Introduction

NCDI has co-designed and implemented comprehensive community initiatives in many cities sponsored by local and/or national foundations such as:

- The W.K. Kellogg Foundation
  - ConnectUp Initiative: Benton Harbor, MI

- The William & Flora Hewlett Foundation
  - Neighborhood Improvement Initiative: East Palo Alto, San Jose, Oakland, CA

- The Annie E. Casey Foundation
  - Making Connections Initiative: Oakland, CA; Seattle, WA; and Providence, RI

- The San Francisco Foundation
  - Koshland Program OMI Neighborhood Improvement Project: San Francisco, CA

- The Skillman Foundation
  - Good Neighborhoods Initiative: Detroit, MI

- The Douglas & Maria DeVos Foundation
  - Believe to Become Education Initiative: Grand Rapids, MI *(currently in co-design/soft launch phase)*

In our work with community change initiatives, we have the dual goal of ensuring that the foundation's goals are met while equally respecting, educating and engaging the indigenous wisdom of community residents and leaders in the process of realizing sustainable community change.

Over the past four months, NCDI has been in discussions with the Douglas and Maria DeVos Foundation and Lighthouse Communities to co-design the *Believe to Become* neighborhood engagement model. This work will launch in June 2010.

NCDI's Theory of Change

By training a critical mass of community leaders, by strengthening and connecting a target group of community organizations and by engaging a broad cross section of community members in planning, executing and assessing their social change strategy, communities of color will have the capacity to lead, govern, educate, provide for, support and protect themselves and be healthy, safe, empowered and vibrant places to live, work and play.

NCDI Scope of Work Summary

NCDI has been responsible for many aspects of successful project implementation. This document highlights eight (8) areas that might inform the work those seeking to build capacity in communities of color using a place-based approach. The document includes, *"Critical Roles, Best Practices, NCDI's Experience and NCDI Results"*

Key Lessons and Learnings

A Lessons and Learnings document is under development to accompany this information and to inform foundations, communities and others interested in embarking on place-based, comprehensive community initiatives.

Sample of NCDI Experience

Critical Roles	Best Practices	Relevant NCDI Experience	NCDI Results/Impact
1. **Manage and Plan Project**	• Project management literature which states that project management is planning, organizing, and managing resources to successfully complete project goals within the constraints of time and budget. Websource: http://en.wikipedia.org/wiki/Project_management	• ConnectUp Initiative-Benton Harbor, MI • Good Neighborhoods Initiative-Detroit, MI • Neighborhood Improvement Initiative-East Palo Alto, CA • After School Initiative-Northern California • Koshland Program OMI Neighborhood Improvement Project	• Planned, organized and managed the community engagement process including outreach, organizing, visioning, action planning and learning activities
2. **Build Partner Capacity: Community Engagement**	• Principles of Community Engagement, NCDI © 2006 • Arnstein SR. A ladder of citizen participation. *AIP Journal* 1969;July:216-224. • Benard B. Working together: principles of effective collaboration. *Prevention Forum* 1989;10(1):157-165	• Southside Oroville Community Visioning Project-Oroville, CA • Richmond Children's Foundation-Richmond, CA • Equal Voice For America's Families, Marguerite Casey Foundation-Oakland, CA • Making Connections Initiative-Oakland, CA, Des Moines, IA, Seattle, WA, Milwaukee, WI	• Recruited and trained, a resident-based, community liaison team in Detroit. • Over the last three years, this team has reached and engaged over 15,000 people in the GN neighborhoods.

Critical Roles	Best Practices	Relevant NCDI Experience	NCDI Results/Impact
3. **Build Partner Capacity: Facilitation**	• Literature on meeting management which states that facilitation is the art and practice of designing and executing a successful project management, organizational development or consensus-building process in a way that is impartial, supportive and productive. Websource: http://en.wikipedia.org/wiki/Facilitation_(business and http://en.wikipedia.org/wiki/Facilitation	• Eastern Star Church, Indianapolis, IN • Centro Binacional para el Desarollo Indigena Oaxaqueno (CBDIO)-(Central Valley, California) *(Note: Primarily Delivered in Spanish)* • Advocacy & Evaluation Training, The California Endowment (TCE)- CA Statewide for TCE grantee organizations	• Trained 16 members of Eastern Star Church to facilitate new member involvement focus groups • Trained 200 orgs and over 2,500 people through TCE initiative • Conducted various facilitation workshops over the past 10 years
4. **Develop Local Leadership**	• Leadership practitioners have many theories about how leadership development programs lead to change. University of Michigan research has found that leadership development programs include fellowship programs, individual skill-building programs, social entrepreneurial programs, community service programs, pipeline programs, organizational development programs, community-based, grassroots leadership programs, and issue and/or field-based programs. [i] (see endnote for reference)	• Community Builder's Leadership Institute-Atlanta/Savannah, GA; Baton Rouge/New Orleans, LA; Benton Harbor/Detroit, MI; Indianapolis, IN; Jackson, MS; Knoxville, TN; Oakland, CA; and Seattle, WA • Good Neighborhoods Leadership Academy-Detroit, MI • Transforming Philanthropy in CoCs-Southeast North Carolina & No. CA	• Trained over 500 residents, consultants, natural leaders and nonprofit leaders to build capacity for social change • Trained over 80 Black, Hmong, Latino and Arab American Detroit residents to be key leaders in the GN initiative

	Critical Roles	Best Practices	Relevant NCDI Experience	NCDI Results/Impact
5.	Facilitate Neighborhood Planning Meetings	In-Service Training: "Creating an Evidence-Based, Positive Youth Development Services Network" by Leslie Hollingsworth, PhD, ACSW, LMSW, University of Michigan School of Social Work	• Good Neighborhoods Leadership Academy-Detroit, MI • Neighborhood Improvement Initiative-East Palo Alto, CA • The Unity Project, Center for Applied Research and Technical Assistance-National	• Implemented a 5-meeting community planning process; a 5 meeting action planning process; and a year-long community governance process to develop neighborhood capacity for ensuring kids are safe, healthy, education and prepared for life.
6.	Provide Technical Assistance/ Coaching to individuals, organizations, community	Organizational development literature which states that OD is a planned effort to increase the effectiveness and foster the sustainability of an organization. From Survival to Sustainability, NCDI @ 2009 Websource: http://en.wikipedia.org/wiki/Organizational_development Professional coaching literature which states that coaching is advising, informing or training a person or group to solve a problem, address an issue, increase knowledge or develop skills. Websource: http://en.wikipedia.org/wiki/Executive_coaching#Business_coaching	• JEWEL Christian Academy (JCA) Accreditation-Indianapolis, IN • Oakland Fund for Children & Youth-Oakland, CA • Ma'at Youth Academy-Richmond, CA • Neighbors for Better Neighborhoods, Winston Salem, NC • United African American Ministers Action Program-San Diego, CA	• JCA received accreditation from Association of Christian Schools International (ACSI) • Provided technical assistance and organizational development consulting to over 1,000 organizations nationwide

Critical Roles	Best Practices	Relevant NCDI Experience	NCDI Results/Impact
7. **Create Project Communication Systems**	Social networking and web-based collaboration is essential for effective and efficient work in the 21st Century.	• Good Neighborhoods Leadership Academy-Detroit, MI • Richmond Children's Foundation-Richmond, CA • JEWEL Christian Academy-Indianapolis, IN • Eastern Star Church Annual Report Project-Indianapolis, IN • Healing Streams Word & Worship Center Kingdom Center Project-Indianapolis, IN • East Bay Community Foundation Community Assessment-Oakland, CA	• Built and customized 2 Bravelo websites to manage the GN work in Detroit, MI Over 400 people have access to the site(s) • Trained JEWEL Christian Academy staff and faculty to use Bravelo for curriculum development/ revision while preparing for accreditation review • Utilized *SharePoint* to manage a community listening process in Richmond, CA – over 100 interviews conducted
8. **Co-Design Transformation Processes (examples are specific to parents)**	• The importance of caring adults across domains of families, schools, and communities is emphasized in references available through the *Community Guide to Helping America's Youth* (Community Guide, 2007).[ii] (see endnote for reference)	• Making Connections Oakland-Oakland, CA • San Antonio Neighborhood Network-Oakland, CA • Oakland Unified School District-Oakland, CA • Mississippi Action for Community	• Parents are more informed, connected, engaged and empowered to participate in school improvement programs

Critical Roles	Best Practices	Relevant NCDI Experience	NCDI Results/Impact
		Education-Greenville, MS • Ravenswood Elementary School District, East Palo Alto, CA	

ENDNOTES

I W.K.Kellogg Foundation. Evaluating Outcomes and Impacts: A Scan of 55 Leadership Development Programs. Development Guild/DDI.

II A Review and Recommendations for Next Steps in Exploring an Age-Specific Framework of Services in Detroit "Good Neighborhoods", *Executive Summary,* May 2007, by Leslie Hollingsworth, PhD, *Contact Person,* University of Michigan School of Social Work Technical Assistance Center