions to major social problems; and

e.   Call attention to threats to well-being of the community and its members and ways of improvement.

2.   Ecumenical, neighborhood-based clusters of congregations should be formed to work with neighborhood residents/ neighborhood-based organizations to address local concerns.

3.   Denominational offices and their social service agencies should provide training, development and support for congregational involvement in neighborhood/community issues.

4.   Congregations should investigate undertaking non-recruitment oriented ministry in their local neighborhoods/community.

5.   Religious leadership should encourage church-based community organizing to meet social needs.

6.   Congregations and denominational offices can educate community and neighborhood-based organizations about religious grantmaking programs.

7.   Religious groups can provide education and examples that promote the values of a caring community.

8.   Congregations and religious leaders should provide community leadership and advocacy to promote human dignity and equality.

9.   Religious institutions, hierarchies and agencies must place a high priority on congregational and individual support for expressions of community life including the family its varied forms, the neighborhood and representative organizations.

PRIVATE COLLEGES

1.   Private colleges should participate in their surrounding neighborhoods and work with community input.

a. Encourage/require students, faculty and alumni to do community service.

b. Provide education and in-service to students and faculty regarding neighborhood, community and neighborhood-based organizations and the geographic area in which the school is located.

c. Work with neighborhoods on issues of parking, traffic and housing stock.

2.   Private colleges can work with community and neighborhood- based organizations to develop and/or provide educational components for community problems (e.g. dislocated workers).

3. Private colleges can support and strengthen community and neighborhood-based organizations by their expertise and leadership.

   - Technical assistance
   - Community-based research
   - Community education programs
   - Public policy advocacy

BUSINESS/CORPORATE/FINANCIAL INSTITUTIONS

1. Corporate/Business/Financial Institutions/Pension Funds should support, encourage and promote capital formation efforts targeted at financing neighborhood development efforts of community and neighborhood-based organizations in collaboration with existing resources (e.g. Local Initiatives Support Corporation, L.I.S.C.).

2. The Chamber of Commerce should take leadership in convening discussions to promote understanding of the interdependence of downtown/neighborhood development.

3. The Chamber of Commerce, in conjunction with community and neighborhood-based organizations, should develop programming that will enable community and neighborhood-based organizations to work more effectively with the business sector.

4. The Chamber of Commerce should continue programs to develop and recognize local leadership and seek to expand community and neighborhood-based participation.

5. The business community can support community and neighborhood-based organizations by:

   a. Continuing to provide a wide-range of in-kind support and expanding technical assistance programs to community and neighborhood-based organizations.

   b. Allowing multiple federated fund drives to solicit in the workplace and asking how and to what degree each serves community and neighborhood-based organizations.

   c. Hiring locally by working with community and neighborhood-based organizations to conduct resource assessments and solicit employees.

   d. Working with community and neighborhood-based organizations to plan economic development and to assess the neighborhood/community impact(s) of proposed business decisions.

e. Participating with community and neighborhood-based organizations and other community resources to establish "Shared Multi-Service Centers" for small nonprofits, CBOs and NBOs through in-kind contributions of materials, technical assistance and financial resources.

6. Human resource departments should:

a. Identify policy changes to encourage and enable employees and their families to contribute to community development and local problem solving initiatives (e.g., release time for volunteer work, matching charitable contributions).

b. Participate in community policy and service development by community and neighborhood-based organizations due to their expertise in issues and needs of working people.

7. Strategies should be developed to sell strong neighborhoods and neighborhood organizations as an economic asset of Saint Paul and that encourage employees to live in the city.

NEIGHBORHOOD BUSINESS AND CIVIC ORGANIZATIONS

1. Business and civic organizations must work for better communication and coordination with community and neighborhood-based organizations by:

a. Examining possible roles and contributions they can make in relation to community and neighborhood-based organizations (e.g., technical expertise, funds, in-kind support, leadership, networking).

b. Convening meetings and forums where business and civic organizations can meet with community and neighborhood-based organizations to discuss mutual interests, strengths, resources, and difficulties.

c. Encouraging business and civic organizations to evaluate how their traditional missions can be met by working with community and neighborhood-based organizations.

SUPPORT ORGANIZATIONS

1. Support organizations should work cooperatively to educate and inform community and neighborhood-based organizations regarding:

a. How to utilize existing services appropriately.

b. How to evaluate support service needs.

c. How to set priorities and plan a sequence of developments.

2. Support organizations should specifically identify and market the total range of their services currently available.

3. Support organizations need to educate community and neighborhood-based organizations, as well as funders, regarding the importance of initial assessments/ organizational audits so they can be more often used to protect community and neighborhood-based organizations from costly or inappropriate purchases of services.

LABOR UNIONS

1. Labor unions should work to understand CBO/NBO functions and objectives and develop communication links with them.

2. Labor unions can share their experience in organizing with CBO/NBO through specific skills training and general support of empowerment processes.

3. Labor unions should consider the following in setting collective bargaining priorities:

   a. Policies supportive of community involvement/volunteerism.

   b. Other work-related issues identified in conjunction with neighborhood groups (e.g. worker retraining, child care).

4. Unions and their members can volunteer their technical skills to meet needs identified in conjunction with CBOs and NBOs (e.g. furnace repair for elderly).

Community and Neighborhood-Based Organizations
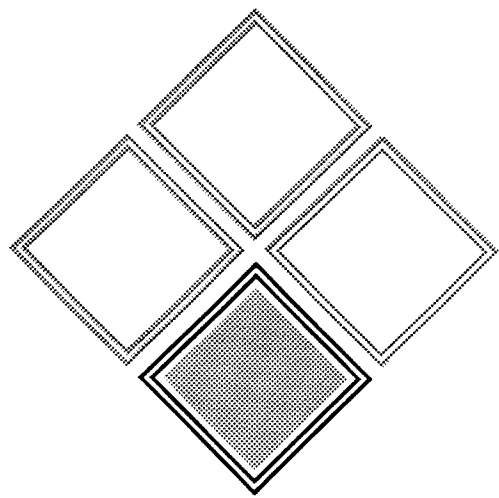
COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS COMMITTEE

SCOPE

Recommendations of the Community and Neighborhood-Based Organizations (CBO/NBOs) Committee are made to community and neighborhood-based organizations. Additional recommendations are made to the District Councils due to their specialized role in this sector.

THEMES

1. **CBO/NBOs should assume responsibility for educating others about their roles in our community.**

   CBO/NBOs have important and specific functions that should be respected. CBO/NBOs must be active in educating the community about their roles, limitations and needs.

   The contributions of CBO/NBOs in building individual and organizational capacities, developing community leadership and promoting democratic participation are critical.

2. **CBO/NBOs develop community leadership.**

   CBO/NBOs identify and develop local leadership as well as leaders for the larger community. This function should be encouraged and promoted.

   More leadership identification and development can be achieved through work in neighborhood block organizing, organizational outreach and volunteer management.

   Leadership training should be accountable to the community and respect varying organizational styles and constituencies.

   Quality staff is critical. Organizations need to develop policies and compensation plans which retain experienced, effective staff members and which also allows them to grow and be challenged in their development.

3. **Ongoing organizing benefits our community.**

   A fundamental function of CBO/NBOs is "base building" or "community organizing." This describes ongoing outreach by CBO/NBOs to their constituencies. Such efforts are hard to document but must precede program work if programs are to be effective.

Networks of community contact allow organizations to identify needs, disseminate information, and get responses on emerging issues. Conversely, it allows the community to hold organizations accountable.

4. <u>Develop management and organizing skills</u>.

    CBO/NBOs require technical assistance to develop and upgrade skills. More training in areas such as short and long-term planning, fund raising, budget and finance, personnel policies and organizational and management theory is needed.

    CBO/NBOs also need to build skills in areas more uniquely related to their functions: organizing, partnership building, and advocacy; developing the personal and organizational capacities of their constituents; and marketing and negotiation.

    CBO/NBOs need to work cooperatively with other sectors of the community to develop a full range of accessible skill-building services. Some resources are currently available, other are non-existent locally. Often assistance is unaffordable.

5. <u>Build better relationships through collaboration and coordination</u>.

    CBO/NBOs can build better relationships and communication within their sector , as well as ongoing relationships with agencies and institutions working in similar areas of interest and/or geographic areas.

    New collaborative ventures and partnerships are possible and need to be encouraged. Clear lines of accountability and authority are needed among public, private and CBO/NBO sectors.

    CBO/NBOs must work for "empowering" partnerships, those in which community developed vision and community-based priorities control the decision making.

    CBO/NBOs can be technical assistance providers to all sectors in policy and program design.

6. <u>Be clear about missions, roles, responsibility to constituencies</u>.

    CBO/NBOs must be clear about their niche in the community - their mission, responsibilities, limitations and strengths.

Policies and methods of participation which reflect and acknowledge the skills, interests and concerns of people are a priority. Cultural and ethnic diversity must be supported and broad participation encouraged.

7. **Understand District Councils as a specialized sub-sector.**

District Councils have a special "hybrid" quality. They are neighborhood-based organizations vested with specific public functions. They are creations of city government but are designed to be run by volunteer residents. These combinations of structure and function are often confusing to others in the community as well as to District Councils.

District Councils perform critical roles in the Citizen Participation Process and in city planning. City functions may conflict with other functions as a neighborhood controlled organization. District Councils must work to clearly define their roles and responsibilities, especially _vis a vis_ the City of Saint Paul.

District Councils must seek: to better utilize the talents of individuals and groups in these communities to develop programming and processes; to train and promote constituents as effective members of community decision making bodies; and to educate the community regarding the beneficial role Councils play in community building and "responsiveness" functions.

District Councils need to develop better coordination, communication and cooperation among themselves. Due to their specialized positions, District Councils play a key role in identifying community/neighborhood needs and resources in forming new ventures.

8. **See the big picture while advocating specific interests.**

Localized action as exemplified by CBO/NBOs must be taken in the context of a commitment to the long-term viability of the community as a whole. Neighborhood, CBO and NBO leadership must understand the functioning of the whole city as well as their particular geographic area or interests.

KEY RECOMMENDATIONS

1. COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS SHOULD ASSUME RESPONSIBILITY FOR EDUCATING THE COMMUNITY AND ALL ITS SECTORS ABOUT THEIR ROLES, CONTRIBUTIONS, LIMITATIONS AND NEEDS.

2. COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS NEED TO RECOGNIZE AND PROMOTE THEIR CRITICAL ROLE IN IDENTIFYING AND DEVELOPING COMMUNITY LEADERSHIP.

3. DISTRICT COUNCILS SHOULD WORK TO CLEARLY DEFINE THEIR MISSION, ROLES AND RESPONSIBILITIES.

RECOMMENDATIONS

COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS

1. Community and neighborhood-based organizations need to recognize and promote their critical role in identifying and developing community leadership.

2. CBOs and NBOs should publicize their contributions to the community, including:

   - oversight/monitoring of government and community institutions
   - creative solutions to human needs
   - citizenship training
   - advocacy
   - prevention of neighborhood deterioration

3. Community and neighborhood-based organizations should assume responsibility for educating the community and all its sectors about the roles, contributions, limitations and needs.

4. Skilled, responsible constituent participants need to be developed to work with/represent the community/neighborhood in a wide variety of planning, oversight, and board positions in the community at large.

5. Community and neighborhood-based organizations must work to create appropriate new collaborative ventures and partnerships with each other as well as government, financial institutions and other community resources.

6. Community and neighborhood-based organizations should pursue education in effective ways to work with other sectors, especially the private sector.

7. Community and neighborhood-based organizations should
    persevere in advocacy and community-building work as
    effective methods for uncovering needs and encouraging
    citizen\constituent participation.

8. Needs assessments should be replaced by needs/resources
    assessments. Community and neighborhood-based organizations
    should incorporate knowledge of community assets and
    individuals' capabilities in evaluating needs.

9. Community and neighborhood-based organizations should use
    management technical assistance to improve their functioning
    and effectiveness including:

        - short and long-term planning
        - fund raising skills
        - budget and finance
        - personnel policies
        - management theory and practice
        - evaluation
        - marketing

10. Community and neighborhood-based organizations should work to
    develop and use technical assistance to improve skills in:

        - community organizing and network-building
        - group process
        - advocacy
        - constituent accountability

11. Organizations should develop policies, including compensation
    plans, designed to obtain and retain experienced, effective
    staff.

12. Community and neighborhood-based organizations should work
    with other community resources to design and establish
    "Shared-Service Centers."

13. Community and neighborhood-based organizations must
    understand and be comfortable with their specific roles and
    the limitations inherent in their mission, as well as their
    strengths (i.e., small is beautiful, too).

14. Community and neighborhood-based organizations should
    function in ways that provide ongoing accountability for
    their mission and to their constituency.

15. Organizations must work to coordinate with other community
    and neighborhood-based organizations and District Councils
    working in similar interest and/or geographic areas to
   maximize communication and resources.

16. Community organizations should work to build ongoing relationships with other agencies and institutions working in a similar area of interest and/or geographic area (e.g., schools, hospitals, human service providers).

17. Community and neighborhood-based organizations need to build on their relationship with other groups in their constituent areas and support them.

    - local stores
    - neighborhood banks
    - business and civic organizations
    - churches

18. Community and neighborhood-based organizations should work with all sectors as technical assistance providers of education, insight and advice.

19. To encourage effective citizen participation in public decision making, community and neighborhood-based organizations should affirmatively act to forward and update mailing lists and develop relationships with early notification system managers.

DISTRICT COUNCILS

1. District Councils should work to clearly define their mission, roles and responsibilities:

    a. City functions/NBO functions
    b. Distinguish citizen participation and community organizing functions
    c. Clarify relationship to Planning and Economic Development (PED).

2. Each District Council should continually monitor and evaluate its accountability to constituents.

3. District Councils can assume a key role in identifying neighborhood/community needs and resources and in forming new ventures to meet them.

    a. "Empowering" partnerships and collaboratives.
    b. Spin-off resulting service or program.

4. All District Councils must work to insure broad-based representation in their decision making.

    a. Renters
    b. Homeowners
    c. Local businesses

d.   Religious community
e.   Ethnic minorities
f.   Young families
g.   Low income residents
h.   Senior citizens

5. District Councils should design programming and processes to train and promote constituents as effective members of community decision making bodies.

6. Better coordination/communication/cooperation among all nineteen (19) District Councils, their staff and Boards should be developed.

7. District Councils should consider coordination of Council/Committee elections so that:

    a.   publicity and outreach can be coordinated
    b.   recruitment of candidates will be facilitated
    c.   the base of participation in District Councils will be broadened
    d.   training and technical assistance opportunities can be better accessed by all District Councils.

8. Each District Council must educate itself about other community and neighborhood-based organizations in their district in order to better cooperate and coordinate with them.

9. District Councils should work with other community resources to design and implement training in block organizing skills.

10. Member Councils must assume responsibility for educating the community in general, and funders in particular, regarding the benefits of District Councils with their community building and responsiveness functions.

11. Policies must be designed that promote stability and continuity of District Council staffs.

12. District Councils must continue to support the diversity generated by providing direct representation of areas with varying characteristics and work together to educate others as to the rationale and value of such diversity.

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION
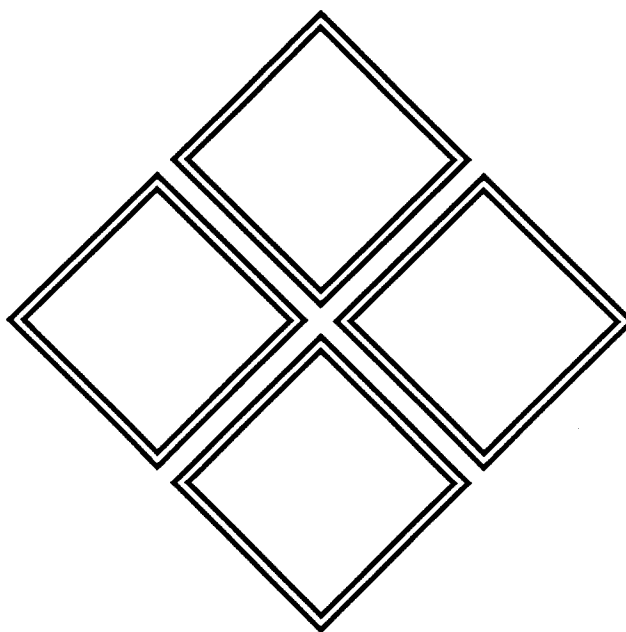
APPENDIX

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION: STRUCTURE AND PROCESS

BACKGROUND

The Task Force on Neighborhood/Community Action was convened by The Saint Paul Foundation in 1988 to facilitate a better understanding of community and neighborhood-based organizations and how they can be supported and strengthened by the community as a whole.

While the Task Force on Neighborhood/Community Action is often referred to as a "study," its design departed from conventional studies in that:

o   It placed emphasis on process, rather than pure data or research. It valued experience and perceptions as "real" data in decision making.

o   It focused on "public policy" with inherent presumptions that: policy should be the basis of community action; policy should be coherent, coordinated and clear, and; community leadership must participate in policy development if it is to be implemented.

The objective was to produce a Final Report that was consensus-based, sector specific and practical.

Task Force members were selected to insure that all community sectors had strong representation. Members have been resources due to their experience and expertise, as well as links to their constituencies.

The Task Force defined its mission as follows:

To study community and neighborhood-based organizations to assess their roles, functions and needs, and to examine roles and responsibilities of public, philanthropic, business, religious, nonprofit and neighborhood sectors of Saint Paul in order to develop recommendations for action that will support and strengthen community and neighborhood organizations.

The Task Force worked as an independent entity. The Report and Recommendations of the Task Force result from processes of information gathering, member expertise, and the interaction between these elements. The Recommendations embody the evaluations, opinions and action priorities of the Task Force as a whole rather than any one interest or funder.

Conceptually, the work of the Task Force was divided into two phases: 1) informational or educational, and 2) recommendations for action. Parallel to the work of the Task Force, staff work included data gathering, development of bibliography and informational resources, and interviewing key informants within the community.

EDUCATIONAL PHASE

From August through October, the Task Force participated in a series of educational meetings. These meetings were designed to provide a common base of information to all Task Force members for making their ultimate recommendations. Topics of the informational meetings have been:

1. City agencies and programs.

2. Community and neighborhood-based organizations.

3. Funders and financial institutions.

4. Intermediate funders and support organizations.

A list of presenters is attached to this report.

Aside from specific issue development, a primary function of this phase was to open communications between traditional "institutions" (United Way, City, Foundations) and community-based groups. This familiarized each member with the others' outlooks and allowed individual Task Force members to get to know and respect each other as a prelude for discussions of recommendations for action.

KEY INFORMANT INTERVIEWS

A central source of information for the Task Force was a broad sampling of community knowledge and perceptions obtained through key informant interviews.

Interviews were conducted in a variety of formats: individual, group, and written. The list of interviewees was developed with input from Task Force members as well as other community resources. Interviews were conducted by sector to insure coverage and balance. Structured questions were designed to obtain uniformity of information.

Individual Interviews. Forty-seven (47) face-to-face interviews were requested with forty-three (43) completed. (See list of interviewees, attached.) The high completion rate was interpreted as demonstrating a clear community interest in this issue.

Group Interviews. Five group interviews were conducted for the District Councils. The community organizer for each Council, as well as a Board representative from each Council was requested.

Two city departments, Planning and Economic Development and Community Services, also granted group interviews including the Department Director and Division Directors.

Written Questionnaire. Written responses were solicited by structured questionnaire from the following groups:

 o City Council Members.
 o County Board Commissioners.
 o School Board Directors.
 o Task Force Members.

In summary, the Task Force engaged in a wide range of information gathering activities to support its decision making process. The most impressive fact about the various methods is that they proved remarkably consistent in information and suggestions for action. They were also consistent with findings of others working in the area (Attachment G).

RECOMMENDATION PHASE

In order to develop specific recommendations for action, the Task Force divided into four Committees. Assignments were made to assure that there was strong cross-sector representation on each committee. The committees and their chairs are as follows:

 1. Public Sector - Kiki Sonnen, Chair.
 2. Private Sector: Financial Resources - Polly Nyberg, Chair.
 3. Private Sector: Institutions - Tom Duke, Chair.
 4. Community/Neighborhood-Based Organizations - Ed Johnson, Chair.

IMPLEMENTATION

The Task Force on Neighborhood/Community Action developed its final Report and Recommendations to be useful to all sectors. Actual publication will be followed by community presentation and discussion sessions. It is hoped that community groups will form to actively work on implementation.

Task Force members are developing a plan to provide staff support for implementation activities in the short-term. Ultimately, however, the hope is that the understandings, goals and objectives outlined in the Report and Recommendations will be integrated into the ongoing work of all community sectors.

ATTACHMENTS

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

WORKING PAPER

INTRODUCTION

In recent years, there has been increasing interest in neighborhood or community-based organizations. Such organizations have demonstrated an ability to build the St. Paul community's capabilities by enhancing individual leadership, delivering social services, promoting economic growth, and providing public policy input.

There is, however, neither a clear consensus on the roles and functions of such organizations, nor agreement on how various segments of the City can relate to and support them.

It is important that stronger shared understandings be established among neighborhood and community-based organizations, nonprofit organizations, and the business, religious and government sectors concerning appropriate and effective roles of community organizations and the best means of supporting them to maximize community benefits.

Assumptions

1. Changes in funding and funding patterns by federal, state and local government over the past decade have caused re-evaluation of how services can be most effectively and efficiently delivered.

2. Responsibility for human services and economic development has increasingly been shifted to local and neighborhood levels and has, in some cases, produced new partnerships and collaborations.

3. Community or neighborhood-based organizations have become more prominent as service providers, community developers and policy leaders.

4. There has been a growing reliance by the City of St. Paul on neighborhood and community-based organizations for problem solving.

5. The decline of volunteerism in recent years has limited the capabilities of many neighborhood or community-based activities.

6. Clearer information is required regarding the functions, needs, goals, and support for these organizations.

7. A comprehensive assessment of community or neighborhood-based
   activities which identifies roles and responsibilities of
   the public, philanthropic, business, religious, nonprofit and
   neighborhood sectors of Saint Paul would be mutually
   beneficial.

Community Action

To address these assumptions, a Task Force on Neighborhood/
Community Action will be formed to undertake a study of the
various formal and informal neighborhood networks and their needs
and to make recommendations based on this information designed to
support and strengthen them.

Information needed as a basis for completing the study will be
gathered and/or developed by staff in consultation with Task
Force members. Informational categories will include:

   1. Historical.
   2. Demographic.
   3. Public resources.
   4. Private resources.
   5. Community needs.
   6. Needs of community organizations.

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

Goals Of The Task Force

Anticipated outcomes from the work of the Task Force on
Neighborhood/Community Action are to:

   1. Develop a description of the nature and functions of
      community or neighborhood-based organizations.

   2. Identify strengths and limitations of such
      organizations.

   3. Assess current public and private sector policies in the
      area.

   4. Determine how the various sectors can support
      neighborhood and community-based action.

   5. Develop sector-specific recommendations for continuing
      action in Saint Paul.

   6. Present a Final Report to the community as a basis for
      future planning and action.

Task Force Members

A 15-member Task Force will be appointed by The Saint Paul
Foundation. All segments of the community with interest and/or
expertise in understanding and strengthening community-based
organizations will be included. The Task Force will provide
general guidance and oversight for this study and will make
recommendations for continuing community involvement and action.

Task Force members will be expected to contribute resources and
expertise toward information gathering tasks relating to their
areas of interest. Once complete information is obtained,
organized and summarized, the Task Force will review it as a
basis for forming sector-specific recommendations. As
recommendations are finalized, the Task Force will suggest the
best use of the information in design and preparation of the
Final Report.

The Task Force will include representatives of the City of Saint
Paul, Ramsey County, the United Way of the Saint Paul Area, the
Saint Paul Public Schools, The St. Paul Companies, The Saint Paul
Foundation and the Amherst H. Wilder Foundation, public policy
analysts, experienced leaders of community organizations, and
neighborhood and low income representatives.

The Task Force will function from May 1, 1988 through December
30, 1988. The principal work of the group will be completed
prior to October 30, 1988, when the Final Report will be issued.
Activities for the remainder of the term will relate to community
presentations of the Final Report's findings and recommendations.

Responsibilities of the Task Force will be to:

1. Review and make recommendations regarding the final
    design of the study.

2. Provide relevant input, access to resources and
    expertise for information development.

3. Participate in data gathering, as appropriate.

4. Monitor progress of the study including interim review
    and recommendations regarding the data collected.

5. Analyze information developed by staff and establish
    recommendations for action by sector.

6. Review and approve a Final Report.

7. Help report the study findings and recommendations of
    the Final Report to the community at large.

THE STUDY

Purpose

The purpose of the study is to produce a complete picture of how neighborhood or community-based organization function, identify trends in the area and describe distribution patterns of public and private resources. This will require an understanding of the roles, accomplishments, needs and patterns of support for neighborhood or community-based organizations as well as an examination of community needs.

Examples of questions to be answered during the study process include:

1. What is a neighborhood or community-based organization?

2. What is the history of these organizations in Saint Paul?

3. What have/can such organizations do well? Not do well?

4. What are current status, directions and needs of neighborhood and community-based organizations in Saint Paul?

5. What are trends, outcomes and successes in existing programs? Gaps, inadequacies and limitations?

6. How closely do the available resources (time, money, energy) match with responsibilities and expectations?

7. What resources exist for continuing financial support of these organizations?

8. What is the proper role of community organizations formally recognized by the city government (i.e. District Councils) vis-a-vis other community organizations and interests in decisionmaking processes.

9. What, specifically, can/should each sector (public, religious, philanthropic, neighborhood organization, business) do to strengthen neighborhood or community-based organizations?

10. What creative and cooperative methods are there for strengthening them?

Structure

Due to the wide range of information required to complete the study, as well as the lack of certain kinds of needs and

perceptions data, the study will be structured for two types of information gathering.

1. **Historical and Statistical Data**

    Most historical, demographic, funding and statistical data can be gathered through existing sources such as the City of St. Paul, Ramsey County and the United Way. Specific requests will be framed to obtain information helpful to the Task Force.

2. **Community Input**

    To obtain current information on the status of community-based organizations in relationship to community need, community input will be sought through a series of structured interviews. Specific interview questionnaires will be designed to obtain relevant information from community members. Personal interviewing will be used to elicit answers either on a one-to-one or group basis.

    Groups to be included in interviewing are:

    1. Public funders/officials
    2. Private funders/leaders/financial institutions
    3. District and community councils
    4. Community-based organizations

    It is anticipated that design and execution of this community input research will be managed by the Project Director with assistance from technical consultants as necessary. Tasks to be accomplished will include designing interview questionnaires, identifying individuals and organizations in each category for interview, conducting interviews, collecting and summarizing interview results.

Timeline

The study is planned on a six-month schedule. Work will begin May 1, 1988, with the final report to be issued by October 30, 1988. (A more specific timeline for activities is attached.)

PROJECT MANAGEMENT

A Project Director will act as staff to the Task Force and provide overall management. It is anticipated that project staff will work between 1/4 and 1/2 FTE throughout the duration of the study. The Project Director will work closely with the Task Force, and will report to and be supervised by Jean E. Hart, Vice President, of The Saint Paul Foundation.
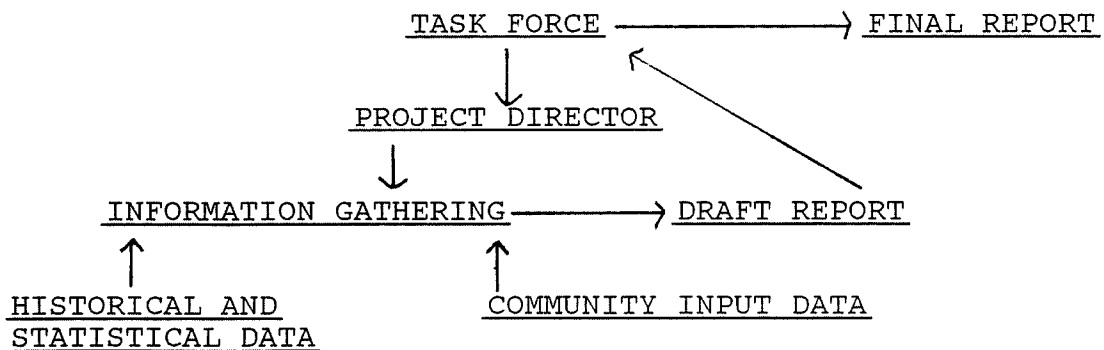
Qualifications of the Project Director will include:

1. Demonstrated understanding of neighborhood issues/resources.

2. Excellent communication skills: written and verbal.

3. Ability to work with Task Force members.

4. Experience managing similar projects/studies.

5. Willingness to make this project a primary personal work focus.

6. Ability to work in a facilitating role.

7. Experience in the are of public policy.

8. Experience in program administration, budget monitoring.

Responsibilities of the Project Director will be to:

1. Staff all Task Force and/or working group meetings.

2. Maintain communication with Task Force members.

3. Manage collection of information, including historical, statistical and interview data.

4. Be responsible for selection and supervision of consultants engaged in specific tasks required to carry out study objectives.

5. Draft and produce the Final Report.

6. Provide general administration and budget oversight.

A simple schematic showing the relationship between the Task Force and the Project Director is found below:

TASK FORCE ⟶ FINAL REPORT

PROJECT DIRECTOR

INFORMATION GATHERING ⟶ DRAFT REPORT

HISTORICAL AND STATISTICAL DATA

COMMUNITY INPUT DATA

EVALUATION

Evaluation of the work of the Task Force on Neighborhood/
Community Action will be conducted by Stacey Stockdill, Ph.D.
The general purpose of the evaluation will be to assess: (1) the
degree to which the Final Report has met the purposes of the Task
Force and; (2) the impact, if any, of the recommendations of the
Final Report on community action over a multiple-year period.

As a preliminary outline, it is anticipated that a Phase I
evaluation assessing activities leading to the Final Report will
be submitted by December 30, 1988, with a Phase II follow-up
evaluation relating to impacts scheduled for December 30, 1990.

A detailed evaluation plan for Phase I will be developed by Dr.
Stockdill after the scope and design of the study are finalized
by the Task Force. The Phase II evaluation plan will follow
publication of the Final Report since its elements will depend on
report content and plans relating to implementation.

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

CBO/NBO COMMITTEE

Mr. Ed Johnson, Chair

Ms. Beverly Hawkins
Ms. Jerry Jenkins
Mr. Bill Sands
Ms. Luanne Nyberg

PUBLIC SECTOR COMMITTEE

Ms. Kiki Sonnen, Chair

Mr. Mike Temali
Mr. Gary Park
Mr. Alex-Edmund DaHinten
Mr. Dave Lanagren

PRIVATE SECTOR: INSTITUTIONS COMMITTEE

Mr. Tom Duke, Chair

Ms. Jane Royse
Mr. Richard Hadley
Ms. Ruth Murphy
Ms. Jean Hart

PRIVATE SECTOR: RESOURCES COMMITTEE

Ms. Polly Nyberg, Chair

Mr. Robert Tracy
Mr. Ron Hick
Mr. Robert Kessler
Mr. Ellery July

Educational Presenters

1. ### Public Sector Programs

   Jerry Jenkins
   : Department of Planning and Economic Development

   Robert Kessler
   : Mayor's Office

   Chris Park
   : Better Neighborhoods Program

   Councilmember Kiki Sonnen
   : Neighborhood Empowerment Project

   Ruth Murphy
   : Neighborhood Empowerment Project

   Gary Park
   : Saint Paul Independent School District

2. ### Community and Neighborhood-Based Organizations

   Ron Pauline
   : Aurora-St. Anthony Block Club, Inc.

   Ed Johnson
   : Fort Road Federation

   Kathy Kirchoff
   : Neighbors Acting Together

   Gary Sande
   : West Side Community Clinic

   Sharon Voyda
   : District 6 Planning Council

   Jim Blala
   : Merrick Park Community Center

3. ### Funders and Financial Institutions

   Ron McKinley
   : Former Director: McKnight Self-Help Initiatives Program (MNSHIP)

   Polly Nyberg
   : The St. Paul Companies, Inc.

3. <u>Funders and Financial Institutions</u>   (continued)

Yusef Mgeni
    Northwest Area Foundation

Bill Fallon
    American National Bank

Andy Boss
    Park Bank

Dennis Prchal
    Western State Bank

4. <u>Intermediate Funders and Support Organizations</u>

Ellery July
    United Way of the St. Paul Area

Jean Anderson
    Cooperating Fund Drive

Barbara Davis
    United Arts Fund

Charlotte Sabastian
    Amherst H. Wilder Foundation

TASK FORCE ON NEIGHBORHOOD/COMMUNITY ACTION

PUBLIC SECTOR

Public Funders/Officials

Interviewees

Mr. Jim Schiebel
President
City Council
Room 716, City Hall
Saint Paul, Minnesota 55102

Mr. Ken Johnson
Planning Economic Development
25 West Fourth Street
Saint Paul, Minnesota 55102

Mr. Warren Hanson
Planning Economic Development
25 West Fourth Street
Saint Paul, Minnesota 55102

Ms. Peggy Reichart
Planning Economic Development
25 West Fourth Street
Saint Paul, Minnesota 55102

Ms. Mary Tingerthal
Planning Economic Development
25 West Fourth Street
Saint Paul, Minnesota 55102

Mr. Bill Patton
Planning Economic Development
25 West Fourth Street
Saint Paul, Minnesota 55102

Mr. Bill Belden
Planning Economic Development
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Ms. Kathy Stack
Director
Community Services
Room 545, City Hall
Saint Paul, Minnesota 55102

Mr. Jan Gasterland
Community Services
Room 545, City Hall
Saint Paul, Minnesota 55102

Ms. Judith Barr
Community Services
Room 545, City Hall
Saint Paul, Minnesota 55102

Mr. Gerald Steenberg
Community Services
Room 545, City Hall
Saint Paul, Minnesota 55102

Mr. Robert Piram
Community Services
Room 545, City Hall
Saint Paul, Minnesota 55102

Ms. Kathleen Anderson
Jackson School
437 Edmund Avenue
Saint Paul, Minnesota 55103

Mr. Terry Schutten
Ramsey County Administrator
286 Courthouse
Saint Paul, Minnesota 55101

Ms. Jacqueline Byrd
Ramsey County
286 Courthouse
Saint Paul, Minnesota 55101

Mayor George Latimer
City of St. Paul, Office of the Mayor
347 City Hall
Saint Paul, Minnesota 55102

Dr. David Bennett
Saint Paul Independent School District
360 Colborne Street
Saint Paul, Minnesota 55102

Mr. Tom Walsh
Saint Paul Police Department
100 East 11th Street
Saint Paul, Minnesota 55101

Mr. Dan Bostrom
Saint Paul Police Department
100 East 11th Street
Saint Paul, Minnesota 55101

Ms. Nan Skelton
State Department of Education
989 Capital Square
550 Cedar Street
Saint Paul, Minnesota 55101

PUBLIC SECTOR

St. Paul City Councilmembers

Written Interviews

Councilmember William Wilson
City Council District 1
719 City Hall
Saint Paul, Minnesota 55102

Councilmember Robert Long
City Council District 3
713 City Hall
Saint Paul, Minnesota 55102

Councilmember Kiki Sonnen
City Council District 4
722 City Hall
Saint Paul, Minnesota 55102

Councilmember Janice Rettman
City Council District 5
718 City Hall
Saint Paul, Minnesota 55102

Councilmember Roger Goswitz
City Council District 6
701 City Hall
Saint Paul, Minnesota 55102

Councilmember Thomas Dimond
City Council District 7
712 City Hall
Saint Paul, Minnesota 55102

PUBLIC SECTOR

St. Paul Public Schools: Board of Directors

Written Interviews

Mr. Daniel B. Bostrom
Chairperson
1646 East Shore Drive
Saint Paul, Minnesota 55106

Ms. Margo Fox
Vice Chairperson
1905 Sheridan
Saint Paul, Minnesota 55116

Ms. Claudia Swanson
1493 Grand
Saint Paul, Minnesota 55105

Mr. James S. Griffin
Treasurer
1592 Western Avenue
Saint Paul, Minnesota 55117

Ms. Eleanor E. Weber
2417 Chilcombe
Saint Paul, Minnesota 55108

Mr. Al Oertwig
509 Fred Street
Saint Paul, Minnesota 55101

Mr. Bill Carlson
1569 Alameda
Saint Paul, Minnesota 55117

PUBLIC SECTOR

Ramsey County Commissioners

· Written Interviews

Mr. Warren W. Schaber, Chair
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota 55102

Ms. Diane Ahrens
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota

Mr. John T. Finley
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota 55102

Ms. Ruby Hunt
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota 55102

Mr. Duane W. McCarthy
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota 55102

Mr. Hal Norgard
Ramsey County Commissioner
316 Courthouse
Saint Paul, Minnesota 55102

Mr. Donald Severda
Ramsey County Courthouse
316 Courthouse
Saint Paul, Minnesota 55102

PRIVATE SECTOR

Funders/Financial Institutions

Interviewees

Mr. John Taylor
First Bank Foundation
1600 First Bank Place East
P.O. Box 522
Minneapolis, Minnesota 55480

Mr. Don Larson
3M Community Affairs
3M Center, 521-11-01
Saint Paul, Minnesota 55144-1000

Mr. Yusef Mgeni
Northwest Area Foundation
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Mr. Ron McKinley
Minnesota Minority Education Project
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Mr. Paul Verret
President
The Saint Paul Foundation
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Saint Paul, Minnesota 55101

Mr. Tim Macke
President
Liberty State Bank
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Mr. Pat Donovan
President
Norwest Bank of Saint Paul, N.A.
Norwest Center
Saint Paul, Minnesota 55101

Ms. Carolyn Gabanski
Norwest Foundation
Norwest Center
Saint Paul, Minnesota 55101

Mr. Eugene Kraut
Executive Vice President
Port Authority
1900 Amhoist Tower
345 St. Peter Street
Saint Paul, Minnesota 55102

<u>PRIVATE SECTOR</u>

<u>Business/Civic/Religious Leaders</u>

<u>Interviewees</u>

Mr. Carl Drake
Chair, F. R. Bigelow Foundation
The St. Paul Companies, Inc.
385 Washington Street
Saint Paul, Minnesota 55102

Mr. Tom Dewer
Senior Fellow
Hubert Humphrey Institute
137 Humphrey Center
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Minneapolis, Minnesota 55455

Ms. Mora Capiz
Capiz World Travel
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Saint Paul, Minnesota 55107

Mr. Arthur Himmelman
Senior Fellow
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Ms. Ann Copeland
Midway Business and
 Civic Association
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Saint Paul, Minnesota 55104

Keith Olmsted
Neighborhood Church Project
1900 11th Avenue South
Minneapolis, Minnesota 55404

Reverend Oliver White
Camphor Methodist Church
585 Fuller Avenue
Saint Paul, Minnesota 55103

PRIVATE SECTOR

Intermediate Funders/Volunteer Organizations

Interviewees ·

Mr. Tom Fulton
Minneapolis St. Paul Family
 Housing Fund
222 South 9th Street, Suite 3801
Minneapolis, Minnesota 55402

Mr. Joe Haggerty
United Way of the Saint Paul Area
333 Sibley Street
Saint Paul, Minnesota 55101

Mr. Leonard Wilkening
Amherst H. Wilder Foundation
919 Lafond Avenue
Saint Paul, Minnesota 55104

Ms. Sandra Micher
Ramsey Action Programs
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Saint Paul, Minnesota 55101

Ms. Jean Anderson
Cooperating Fund Drive
1619 Dayton Avenue
Saint Paul, Minnesota 55104

Monsignor Jerome Boxleitner
Catholic Charities
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Minneapolis, Minnesota 55404

Ms. Rebecca Glass
Minneapolis Youth Project
3255 Hennepin Avenue
Minneapolis Minnesota 55408

Mr. Malcolm McLean
United Arts
Landmark Center
75 West 5th Street
Saint Paul, Minnesota 55102

COMMUNITY AND NEIGHBORHOOD-BASED ORGANIZATIONS

Interviewees

Mr. Rafael Ortega
CLUES
220 South Robert Street
Saint Paul, Minnesota 55107

Ms. Dorothea Burns
Assistant Director
Martin Luther King Center
270 North Kent Street
Saint Paul, Minnesota 55102

Mr. Jon Pratt
Minnesota Council on Nonprofits
2700 University Avenue West
Saint Paul, Minnesota 55114

Mr. Tom Welna
Neighborhood Energy Consortium
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Saint Paul, Minnesota 55114

Ms. Diana Rankin
Lao Family Community
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Saint Paul, Minnesota 55104

Ms. Marg Jamison
St. Anthony Park Block
 Nurse Program
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Saint Paul, Minnesota 55116

Mr. Kwame McDonald
Inner City Youth League
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Saint Paul, Minnesota 55104

Mr. Seitu Jones
Artspace
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Saint Paul, Minnesota 55101

Community and Neighborhood-Based Organizations
(continued)

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Minneapolis, Minnesota 55404

Ms. Monica Erhler
Parents Anonymous
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Mr. Joe Nathan
Spring Hill
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SELECTED BIBLIOGRAPHY ON NEIGHBORHOOD AND COMMUNITY ACTION
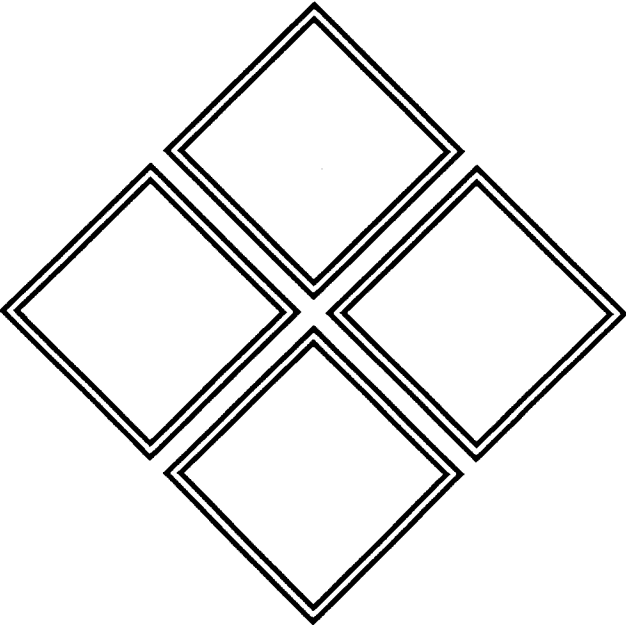
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social movement: perspectives on trends in the United States and
West Germany", COMPARATIVE POLITICAL STUDIES 20: 229-246, 1987.

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relatively small, local groups to achieve localized development
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479, 1987.

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