

**AMANI INITIATIVE
POPULATION CHANGE LEARNING COMMUNITY (PCLC)
CASE STUDY FOR 2016**

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BACKGROUND

The Amani Neighborhood

Over the years Milwaukee's Amani neighborhood has been overwhelmed by a concentration of problems, many caused by those who did not live in the neighborhood. Understanding Amani's history requires an analysis of how racial and economic segregation combined to restrict opportunity. These include the following situations:

- The federal housing practice segregated neighborhoods by race, using red lines on a map to designate black communities, which limited African Americans' mobility, concentrated them geographically on the city's north side, and devalued their property.
- Mass incarceration driven by restrictive justice policies punished poor people of color much more harshly.
- The war on drugs.
- The housing market collapse resulted in sub-prime and predatory lenders targeting low-income families, which triggered a rise in homeowner defaults and foreclosures.
- As Milwaukee's industrial fortunes waned, so did the Amani neighborhood's. The 1980s and 1990s witnessed significant disinvestments as companies, including A.O. Smith and Tower Automotive, downsized or closed their doors. Soon after these debilitating events the country's 2008 financial meltdown and Great Recession led to massive job loss and foreclosures. Centers of neighborhood commerce and social interaction that had been thriving and vibrant during the 1970s quickly fell victim to significant disinvestment, rising crime, and high vacancy rates as companies downsized or closed their doors.

Today, Amani residents, of which 92% are African-American, face many economic and educational barriers:

- No or limited employment opportunities are within walking distance.
- Median earnings are \$19,636 compared to \$27,285 citywide.
- 35% of males and 30% of females ages 18 to 24 are without a high school diploma or equivalency compared to 21% of males and 13% of females citywide.
- Only 0.8% of male and 5.8% of female residents possess a bachelor's degree or other type of higher education degree.
- 42% of Amani residents are employed in service occupations with median earnings of \$16,062 compared to the 24% of the entire city who work in the service industry.
- A lack of access to quality neighborhood schools and training programs, which would help Amani residents qualify for higher-paying jobs.
- 52.4% of Amani residents live below the poverty line, and 40% of those live in "deep poverty." Deep poverty is defined as a family of three living on an annual income below \$9,425.
- 35% of residents ages 20 to 64 are unemployed and are actively seeking employment compared to 12% of residents citywide.

Despite these challenges, or perhaps because of them, many Amani residents believe in the potential for change. As they work in partnership with neighborhood organizations and city-level stakeholders, Amani residents are able to bring attention to the policies and practices that hold back their progress.

The Dominican Center and Building Neighborhood Capacity

The mission of the Dominican Center is to work with the Amani residents and partners to build a better future for the Amani neighborhood. Since 1995, the Dominican Center has provided adult education, housing programs, and a platform for naming and addressing residents' concerns. Today, we partner with residents to develop an Amani community organization comprised of people who work together to achieve a shared goal: a successful community that is dynamic, healthy, safe, and prosperous. The Dominican Center believes that social change efforts for the Amani neighborhood must be an inclusive process led by residents.

The Dominican Center shares a history of collaboration with COA Youth & Family Center (COA), beginning with the opening of COA-Goldin Center in the Amani neighborhood in 2005 and continuing through the opening of a pediatric and family care center by the Children's Hospital of Wisconsin in 2013 at COA-Goldin Center. The Dominican Center also works closely with area churches, especially Hephatha Lutheran Church, Bethesda Baptist Church, and Village Ministries Church.

In 2012, the Dominican Center was designated as the community anchor organization for the federal Building Neighborhood Capacity Program (BNCP). The BNCP is part of the White House Neighborhood Revitalization Initiative to identify and develop residential leadership and training for a broad cross-section of residents in distressed neighborhoods. The BNCP required public and private partnerships to support capacity building in the five interlocking issues of education, employment, health, housing, and safety. The approach within the BNCP model was to design and implement a coordinated, place-based, resident-led, and results-driven plan for neighborhood revitalization.

The Department of Justice contracted with the Center for the Study of Social Policy (CSSP), who subcontracted with the Institute for Community Peace (ICP) to provide technical assistance to the BNCP organizations. Local cross-sector partners included the Milwaukee Police Department as the fiscal agent, the Northwestern Mutual Foundation, the Greater Milwaukee Foundation, the Zilber Family Foundation, the Children's Hospital of Wisconsin, and the City of Milwaukee Mayor's Office. Although the Federal BNCP participation ended in December 2016, the Dominican Center and local cross-sector partners remain committed to continuing and supporting the work of the BNCP in Amani.

Building upon the Dominican Center's history of community advocacy and combining that with the BNCP's and Amani United's efforts, Amani residents and their partners began to develop the capacity to address the issues that plagued the community.

METHODOLOGY

In Spring 2016, the Dominican Center began a case study of the Amani BNCP community efforts. Working with the Population Change Learning Community (PCLC), and consistent with PCLC's overall design, format, and approach, the Dominican Center interviewed a cross-section of network partners, out-of-network partners, supporting organizations, and Amani residents. The overarching purpose of these interviews and the subsequent case study was to better understand the full range of functions, capacities, and shared understandings achieved by the BNCP between residents, funders, and the anchor organization in a multi-sector, place-based effort to develop a resident-led revitalization plan.

We are grateful to the 19 individuals who agreed to be interviewed for the Amani Initiative Case Study. We appreciate not only their time, but also their candor and valuable insights. Tom Schneider, Executive Director of COA Youth and Family Centers; Sister Patricia Rogers, OP, Executive Director of the Dominican Center; and the following individuals were interviewed:

- **Network Partners:** Darlene Russell, Greater Milwaukee Foundation; Inspector Tom Stigler, Milwaukee Police Department; John Kordsmeier, Northwestern Mutual Foundation; and Susan Lloyd, Zilber Family Foundation. Eric Christophersen, who is John Kordsmeier's successor at Northwestern Mutual Foundation, was interviewed by phone.
- **Out-of-Network Partners:** Eileen Sherman, Alverno College; Yvonne McCaskill, Century City; Mario Higgins, City of Milwaukee Community Development Grants Administration; and Katie Sanders, Safe & Sound.
- **Residents:** Blanche Duggar, Julia Johnson, Jerusa Johnson, and Brandon Culpepper.
- **Supporting Organizations:** Linda Bowen, ICP and sub-contractor for the Center for the Study of Social Policy (CSSP); Fatima Benhaddou, CSSP consultant and City of Milwaukee Housing Rehabilitation Manager; Pastor Mary Martha Kannass, Hephatha Lutheran Church; and Nancy Frank, University of Wisconsin-Milwaukee School of Architecture and Urban Planning.

While we gathered information from the perspective of a diverse range of participants, we fully acknowledge that there are many more people within our community who contributed their time and efforts to improve the lives of everyone living in the Amani community.

ABOUT THE POPULATION CHANGE LEARNING COMMUNITY (PCLC)

We developed the overall design and approach of this case study with our colleagues involved in the PCLC. This community of learners embraced groups from areas across the United States, including The Brownsville Partnership, Brooklyn, NY; Brighter Futures, Hartford, CT; Chelsea Thrives, Chelsea, MA; Community Studios, Sarasota, FL; Eastside Community, United Way of San Antonio, TX; Growing Together, Tulsa, OK; Magnolia Community Initiative, Los Angeles, CA; The Amani Neighborhood, Milwaukee, WI; Thunder Valley Community Development Corporation, Pine Ridge Reservation, SD; Vital Village Network, Boston, MA; and Avenues of Change, Guildford West, Surrey, British Columbia, Canada.

Formed to create an exchange between practitioners, researchers, and funders, the PCLC aims to assist site-based practitioners who are supporting place-based efforts. Members of the Learning Community also included The UCLA Center for Healthier Children, Families, and Communities; The Wisdom Exchange; Boston Medical Center; University of South Florida- St. Petersburg; Family Study Center, University of Wisconsin–Extension, Milwaukee County; The Federal Reserve Bank of Boston; Working Cities Challenge; The Hartford Foundation for Public Giving; The Community Foundation of North Texas; and the Doris Duke Charitable Foundation. UCLA Center for Healthier Children, Families, and Communities provided coordination support for the Learning Community. The Doris Duke Charitable Foundation provided the financial support for the group and provided funding for this case study.

Through the PCLC group exchanges, participating site-based teams identified their common struggle to understand what roles and functions were being used to support a community change process, assess how well they were actually performing these functions, and ultimately determine which of these functions were necessary to actually drive positive change.

CASE STUDY PURPOSE

The goal of the case study is to better understand:

1. The supportive roles and functions the PCLC members needed to accomplish the work.
2. How to best respond to the on-going development and delivery of the support needed for multi-sector place based endeavors as we assessed the collective experience and developed an understanding of the desired goals of those actually responsible for the place-based work.

In order to better understand the above statements, PCLC sought to answer these key questions:

1. What roles and functions were necessary to support a multi-sector initiative trying to improve a place-based population?
2. How do we know (assess) if we effectively delivered these functions?

The process provided the opportunity for those involved in the site-specific work to reflect on and make sense of their individual and collective actions and their understanding of the BNCP process. This process allowed us to articulate the on-the-ground experiences of the support entity, or entities, that chose or evolved into the role of providing one or more support functions.

OUR STORY

Introduction

The Dominican Center’s experience as a part of both the PCLC and the BNCP has afforded us a valuable learning opportunity. In what follows, we share the experience of the Dominican Center, its partners, and the Amani residents, who all worked collaboratively as part of a multi-sector initiative to support positive community change.

It is important to acknowledge and emphasize that none of what occurred during the BNCP project took place in a vacuum that was disconnected historically or practically from other efforts in the community. The BNCP was a part of larger, ongoing efforts to create positive change in Milwaukee's neighborhoods, which included the Amani neighborhood.

This case study summarizes themes identified by the stakeholders and relates to how the project addresses the following five domains:

1. Increase the ability of network partners to improve outcomes and practice shared vision.
2. Innovate and improve through active participation in change efforts.
3. Support the human element of change.
4. Use networks to innovate, sustain, scale, and spread.
5. Measure and share data to guide the efforts.

What follows is a description of what was observed in terms of the five domains via the BNCP project in the Amani neighborhood. This case study's conclusion includes our answers to the two key questions of what roles and functions were needed in an initiative such as ours and how did we assess if our efforts had been successful.

The Five Domains

First Domain: Increase the Ability of Network Partners to Improve Outcomes and Practice Shared Vision

A Practical Vehicle to Bring People and Organizations Together. Many of the Network Partners interviewed for this case study participated in the Community Development Alliance (CDA) in Milwaukee, a group that convened to learn from one another and to discuss and explore possible joint projects. The BNCP provided three CDA partners, the Greater Milwaukee Foundation, the Northwestern Mutual Foundation, and the Zilber Family Foundation, with a vehicle for the development of a multi-sector network to explore and address neighborhood revitalization needs through resident and community engagement and capacity building. The subsequent BNCP application submitted by Milwaukee included the Amani neighborhood as one of two (and eventually three) communities of focus. The grant proposal required funders to write letters of support, and then to meet and discuss how the project would be implemented. The BNCP served as a practical vehicle for pursuing a common goal shared by the resource holders in Milwaukee. The BNCP application and implementation process provided a narrow focus within a complex objective.

"BNCP became the project by which people had to sign on. They had to write letters of support to the federal government that they were behind this. Without that practical application, I think it would have been difficult. So it's those real life situations that cause you to work together and problem solve."

~John Kordsmeier, Northwestern Mutual Foundation, Network Partner

The BNCP requirement also involved identifying an anchor organization, which led to the selection of the Dominican Center. The Dominican Center's role was substantial in that it was the backbone support for the program. The hallmark of the Dominican Center is their response to the expressed needs of their Amani neighbors. This response is a collaboration rooted in the shared belief that residents are in the best position to decide what is most important and what should happen in their neighborhood. In its early years, the Dominican Center became involved in providing affordable housing resources. All resident homeowners involved in this program were encouraged to join the monthly First Saturday Housing meeting. The meetings evolved into residents reporting and seeking solutions to neighborhood issues. During the implementation of the BNCP, the First Saturday Housing group merged with the Amani Community Advisory Group (begun by Children's Hospital at COA before the Family Health Clinic opened in 2013) to become a new entity, Amani United.

Amani United worked to develop better community relations with the Milwaukee Police Department, regularly attending police and aldermanic meetings, conducting neighborhood cleanups, organizing anti-violence vigils, and helping design the renovated Moody Park. Currently there are more than 30 sustaining members of Amani United. The participation has increased from 66 participants in the first year to 200 participants in this past year.

A Specific Project at the Community Level. The restoration of Moody Park, which was initially built in 1978 and was the only county park in the Amani neighborhood, provided a tangible forum for testing the growing strength of the community and its voice. Moody Pool closed in 2002 and became a public nuisance for crime. Between 2009 and 2011, County Supervisor Willie Johnson, Tom Schneider of COA, and the Dominican Center unsuccessfully sought to reopen the pool and revitalize the park. In 2012, residents were added to the conversations. When Amani United was formed, residents worked collectively and collaboratively with County Supervisor Willie Johnson, the Dominican Center, COA, and the county to reopen Moody Park. The Dominican Center worked to keep residents informed and involved in the Moody Park conversations and decisions for the park's design through the First Saturday meetings. The park's groundbreaking ceremony was successfully negotiated by the insistence of Amani residents after the county's threat to cancel the August 29, 2014 event. More than 500 people attended the Moody Park grand opening on August 20, 2015. Amani United and Friends of Moody Park worked with the county, COA, and the Dominican Center to organize the celebratory event.

Moody Park is an open and public park with amenities that include the following:

- A community building.
- Basketball courts.
- An open-air pavilion for outdoor gatherings.
- Walking paths.
- A Helios exercise station.
- Open space for field sports.
- Space for community gardens.

Amani residents use the park on a daily basis. As a result of their successful involvement in the restoration and input in the design of Moody Park, there is a new sense of cooperation among residents and community partners. In addition to the park's grand opening, year-round family and children's activities have been planned and will continue to be developed by the Friends of Moody Park and COA.

Moody Park was the first opportunity for Amani United residents to be at the table as a unified community entity. The importance of bringing people to the table to interact face-to-face was discussed in many interviews. Amani United and the First Saturday meetings were both mentioned as places where things happened, making the value of these two groups clear. The importance of the park was connected to the importance of the people interacting with each other to form community. Mary Martha Kannass, Pastor of Hephatha Lutheran Church, repeatedly emphasized that there was "no substitute for interacting with people and that most forms of outreach, such as sending out flyers, were merely a means to get people together in the same space."

Work and collaboration between the organizational partners, the organizations, and the community did not come without significant challenges that caused a distrust of outsiders and a distrust of the intent of the programs, including the BNCP. The magnitude of the disparities between the Milwaukee urban communities, the metropolitan area, and the government programs that neither confronted nor addressed the strategies or policies resulted in the lack of equitable opportunity in neighborhoods of color. This distrust impeded efforts to significantly increase the cohesive network of the Amani residents during the early stages of the BNCP. Funders and resource providers did not anticipate or understand this distrustful dynamic between the community, the outsiders, and the outside programs. Nor did they see the need to engage residents as a core component to a successful collaboration between the residents and the partners. As a result of these attitudes and actions, the BNCP faced a long, continuous, and very difficult resident engagement period. Once residents understood the BNCP model of resident-led programs and the role of the partners, Amani United readily adopted the BNCP process.

A Central Vision/Value/Focus—"Resident-Focused" and "Place-Based". The Dominican Center, the backbone organization, its network partners, and other participants came to the BNCP project with a broad range of interests, experience levels, and motivations. As such, there was a possibility of multiple approaches to address the various challenges in the Amani community. Yet interviewee responses revealed a consensus that emphasized the value and importance of identifying and communicating a shared vision for the BNCP project. The BNCP facilitated the drawing together of many diverse partners, the positioning of these partners to grapple with varying interests, and ultimately, the partners' agreements upon a shared vision and values.

"And that's one of the reasons I think having... people really try to sit down and do visioning together, to do work together, starts to tear down some of those...barriers that are normal barriers to be expected, but hard barriers to go through."

~Linda Bowen, ICP, Supporting Organization

The BNCP model promoted that residents shape the identity and vision of all community projects by ensuring fully engaged residents were included in the decision-making process.

Initial canvassing revealed that many neighbors did not know one another. Nor did they know the name of their community. While resident groups were passionate and vocal in their meetings at the Dominican Center, there was very little concerted public action. This inability to act, along with the social distance among neighbors, needed to be addressed if residents were to collectively and cohesively become the drivers of community change in Amani. To address the social distance and provide opportunities for action, a number of activities were planned to support resident cohesion and ownership of their neighborhood. These included a Taste of Amani dinner, anti-violence prayer vigils, and civic engagement training. The most impactful event was the neighborhood "I Am Amani" branding campaign. Resident leaders supported the BNCP staff in the "I Am Amani" campaign and produced t-shirts and yard signs to create an Amani identity and an Amani community vision. The "I am Amani" campaign was a successful vehicle for the recruitment of residents to join groups, and it generated concerted action.

The BNCP model aligned well with the Dominican Center's focus on community development. When asked about how being involved in the BNCP changed the Dominican Center's perspective on resident engagement, Sister Patricia Rogers, OP, stated:

"...we were founded on listening to what the neighbors were saying. But as they talked about things, we started things. And I think that the partners, especially the cross-sector partners, those who were already involved in different neighborhoods, were working on the same model that we were. They were listening or they had the statistics about what was wrong ...[and] used that information to determine what would be good for the neighborhood. So I think everybody had the right...idea, [that the] residents were important. But I do not think that [we] were using the model, that we didn't do anything until the residents gave the okay."

Both residents and established organizations in the community observed well-intentioned groups frequently coming into the community to implement a program without taking the time to determine if the program was genuinely needed or appropriate for the community. Although the problems they came to address continued to exist, the groups left once the time frame for the programs ended and their resources were exhausted. The importance of "outside" entities not coming into the Amani neighborhood with a predetermined agenda and the importance of outside organizations determining how their resources fit within the community's vision of a safe community was emphasized via the BNCP in interviews for this case study.

"From my perspective, it is crucially important that funders and businesses have to set aside their personal agendas. Everyone wants to help and also look out for their own goals. That's business, and it applies to Northwestern Mutual Foundation as well. You want to get your brand in there. But you have to set your ego aside. In this work, the returns are so incremental that you have to have the patience of a saint. What gets in the way is when some of the partners don't collaborate. If you don't set that example for residents, you're going to fail."

~Eric Christophersen, Northwestern Mutual Foundation, Network Partner

A particular key for accommodating the intended growth of the capacity of the residents and community as a whole was noted by Linda Bowen, a member of the primary technical support organization provided by the BNCP program. Linda noted that the shared vision of the community would naturally need to be revisited and

revised regularly as things changed and evolved. Fatima Benhaddou supported Linda's insight in her interview, describing a moment when the work of the BNCP shifted from thinking they should "learn by doing" to thinking they should "learn while doing":

"So...the residents would ask me, you know, what is BNCP? What is it here to do? I would say what we're currently doing right here, right now, is the BNCP process. We're meeting together. We're talking about priorities for the community. We're talking about how we're going to accomplish it. And I'm telling you that we can do it. So, it's like we're sitting here, in the process, acting out the process, and that essentially at the end of the day, what we've challenged with the entire BNCP framework...that changed between learn by doing and learn while doing. So I made the argument...this whole process is them learning while we're doing."

Residents joined the neighborhood canvassing and invited their neighbors to complete the sentence, "My neighborhood will be safe when....." The survey answers identified safety as the primary neighborhood issue. Following an increase in violent crime during summer of 2013, residents assumed leadership roles in organizing anti-violence vigils. In August 2013, 50 people gathered at the Dominican Center for an anti-violence vigil and to seek solutions to reducing crime, violence, and poverty. In September 2013, more than 61 residents attended the next vigil and meeting. Twenty residents attended Mayor Tom Barrett's budget hearing at city hall in October 2013. Six residents voiced their concerns about whether or not the increase in police officers would result in better response time to citizen's calls. These events started the unifying process for residents.

Galvanizing and sustaining resident engagement has been a challenge in Amani. According to Linda Bowen, resident engagement in any neighborhood can be very difficult since generally only small groups of residents are civically active. This works in more affluent neighborhoods because their normal services, like garbage collection, streetlights, police response to loitering, etc., are promptly addressed. In Amani, the response to demands for basic services required a larger number of residents and more concerted efforts in order to be successful.

"Well, the world is a ghetto....stuff happens everywhere. There's no limit. There's no boundary. It happens everywhere. I don't care, in a suburban area, [or] whatever, [or] you can be billionaires, something is still going on. They just cover theirs up better than you can down here because they have the money. "

~Jerusa Johnson, Amani resident

Sustainability of the Network Despite Changing Circumstances. High turnover in terms of the BNCP coordinator as well as police captains in the community was a challenge mentioned by a few of the interviewees. Those interviewees viewed the BNCP's continuation in spite of the turnovers as a reinforcement of the value of networks in general and a sign of the strength of the anchor organization and the network's structure. The ability to incorporate the work of present and past coordinators in the plan is evidence that the BNCP is very organic in nature and has evolved over the past three years to reflect both the successes and the lessons learned. Despite the delays and disruptions, including three police captains for District 5, there remains a

commitment by the Milwaukee Police Department to community policing and improving relationships with Amani residents.

"...I think because it has been a collaborative effort and everybody's roles have been pretty clearly defined, even the turnover hasn't stunted, I mean it has challenged it but because there was employee turnover...BNCP didn't collapse. Which to me is indicative of a strong network of organizations working together."

~Katie Sanders, Safe & Sound, Out-of-Network Partner

Second Domain: Innovate and Improve Through Active Participation in Change Effort

The next domain looks at how the BNCP project facilitated innovation and improvement in community efforts in Amani. How did this work bring us together to do things differently?

Responsive Change in the Local Funders' Focus. The formation of the Milwaukee BNCP was perfectly timed, occurring just as the three foundations, the Greater Milwaukee Foundation, the Northwestern Mutual Foundation, and the Zilber Family Foundation partners, were forming the CDA. Since the goal of the CDA was to expand its community involvement, the BNCP became a practical opportunity for the CDA to strategically invest in Milwaukee in innovative ways and to work with the BNCP to align limited resources.

The significance of the BNCP application in bringing these three local funders and others to work in Amani is twofold:

1. The Amani neighborhood was not within the geographic focus of the Greater Milwaukee Foundation or the Zilber Family Foundation.
2. The Northwestern Mutual Foundation had not previously funded grants on a geographical basis.

The investment of these three foundations in Amani was not just financial, as they also brought knowledge of resources and positive attention that attracted even more resources. Their BNCP involvement became a commitment to support the community long-term, and they directed a number of their grantees to focus their work in the Amani neighborhood as well.

Real Changes—Visible, Tangible, Audible. At some stage in community improvement work, there is a need for action and evidence of progress, both in visible and non-visible forms.

"People need to feel like their efforts have produced something, and many times they need to hear it from somebody outside. It's not that they're not being told. They're in it and can't see it."

~Yvonne McCaskill, Century City, Out-of-Network Partner

Changes in the Physical/Spatial Environment.

"Just to revitalize it, I believe, to bring back hope. So many people are hopeless in this area, but I think that's what it is to revitalize..., to bring it back to life. It's lifeless. You see all these vacant houses. Like every second, third house is boarded up or the like. Bring it back to life."

~Jerusa Johnson, Amani resident

One change that was ubiquitous throughout all the interviews was the renovation of Moody Park. The residents' participation in the celebratory moment of the opening of the park made it clear that physical change to the spatial environment had a substantial impact. The reinstallation of Moody Park served as evidence that the work of the BNCP was legitimate and had a galvanizing force to continue resident engagement. The timing of the renovation of Moody Park was also significant. The instillation of the park took place as another positive infrastructural change happened, the opening of the Early Education Center at COA-Goldin Center. These two physical changes were important catalysts of the substantial impact on the image residents had of Amani and a changing perception of Amani citywide.

Changes in Behavior, Focus, Connectivity, and Capacity. The types of issues the residents engaged with and the degree to which they approached them points to the increased capacity of Amani residents and Amani United.

"I have had the opportunity to meet with many residents in the neighborhood through our leadership training, and their level of confidence to challenge and ask questions is beyond what it was. And they're asking the right questions, not just about what they don't have, but thoughtful and logical questions...They say here's what we need and why. If you don't have it, then just direct us to where we need to go."

~Eric Christophersen, Northwestern Mutual Foundation, Network Partner

We also had to acknowledge moments of distrust and division that slowed down our efforts to become self-organized and dynamic.

An analysis of survey data from a "resident perception of safety" confirmed the Amani residents' primary concern to be safety. When the Amani volunteer canvassers returned to the community to do follow up interviews, they invited the residents, particularly those who reported feeling "less safe", to actively participate in Amani United's activities. The fruits of the follow-up visits were affirmed with reports of hotspots to the Milwaukee Police, an increase in resident attendance at the monthly Police District 5 meetings to standing room only, and the attendance of over 40 residents at District 5's Meet the New Captain (Captain Heier) for Coffee events.

Sometimes physical changes lead to more subjective changes, such as safety efforts. For example, the creation of a Safety Committee followed the opening of Moody Park. The Amani United Safety Committee of residents worked with the Milwaukee Fire Department and homeowners to install either new smoke alarms or new batteries in existing smoke alarms for 11 homes. Also, LISC trained 10 Safety Committee members in Crime Prevention Through Environmental Design (CPTED) and in the current Safety Team's project, "Light Up Amani."

The "Light Up Amani" project's purpose was to increase safety by installing porch lights, motion detectors, lighted address plaques, and security cameras on homes surrounding Moody Park and to enlist neighbors near Moody Park to be active eyes on the park, keeping it a safe place for the community to enjoy. At the request of Amani United, security cameras were installed on two homes facing Moody Park by the Dominican Center, with remote monitoring connected to the District 5 Police Station and the Milwaukee County Sheriffs Department.

"And so, one of the things I see in Amani that has been really exciting is because of the renovation of the Moody Park area, the residents who live around the park have really taken a leadership role in building a safety task force, and it is exactly how we want to see it."

~Katie Sanders, Safe & Sound, Out-of-Network Partner

The renovation of Moody Park led to others recognizing the residents' work: Amani received the 2016 Milwaukee Award for Neighborhood Development Innovation (MANDI) and also received Neighborhood News Service coverage of the work in Amani. The most significant recognition was the gradual and certain change in how residents perceived their role in the community. Although significant change had taken place, the Amani United leadership was not yet on solid ground. The co-chair of the organization was inactive; no resident had accepted the office of secretary, and the committee's co-chairperson was not dependable. The Amani BNCP coordinator was forced to take on the responsibilities of the chair and missing or inactive co-chairs. Evolving resident participation into sustained engagement and leadership was challenging in Amani.

"What I was saying that...we can. They go out and put flyers, knock on a hundred doors, but what about the other hundred doors that... people don't come to the door?"

~Julia Johnson, Amani resident

The key to sustained, long-term success is ensuring that the residents stay at the table as genuine participants, equal in footing and power with the partners. This necessitates the growth of the resident base as the partner base grows in terms of its ability to see residents as competent partners.

New Relationships Were Created and Existing Relationships Evolved.

"They [the Dominican Center] were already a partner of ours in the community. We have increased our partnership over time with them in order to support the Building Neighborhood Capacity Program."

~John Kordsmeier, Northwestern Mutual Foundation, Network Partner

Building and evolving relationships included nurturing the relationships predating the BNCP as well as those developed after the start of the BNCP. The relationship between the three local funders, the Greater Milwaukee Foundation, the Northwestern Mutual Foundation, and the Zilber Family Foundation, was strengthened as they partnered together via the BNCP to align their resources. One of the greatest successes was the evolution of the Amani United resident organization. The resources of the BNCP allowed the Dominican Center to strengthen its role

with the community. When resources come into a community in the form of finances, an element of distrust among a few residents seems to follow. Ultimately, the Dominican Center was able to attain a position of trust in the community by working together with the residents. Building trust aids in breaking down barriers to collaboration, understanding, and learning together from our individual and collective mistakes.

"...Over time I think there has grown a sense of collaboration...and trust that I think if you said, 'What's the most important thing that we've accomplished in three years?', I think it's starting to build that trust so that it makes it easier going forward to have conversations."

~John Kordsmeier, Northwestern Mutual Foundation, Network Partner

Over the life of the BNCP, we have witnessed a notable shift in the residents' expectations and in the partners' deliberate efforts to steer outside of organizations and go directly to the residents, most often via the Amani United meetings. A gradual shift from the community fitting into the agendas of outside organizations and programs to the residents asking how outside prepackaged resources and programs would fit into the community's plans and needs has taken place. In response to a variety of resident issues, such as the absence of fresh fruit and vegetables and the requirements for 501(c)(3) status, Amani United's network partner Northwestern Mutual invited Alverno College MBA students to provide research concerning Amani residents' concerns. In a very practical sense, the BNCP's funding partners, via resources, brought people and partners together that frankly did not know the other existed nor had a clear sense of what the other did in the Amani community. The Alverno College and Amani connection clearly followed the BNCP requirement that local funders be committed beyond funding to the BNCP project in terms of time. Network funders were present at community meetings and events and helped the community connect the dots with available resources because they had a stake in the BNCP's outcome

"...I think that's what's been really useful with [the] BNCP...because of the bridge between neighborhood residents and community organizations and predominately the foundation sponsors and public agencies.... Much more is happening in the community, but it's because it started there and has been pretty true to its original design."

~Susan Lloyd, Zilber Family Foundation, Network Partner

Positive Change in Community Members' Presence and Voice.

"I think...residents' visibility and voice has given them more power with some of the larger systems in the city.... There's a way in which their voices got heard, and the fact is that there's...people doing evaluation, people paying attention, foundations in town who are involved in this..."

~Susan Lloyd, Zilber Family Foundation, Network Partner

The BNCP facilitated the merging of two existing groups into Amani United, providing the opportunity for them to respond in a collective voice and participate in the new Moody Park instillation while working with other partners and municipal organizations. Amani United's inclusion in the Moody Park renovation was seen as a significant first step in learning that

their collective community voice could be heard and could make a difference. Their first awareness came at the mayor's annual budget hearing when Amani residents came to the meeting with "I Am Amani" signs and gave testimony to the needs that they would like to see included in the mayor's budget. The next day, the importance of their presence was clear when pictures of them holding "I am Amani" signs appeared in the Milwaukee Journal. That experience was the first small glimpse of what they could do as a collective group.

Another event that was evidence of the increased capacity of resident involvement took place during the Fall 2016 license renewal hearings for two corner stores in the Amani neighborhood. Residents backed up their years of complaints about drugs, human trafficking, loitering, and litter in their community by attending both license hearings. The corner store owners were held accountable for the negative impact that their businesses were having on their community because the residents showed up and testified at the hearings. Their collective voices resulted in the denial of one license renewal and conditions placed on the second license renewal requiring that store owner be involved with Amani United during 2017. This action by the residents was particularly meaningful because it was an example of the current turning away from the past apathy associated with Amani as the "neighborhood of least resistance."

"Another sign would be one of the initial questions that the residents had, I think this was after Amani United was formed, was how come there are no grocery stores, but there are 31 liquor stores? And how do liquor stores get re-licensed...? So Sister worked to understand, worked...to build and understand about how the process works so that the residents could feel like they had a voice. And basically the answer was [that] aldermen say it's very difficult to turn down someone that's reapplying for a license if they've gotten no feedback, if they haven't heard from the residents. So the residents said, 'Well, we'll be happy to give you feedback on these places.' So if you think about that, it sounds like a very small thing, but it's really rather large because it's saying that the individual residents learn[ed] that they actually do have some control over what happens within their neighborhood. And the many small, different ways that that's happened in this three-year period, the more confidence it's built that we may actually be able to go back to the Amani that we lived in 40 years ago."

~John Kordsmeier, Northwestern Mutual Foundation, Network Partner

The residents' perceptions of the community's capacity was improving, which aided in fueling the residents' view of their own improved capacities. Furthermore, success attracted more resources as outside confidence in the community's capacity increased.

Each small win galvanized the opportunities for bigger wins. Gradually, the community shifted their view of themselves to the point where they were not only comfortable being at the table, but they demanded and expected to be at the table. As the anchor organization, the Dominican Center insisted that outside organizations go directly to Amani United. This was key in providing opportunities for Amani United to continue to grow in both its internal abilities and its ability to work with outside organizations. Mario Higgins, with the City of Milwaukee, a supporting organization, said that he has taken "[an] approach of redirecting those interested in doing work in Amani, including developers, to talk directly to the Dominican Center or the residents."

This view of resident-led programs with residents making decisions for their community has not been widely embraced, nor is it currently “the way” funding organizations do business. Even the Dominican Center has had to constantly remind itself to redirect the organizations to Amani United and not take the lead.

An Increase in Positive Attention On and Perception Of the Amani Community.

“You know, I certainly think...that BNCP has influenced and been the vehicle for a lot of investment in the neighborhood, not necessarily money, but investment of non-profit activity in the community.... It’s going to be [a] more long lasting, infrastructural kind of investment. People now think of Amani and Metcalfe Park as neighborhoods that are valuable.”

~Susan Lloyd, Zilber, Family Foundation, Network Partner

The long-established trust and integrity of the Dominican Center as a neighbor in the Amani community made other partners comfortable working with the BNCP project. Amani is increasingly seen as a place where positive change is possible and as a neighborhood with a clear identity. This can be seen in the Aldermen’s wish to replicate the Amani BNCP’s efforts in other neighborhoods. Furthermore, other organizations have looked to the BNCP in terms of how major local funders invested in communities, of Safe & Sound’s involvement in communities, and of how the city addressed foreclosure issues.

“And so, I think that people are paying attention. They’re noticing that resources are coming into the community. Those resources are helping those of us who either volunteer or work in the community provide residents with a better quality of life. And to inform them that, you know, things can be better.”

~Yvonne McCaskill, Century City, Out-of-Network Partner

Third Domain: Support the Human Element of Change

Many interviewees attested to the growth of resident engagement during the life of the BNCP. Resident engagement was the most substantial and sustainable result of the BNCP project and took the most time and effort. One lesson learned with the BNCP was that the BNCP staff size of two people was too small to maintain and increase resident involvement at a sustainable level. If the desired outcome of any program is community change, then the people in the community must be recognized as the priority element to bring about community change, which causes engagement to be built into the budget. When partners recognized this human element of “engaged residents” as the heart and soul of the BNCP model, they no longer looked at engagement as an accomplishment. Instead, they expected resident engagement to be an ongoing process.

A Central and Respected Organizing Entity/Leader.

“...over a period of time the organization becomes a neighbor, and then it’s really neighbor to neighbor. And...the Dominican Center is a great neighbor.”

~Pastor Mary Martha Kannass, Hephatha Lutheran Church, Supporting Partner

While the understanding of an organization's involvement in the BNCP varied from interviewee to interviewee, knowledge of the Dominican Center and Sister Patricia's role in the network was universal. Furthermore, sentiments of respect and trust in both the Dominican Center and Sister Patricia were ubiquitous from the perspective of all interviewees: residents, supporting partners, network participants, and so forth. This type of trust and regard attracts partners. People are confident in the Dominican Center and are thus confident in supporting its endeavors, including the BNCP.

Pastor Mary Martha of Hephatha Lutheran Church shared that the successes and longevity of partners like the Dominican Center generates a hopeful feeling in the community, which encourages people to continue pressing forward despite the challenges faced. The work of the Dominican Center gives its constituents and its partners hope.

The need for consistency in certain positions, specifically leadership and coordinating positions, was also emphasized. Early in the BNCP project, notable turnovers in the coordinating position caused some challenges in implementing the program. These challenges were recognized as problematic by both network and supporting organizations. The fact that the BNCP continued and did not fall apart was cited as evidence of the value and strength of the network that had been established. John Kordsmeier, representing Northwestern Mutual, one of the core network partners, expressed his fears of any future changes in leadership at the Dominican Center and how it could detrimentally affect the progress made. The staff turnovers were a test of the network's strength and sustainability; a test overcome, but still it remains a concern.

"...Sister Patricia and the Dominican Center, I think, have been a very good partner to residents in Amani. I think that Sister Patricia understood what the model was trying to do, and she really kind of took it on herself within her organization, but also within the work that she was trying to do at Dominican Center, was there to do in the community. I think it made a difference for them that they had residents who were already there, who trusted them, and trusted Sister Patricia. And so that organization, I think, has positioned itself in such a way that is both a partner to residents and an asset to the residents and the community."

~Linda Bowen, ICP, Supporting Organization

Recognize the Need for Individual's Development. Another lesson that emerged from the interviews was the need to develop skills and expertise in the individual residents who participated in the community efforts as well as in the community partners. Because this was a shift in how to work with communities for the organizational partners, they learned how to listen and value the residents' input and knowledge. The BNCP provided technical assistance to the BNCP coordinators as they moved through the project's timeline and goals. Training included modeling organizational leadership in conducting meetings, time management, goal setting, project evaluation, conflict resolution, listening skills, and compromising skills. The biggest challenge, which may not have been anticipated, was the need for substantial support for the BNCP coordinator and the ambiguity of the BNCP coordinator's relationship to the anchor organization. This twofold challenge was a clear indication that the BNCP was a pilot program.

The key component of the BNCP was resident leadership development that would ensure success and sustainability. The Neighborhood Leadership Institute (NLI) was inaugurated in January 2013 by the Cardinal Stritch University Leadership Center in partnership with the Greater Milwaukee Foundation, the Zilber Family Foundation, the Northwestern Mutual Foundation, LISC Milwaukee, the Wisconsin Children's Hospital, and the United Neighborhood Centers of Milwaukee. The NLI's comprehensive leadership purpose is to provide a foundation for successful resident leadership. This training was designed for team participants, which included one Amani resident and one representative of a community organization, to develop leadership capacity for the residents and the organization together.

Originally, the NLI did not include the three BNCP neighborhoods. The three key local funding partners of the NLI allowed for an overlap of neighborhood participation to provide the opportunity for Amani resident participation, as well as the participation of the other two BNCP neighborhoods. Amani residents took advantage of the opportunity and had participants in all three of the NLI program cohorts. The NLI was another example of how participation in the BNCP project exposed people to information and resources that they may not have known existed. The development of skills and expertise was a component of the BNCP that will last beyond the project's completion as people's capacities and confidences increase.

Opportunities to Develop a Genuine Understanding of and Relationships with the People and the Community. Interviewees emphasized the importance of genuine, real face-time with the community members by individuals or organizations who are involved or are seeking to be involved in the neighborhood. Police-community relations today, compared to before the BNCP, show a notable difference. For example, at the request of residents, police officers now interact with residents at public events, take time to talk to and sound the siren for children, interact with adults, and enjoy the event with residents rather than standing together in a group or looking for problems to solve.

The need for genuine face-to-face interaction also applies to the residents themselves. Opportunities for residents to work together and attend monthly meetings and events while sharing food and celebrating their successes are very important. Many residents became involved in the Dominican Center and the BNCP through face-to-face invitations and interactions. Bringing neighbors and residents together with organizational representatives built trust among neighbors and organizations, which led to more trust and more meaningful relationships that benefit the community and the city.

"I think it's not only communicating with one another, it's face to face, it's being with people, because I find overall...in this community, in Amani...people can tolerate. They know that there'll be mistakes. They know that there are errors. But if you have a relationship and you're willing to yell at one another, cry with one another, celebrate with one another, they give you slack. These people are great here about doing that. It's when you stonewall or you deny that there is an issue that you run into a problem..."

~John Kordsmeier, Northwestern Mutual Foundation, Network Partner

Understanding a community through a shared experience in and with the people of the community is very important. Such an experience brings the outsider and the community members to the same reality, that the hopes and dreams of the people in one neighborhood are not that much different from the people in other neighborhoods. Safety and a better quality of life are universal desires in Milwaukee neighborhoods and all over the country.

Truly listening and seeking to understand the issues, as defined by the community, and their views and ideas of possible solutions was essential for program creditability and trust. Building resident relationships helped overcome the skepticism of short-lived programs with no long-term commitment to the future of the neighborhood.

Residents' understanding of how their community fits into the larger systems within the city and recognizing the institutions that impact their community's wellbeing can be the difference between the life or death of a community. There is tremendous value in residents learning more about how their city operates. The disconnection between community members and the institutions and policies that control the development of their community must be bridged with civic knowledge and engagement.

"...for people to recognize that they are part of the Amani neighborhood, first symbolically. Next, they must acknowledge that the neighborhood has been neglected. Community development should move the community to a point where the residents think about who is supposed to represent them and think deeper about what it means to be a community."

~Linda Bowen, ICP, Supporting Organization

Lastly, to emphasize how a deteriorating physical environment in neighborhoods like Amani affected the view of the Amani neighborhood by residents and outsiders, we turn to the insights of Fatima Benhaddou, who was the local technical assistant for the Amani BNCP Coordinator and later the Milwaukee BNCP coordinator.

"Having a deteriorating and neglected Moody Pool at the entrance to the community, as if to announce, this neighborhood is neglected and after the restoration, the new and maintained Moody Park made a completely different impression. This is a place for community."

Persistence and Consistency. The achievements during the BNCP project took much longer than expected because sustaining resident engagement was and is a continual and consistent process. The big advantage to the Amani BNCP's success was the length of the BNCP, which was extended from 18 months to three years. The extra time allowed Amani United to grow and develop.

Fourth Domain: Use Network to Innovate, Sustain, Scale, and Spread

"Unfortunately, the government funding is drying up, but our support is not. While the program [BNCP] is going away, our vision of what the community needs has not changed."

~Eric Christophersen, Northwestern Mutual Foundation, Network Partner

There is a desire among elected officials to see the efforts of success in programs like the BNCP be connected to other community efforts and extended well beyond the formal timelines of a grant or project.

Linda Bowen from the ICP shared the five stages of community development that she observed through her work in the ***Big Picture—Advancement Along the Spectrum of Community Development:***

1. **Mobilization:** Mobilize people to address a specific issue.
2. **Community Organization:** Get people to sit down together, talk, get to know each other, and begin to build coalitions and collaborations.
3. **Community Building:** Have people actually work together on hard and deep issues.
4. **Community Engagement:** Have residents work with partners on more divisive issues like class, race, and gender.
5. **Civic Engagement:** Have residents who are more proactive and concerned about political representation and their needs hold elected officials accountable or run for office themselves.

Linda shared her observations about how Amani was progressing through the stages and had seen success, especially in the first two steps, mobilization and community organizing, with these two steps often being merged.

Sustainable Changes. The lasting changes in Amani that resulted directly or indirectly via the BNCP project have already been mentioned: the establishment of Amani United, the physical change of Moody Park, the gained collective voice that closed a corner store, the discovery of strong block captains in Amani, the introduction of Alverno College as a research partner, and the annual Arms Around Us celebration of unity and cooperation between north side neighborhoods. Residents' participation in writing for small grants to fund their community events was new, and the continuation of the NLI to support community leadership was a bonus for the community. These changes signaled a growing scope of opportunities available to residents in Amani.

Fifth Domain: Measure and Share Data to Guide the Efforts

Desire to improve the use of data was likely a reflection of longstanding struggles to quantify community change and is not unique to the BNCP project.

The need for data was better understood at the partner and organizational level than at the resident level. Residents were too familiar with organizations collecting data from them and never knowing the results of the data or the reasons for collecting the information. The resident leaders initial responses to surveys designed to set a baseline for safety perception was resistance. They felt Amani had been studied enough. They felt people had made a financial profit from previous studies and that the data had been used to report all the negative aspects of the community. The leaders were educated on the need for baselines to show both residents and funders that their ideas about change were making a difference. Residents were then ready to help with surveys to establish baselines and to see how their perceptions matched their neighbors.

Survey data was used to measure resident involvement before the development of the BNCP, community identity, Moody Park design, and perception of safety. Statistical data was collected to compare the disparities between Milwaukee communities.

Perceptions formed from only reading a community's statistical data led the Dominican Center to practice and insist that statistical data, although true, should never be the first way or the only way to describe a community when writing for a grant or talking about a community.

RESOURCES—KNOWLEDGE, INFORMATION, EXPERTISE, FINANCES

While resident participation was a major component of the BNCP project, it should be noted that financial resources were also required to support, foster, and sustain positive change. On a macro level, what may lie at the heart of disparity in communities, the core of community empowerment, is the ability to control resources. The fact that many initiatives and programs do not include in their goals a redistribution of power over the resources given to the people in the community illustrates a limited understanding of community development and true capacity building.

"...which includes the ability to control resources, and you know, residents don't have the ability generally to control the financial resources of a community. And so, a lot of the work of resident engagement is about helping them to develop their civic voice and helping them to come to the table in numbers that are strong enough that people have to pay attention to them.

~Linda Bowen, ICP, Supporting Organization

The Amani Annual Report Out is for partners to share what they accomplished in Amani during the previous year. The partner reports allow residents to hear what has been funded in Amani, to discern if changes have occurred, and gives them a chance to hold the partners accountable for the work they were paid to do in the neighborhood. The monthly Amani United meetings provide a forum for sharing and receiving information and resources.

"And this is why, and it's not a great reason, but when you have major funders at the table, the community groups will show up...That's an incentive for some organizations that wouldn't otherwise plug in to plug in."

~Katie Sanders, Safe & Sound, Out of Network Partner

The Milwaukee BNCP program's staff for the three BNCP neighborhoods met monthly to share successes, difficulties, and resources. Each year of the program the national office for the BNCP offered two opportunities for cross-neighborhood program staff members and anchor organizations to visit and learn from each other.

Responsive Change in Local Funder's Focus.

"...thinking about what the evolution of our grant making will look like..., I think that there are many pieces. But one missing piece in Milwaukee is a real serious investment in resident engagement."

~Susan Lloyd, Zilber Family Foundation, Network Partner

A change in how local funders awarded money following the BNCP project is noteworthy. The Northwestern Mutual Foundation, the Zilber Family Foundation, and the Greater Milwaukee Foundation were committed long-term to a previously selected community. They had interests and funding goals prior to the BNCP and did not fund specific geographical areas of the city, as is done with place-based initiatives. Each funder, except Zilber, worked directly with service providers and indirectly, or not at all, with residents. As a result of their involvement in the BNCP, they have embraced the resident-led BNCP model, still practicing on full implementation and still committed to supporting the BNCP communities long-term. They have encouraged a number of their grantees to include the Amani neighborhood in their work.

"I would say with the Building Neighborhood Capacity and Community Development Alliance, I would definitely say that the foundations have aligned resources...With Northwestern Mutual...that was really one of the starts to their neighborhood works coming on board with the Building Neighborhood Capacity Program. So, I would say that we haven't abandoned our individual strategies, but we have expanded to align resources and strategies where we can. And prior to the Community Development Alliance, we were not working in that way."

~Darlene Russell, Greater Milwaukee Foundation, Network Partner

In terms of data and measurement, there was a struggle to measure human capital in a way other than by the number of participants at events or meetings. Perception of safety was measured with the help of a survey, but it was difficult to use it as a baseline because of the disconnectedness of the residents to their community.

SUMMARY AND CONCLUSIONS

What did a place-based network require? What did a network needed to be successful? What were the non-negotiable and productive elements of a multi-sector, place-based initiative for community improvement?

The Building Neighborhood Capacity Program taught us that a place-based network required:

- Resident engagement, because it is at the core of a shared vision.
- The infusion of both financial and human resources.
- Resident and organizational skill development.
- A practical means to get people together to build relationships face-to-face.
- A long-term commitment, as in years.
- Community groups to be involved in recognizable successes that result in tangible improvements.

How do we know if change occurred? How can we be sure that the BNCP delivered on its intentions? How can we assess whether the critical functions identified above made a difference?

Change was manifested and observed by interviewees in a variety of forms. Change comes in many forms and can be difficult to observe.

Using the years before the BNCP as our base line, the positive change over the past four years occurred in three distinct forms:

1. Amani United was established to work for collective advocacy.
2. Amani residents demonstrated their ability to advocate for themselves and their neighborhood.
3. Three partnerships were expanded and new partnerships were formed. These included community, philanthropic, corporate, and government partnerships.
 - The U.S. Department of Justice; BNCP.
 - The U.S. Department of Justice, Byrne Criminal Justice Innovation Grant Project (BCJI) for the Amani neighborhood that will significantly strengthen and expand the community safety efforts.
 - New Partnerships: District Attorney, Milwaukee LISC, and Safe & Sound, and Data You Can Use.

The above measures of positive change may not seem like much but were very significant for the Amani community to move forward. A lot of work was involved in the successes made in the engagement of Amani adult residents. We have only scratched the surface in the engagement of Amani youth and we did not accomplish our goal of getting more neighborhood churches involved.

The priority areas are: active youth engagement, public safety and family well being, with housing, and commercial and economic development as a major key to neighborhood stability. Just as the accomplishments of the BNCP project was built on the groundwork laid in years prior to BNCP, it is critical that the seeds of BNCP be used to grow the next stages of Amani's movement toward a beautiful, safe, neighborhood where children thrive and residents control their destiny.

APPENDIX A

Domains and Interview Questions

These interview questions cover the five domains of network functioning that we asked those interviewed to reflect on and share their perspectives on. The questions were designed to elicit detailed responses from those interviewed and to help ensure that information collected provided a robust description of the local effort, including information about the sub-topics.

The Five Domains

Increase the Ability of Network Partners to Improve Outcomes and Practice a Shared Vision. The questions in this section were designed to gather information about the following topics:

- Impetus for working together.
- Initial goals.
- Membership criteria and members roles and responsibilities.
- Network coordination.
- Development of a shared vision and guiding principles.
- Necessary knowledge and skill sets.
- Decision-making processes.

Innovate and Improve Through Active Participation in Organized Change Effort.

Seek information about how changes, improvements, and innovations have happened since the efforts began. Specifically:

- Major phases and developments.
- Most significant changes.
- Detecting a need for change.
- Taking initiative to make a change.
- Moving through a change process.
- Roles of partners and missing partners.
- Results of change efforts.
- Inventions and innovations.
- Enablers and inhibitors of change—developmental, adaptive, and invention.

Use Networks to Sustain, Scale, and Spread. Seek information about ways the efforts can be sustained, scaled, and spread through the network and the community, including:

- Spreading the vision.
- Scaling the efforts.
- Spreading the efforts.
- Sustaining or perpetuating the efforts.
- Role of the support/operating entity for scaling, spreading, and sustaining.
- Functioning as a learning community.
- Networking beyond the local community.

Support the Human Element of Change. Ask for information about different aspects of working together and various resources needed for these kinds of efforts, including:

- Relationships.
- Diversity.
- Asset vs. problem orientation.
- Conflict resolution.
- Managing emotions.
- Leadership.
- Funding.
- Technology.

Measure and Share Data to Guide the Effort. Spark discussion about how the network gathers, shares, and uses information and data to guide community efforts, including:

- Local insights generated through data.
- Motivations for using data.
- Data sharing processes.
- Use of data.
- Additional data needed.
- Resident involvement in data-related efforts.

APPENDIX B

Population Change Learning Community Case Study Working Group Network Partner Interview Protocol

Questions

1. What was your involvement with the efforts in the community? What led you to become involved?
2. Were you involved in the formation of the network? If yes, tell me about the goals, values, and issues that informed the beginning of this collective effort. If no, skip to question 5.
3. How were the network membership and roles were determined?
4. Was there a discussion about who would take on the role of supporting and coordinating the network and its efforts by being the "support organization"?
5. What were the major milestones or developments in the community efforts over time?
6. Since joining the network, how did you do things differently?
7. Of all the changes that happened, which do you believe was most significant to the overall efforts?
8. Describe the process that everybody went through to bring about this change — beginning, middle and end.
9. What was the broader impact of this change?
10. What actions or other evidences told you the vision of the network was shared by other stakeholders and the larger community, beyond the network partners?
11. How were new partners oriented to the work, shared vision, and guiding principles of the network? Who took on this responsibility?
12. Who or what supported learning in the network?
13. How did the network as a whole communicate with the community at large?
14. What role did technology play in sharing information in your community? How could the use of technology be improved?
15. How was the network able to maintain sustained involvement of the network partners?
16. Did our community have people with the necessary diversity involved in the efforts?

17. Thinking about the ways the network stakeholders talked about and approached the efforts, how often was the conversation framed in terms of strengths, capacities, and assets vs. being oriented around problems?
18. Were there certain people, groups, resources, or conditions that made it much easier to make changes over time? Were there others that made it significantly more difficult to make changes?
19. Did the network help everyone understand and manage changing relationships among partners?
20. Did the network help everyone reflect on and manage the emotions that came up as part of creating change?
21. What role did the support organization play in cultivating the desire for change, hope, confidence, and enthusiasm for the efforts?
22. What way did our network collect data?
23. How did our network use the data to guide community efforts and inform the community about action?

APPENDIX C

Population Change Learning Community Case Study Working Group Out-of-Network Partner Interview Tool

Questions

1. Tell me about your organization's efforts in this community?
2. How did your organization use the data to improve outcomes?
3. How familiar were you with the collective effort to improve this community called [name network or effort here]?
4. Was your organization connected to this effort?
5. Were you involved in the formation of the network?
6. What was your role and how were you engaged in the process?
7. How did the network communicate their shared vision with other relevant stakeholders in the community?
8. How did the network ensure that the people most affected by the issues the network was formed to address had equal voice in the decision making process?
9. Did you see actions or other evidence that told you that the vision of the network was shared by the larger community?
10. Did you notice those involved doing things differently as a result of the efforts to make improvements in the community?
11. Of the changes you described, which do you believe was the most significant to making improvements in this community? What made this change so significant?
12. Did you see any community impacts (for families, adults, or children) as a result of the work of the network?
13. Did our community have people with the necessary diversity involved in the efforts? If so, what made this possible? If not, what prevented this?
14. Did you have any experience with this network sharing data either with other organizations or with residents? If yes, please follow-up with:
15. Did the data shared by this network help increase your understanding of their vision, goals, or progress? If so, how?

APPENDIX D

Population Change Learning Community Case Study Working Group Resident Interview Tool

Questions

1. Tell me about your involvement with the efforts in the community? What led you to become involved?
2. Were you involved in the formation of the network?
3. What, in your own words, is the shared vision of the network?
4. Did the level of resident involvement change over time? Why do you think that happened?
5. What are you currently doing differently in your community than you were before? What do you see others, including residents (adults and/or children), doing differently in the community?
6. Since the community effort started, what positive changes for the children and residents in the community have you seen?
7. In the past six months, what has been the most notable change?
8. Describe the process that everybody went through to bring about the change—beginning, middle, and end?
9. What types of organizations, people, and resources do you feel were needed to improve conditions for the families and residents in your community?
10. What supports (relationships, programs, organizations) helped you make a difference in your neighborhood?
11. Were important voices in the community represented in the community efforts?
12. How have residents been engaged in working together in the effort?
13. When we talk about our community, do we focus enough on the strengths of the community or do we focus on the weaknesses?
14. Have there been celebrations or other ways to recognize the good things that have happened in the community?
15. Have there been any tensions or times that people in the group seemed angry or disappointed?

16. How did you gain access to information about the community efforts?
17. Did you regularly receive information about the how the community effort progressed toward the goals or achieved improvements?
18. Was the information shared clear and understandable to you?
19. Have you have used this information?
20. Was this useful to you?
21. What information were you and the other residents most interested in?

APPENDIX E

Population Change Learning Community Case Study Working Group Support Organization Interview Tool

Questions

1. Tell me about the goals, values and issues that informed the beginning of this collective effort?
2. How were the network membership and roles determined?
3. Was there a discussion about who would take on the role of supporting and coordinating the network and its efforts; who would be the "support organization"?
4. What were the major phases or developments in the community efforts over time?
5. Of all the changes that happened, which do you believe was most significant to the overall efforts? What made this change so significant?
6. Describe the process that everybody went through to bring about the change—beginning, middle and end?
7. Tell me about the broader impact of this change?
8. How did the network sustain consistent involvement of the network partners over time?
9. Were there certain people, groups, resources, or conditions that made it much easier to make changes over time? Were there others that made it significantly more difficult to make changes?
10. How did the support organization assist partners in managing the changes, (resource, permission, structural, and procedural changes) required to move toward the shared vision?
11. Who or what supported learning in the network?
12. What were the messaging and methods your organization used to communicate with the community?
13. How did our network attend to power and relational dynamics among those participating in the network? What was the role of support organization? What was the role of the network partners?
14. Did our community have people with the necessary diversity involved in the efforts?
15. How did the network help everyone acknowledge, reflect on, and address expectations that came up as part of creating change? What role did the support organization play in this process?
16. What way did our network collect data?
17. How did our network use data to guide community efforts?

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The Dominican Center works with Amani residents and partners to build a better future.