

Community Engagement Initiative
www.brooklynpark.org/CEI

Measurement Tools and Plans of Action

September 2010
*Implementation Recommendations
to the Core Planning Team*



Evaluation Teams

Measurement Evaluation Team

Jason Aarsvold
Gerry Gibbs
Jeanette Meyer
Anthony Miller
Arthur Palileo
Antonio Smith
Jamie Verbrugge

Resources Evaluation Team

Jeff Ankerfelt
John Granger
Gina Gryniewski
Roark Haver
Susan Hintz
Keith Jullie
Mike Richards
Dan Ruiz

Youth Evaluation Team

Brenda Colston
Michael Davis
Wokie Freeman
Emily Haywood
Tyree Lawrence
Gene Stobbs
Mike Trepanier
Tommy Watson

Diversity Evaluation Team

Mark Bergeron
Rodger Coppa
Amy Hanson
Karen Hawley
Fred Hurst
Steve Lampi
Nelima Sitati
Denise René Wollenburg



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5200 85th Ave. N., Brooklyn Park, MN 55443-4301 • Phone 763-424-8000 • Fax 763-493-8391
TDD 763-493-8392

Welcome back Core Planning Team Members,

As we come together into the home stretch of the planning process, it is important for us to remember why we are all part of this initiative. We want to create an *intended future* for our community, which begins by having a different conversation. The conversation that we are now having is focused not on the problems of our community but in its possibilities. With this shift in conversation, we have already declared the future of our community:

***“Brooklyn Park, a thriving community inspiring pride
where opportunities exist for all”***

Now is the time to begin the work on making our proclamation a reality. To date, roughly 500 residents have joined us in having this new conversation and have entrusted us in shaping the path to our future. Enclosed in this packet are the draft plans that many of our community members (and some of you) worked many hours on. Please take the time to read each plan prior to our meeting. Each of you has been assigned to an evaluation team. You will be reviewing that action plan in-depth.

On Thursday, September 30, at 7 p.m. we will be hosting a training session for *Civic Engagement Ambassadors*. This group will go out into our community to share about this process and ways people can get involved. We hope some of you will consider becoming Ambassadors.

On behalf of the City Council and our entire community, we again thank you for dedicating your time and talent to this most important initiative.


Jamie Verbrugge
City Manger


Michael Davis
Chief of Police

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December 5, 2009
Community Cafés at City Hall, approximately 280 people attend

January 8, 2010
Community Café at Zanewood Recreation Center, approximately 24 people attend

January 9, 2010
Community Café at Park Haven Apartments, approximately 60 people attend

December-January 2010
Results tabulated from community cafés

December-January 2010
Recruiting, and interviewing for Core Planning Team take place, 31 members selected to the team

January 28-30, 2010
Core Planning Team meeting at Edinburgh USA

February 2010
Recruiting, interviewing and selection for Measurement and Action Teams take place

February 8, 2010
City Council meeting at City Hall

March 9-10, 2010
Measurement Team meeting at Community Activity Center

March 11, 2010
Action Team meeting at Community Activity Center

April 12, 2010
Action Team meeting at Community Activity Center

May 12, 2010
Action Team meeting at Community Activity Center

May 25, 2010
Core Planning Team meeting at Edinburgh USA

May 26, 2010
Action Team meeting at Edinburgh USA

May 26, 2010
Community Café at Community Activity Center, approximately 90 people attend

July 13-14, 2010
Measurement Team meeting at Elks Lodge #44

July 15, 2010
Action Team meeting at Edinburgh USA

September 17-18, 2010
Core Planning Team meeting at Community Activity Center

October 4, 2010
City Council meeting at City Hall

October 2010
Recruiting, interviewing and selection for Implementation Teams take place

Measurement Team Letter

Dear Members of the Core Planning Team,

We would like to thank you for the opportunity of allowing us to serve on the measurement team. Through our work we have created five steps that outline our plan of action. These five steps establish direction for the confirmation of dimensions and indicators to support strategic objectives of pride, thriving and opportunity.

We established:

- Final indicators and developed a plan of action for measurement and the technical specifications for each measurement.
- A plan of action for the collection and maintenance of data on each indicator.
- A plan of action to gather perceptual data and to pilot the process.
- A plan of action for the production of an annual report on the measurement of community indicators.
- A plan of action for the implementation of a process to use community data to adjust strategies that achieve our mission.

Our preferred sample population is our residents and business owners in the community. We understand the implementation of our recommendations is a work in progress and not a final product. In the continuation of efforts, many other groups will be involved and sufficient time will be needed to manage relationships.

Honesty costs nothing but is worth everything. This whole community effort will require a cultural shift that includes facing issues honestly and avoiding comparisons to other communities. The tendency to only focus on the good news will hamper our ability to deal with real issues. We recommend comparing our progress against ourselves rather than being compared to other communities.

Lastly, our objectives and our focus remain on our mission: Brooklyn Park, a thriving community, inspiring pride where opportunities exist for all.

Thank you,

Adetayo Dina
Craig Enevoldsen
Debra Englund
Mary Falowo
Keith Jullie
Jack Kaczrowski
Cory Kampf
Marj Lindberg
Jeff Lunde
Ann Maas
Renee Martin
Todd Nagengast
Mark Palm
Brain Persaud
Mike Sable
Alvine Siaka
Jon Thiel



The Core Planning Team developed core values, mission, strategic objectives, strategies, and delimiters as part of the strategic planning process. The mission statement is:

Brooklyn Park, a thriving community inspiring pride where opportunities exist for all.

The strategic objectives are measurable reflections of the mission and are the focus of this measurement process. The strategic objectives are:

- By 2015, 90% of our community members express pride in being a part of Brooklyn Park
- By 2015, 90% of our community members express that Brooklyn Park is a thriving community
- By 2015, 90% of community members of Brooklyn Park express that opportunities they need to succeed are available

Measuring each of the strategic objectives requires that community members' perceptions be gathered in the following areas:

- Sense of pride
- Sense that the community is thriving
- Expression that the opportunities they need to succeed are available to them

Measuring the Strategic Objectives

Perceptions are essentially assessments, or judgments that individuals make about something. These judgments are based upon criteria that matter to the individual and are often implicit. Often, the individual has not consciously articulated the criteria, even to him/herself. In addition, the individual holds a standard for the criteria, which is often not explicit either. For example, in thinking about what makes for a good restaurant, someone might hold the criteria of "many food options" (the criteria) with a standard of "at least a four-page menu." When asked for a review of a new restaurant, that person may judge it as "very good" because the menu is six pages. That judgment may not be terribly useful to others if they are not aware of the individual's "restaurant reviewing" criteria.

In order to create a more useful picture of how members of the Brooklyn Park community assess the City, the measurement team assumes that a city that is thriving will generate pride and provide opportunities to succeed. The measurement team identified nine key dimensions as contributing to a thriving community, which may influence an individual's sense of pride in a community. They are listed with a brief description of each dimension.

96% Recommend		Rating summary	
Excellent	29	Food	
Very Good	26	Service	
Average	11	Value	
Poor	1	Atmosphere	
Terrible	2		

Measurement Implementation Summary

1. **Economic vitality** refers to the provision of a business friendly environment, healthy employment and tax base, and continuous economic development and re-development.
2. **Safety** refers to physical and social environmental factors that impact citizens' quality of life.
3. **Education** encompasses public, private and civic institutions that support continued learning for citizens of all ages.
4. **Housing** refers to the provision of housing that is affordable and attainable for people of all income levels, life stages and abilities.
5. **Sense of community** is being a member within a person's immediate community and connected to the larger Brooklyn Park community.
6. **Amenities** incorporate quantity and usage of the city's parks, recreation, sports, arts and churches.
7. **Access** refers to a connected community that has a sound infrastructure and offers access to an array of public transportation opportunities, governmental services, health care services, technology services and community information. It also refers to the city's interconnectedness.
8. **Appearance** refers to curb appeal or the care given to maintain common areas throughout the city.
9. **External perceptions** refers to how the image of Brooklyn Park is viewed by those not residing, not working in Brooklyn Park, or not otherwise engaged in Brooklyn Park activities.

In order to measure something, clear operational definitions are essential. An "indicator" is something observed or calculated that is used to show the presence or state of a condition or trend. Here, indicators serve to operationalize each dimension. The measurement team created a draft set of potential indicators for each dimension. These are reflected on the next page.





Dimension	Draft Indicators
Economic vitality	<ul style="list-style-type: none"> • Tax base/paid • Unemployment • New business/expansion/closure • Families receiving assistance
Safety	<ul style="list-style-type: none"> • Juvenile/overall crimes and victimization • Livability/neighborhood/complaints • Neighborhood cohesion/communication • Physical/environmental factors crime prevention through environmental design – code enforcement
Education	<ul style="list-style-type: none"> • Graduation rate and dropout rates • Transiency and truancy • Engagement in college or technical training programs • Internships/service training • Informal learning opportunities (gardening, travel groups, community education) • Number of enrolled students, types of students and participation in schools pre-K through higher education
Housing	<ul style="list-style-type: none"> • Foreclosures • Affordability • Number of owner occupied residences • Housing options/lifecycle • Number of housing starts by type
Sense of community	<ul style="list-style-type: none"> • Engagement and participation in community activities • Programs, participants, volunteers, hours of service • Types and sharing of communication within neighborhoods (homeowners associations, apartments, other groups, churches, virtual/electronic, social media, networking)
Amenities	<ul style="list-style-type: none"> • Recreation and parks quantity and utilization rate • Facilities quantity and utilization rate • Culture/arts/events quantity and utilization rate
Access	<ul style="list-style-type: none"> • Health, fitness
Appearance	<ul style="list-style-type: none"> • Vacant home/business quantity • Compliance with appearance standards/code violations • Landscaping/green space quantity and maintenance • Public property maintenance standards
External perceptions	<ul style="list-style-type: none"> • Media reporting collection from all forms of information providers (tally of positive and negative reporting)



A conceptual framework for measuring the strategic objectives

The measurement team proposes that by gathering perceptual data relative to pride, thriving and opportunities for success, along with quantitative data for each indicator, the community will have a more complete and rich context for assessing progress on the strategic objectives. This mix of quantitative and perceptual data will also be more useful in determining the need for adjustment to strategies.

A stratified sample of community members will be identified (reflecting various economic and cultural perspectives within the Brooklyn Park community). Surveys/interviews with selected community members will elicit citizens' perceptions of pride, thriving and opportunity, while identifying the criteria and data that inform their assessment (why they feel the way they feel). The indicator data will be used in these surveys/interviews to both help people understand their own assessments and to help people identify "what is missing" for them.

Responses regarding pride, thriving and opportunity will be reported annually with accompanying data that describes why citizens feel as they do. These responses should be disaggregated to allow results to reflect the perspective of the diverse economic and cultural communities in Brooklyn Park. It should be noted that the measurement team considers the inclusion of residents and business owners in the sample population.

Delimiters to the use of data

The goals are designed to provide feedback to the community on progress toward achieving the mission. In that spirit, the following delimiters to the use of the data are recommended:

Data should NOT be used:

- To compare Brooklyn Park with "like" cities.
- To evaluate city staff performance.
- For political or financial gain.

Research questions

The following research questions will inform analysis of the data:

- How are community perceptions of pride, thriving and opportunity shifting over time (overall and within subgroups)?
- What factors are expressed as barriers to pride, thriving and opportunity? Are there trends in these areas?
- How do citizens' perceptions (assessments) correlate with the indicator data?
- How do citizens' perceptions and indicator data correlate with the strategy efforts that have been undertaken?
- What new efforts might the data on community perceptions suggest be taken?

Use of data

The annual report will be reported to the Core Planning Team, City Council and community members. Measurement data should be used to inform reviews of the action plan implementation, and may suggest the addition or deletion of action plans or strategies over time.

A series of action plans, sufficient to begin the implementation of this measurement process, is attached. It is recommended that this work be undertaken early in order to provide baseline data.

End result to be achieved

#1 The community indicators have been finalized and the technical specifications for measurement have been established.

Steps to achieve this result

1. Create a task group of six to nine people with expertise in all of the different dimensions. Ensure representation from education, business, etc. This group should be defined by a smaller internal group, such as the City Manager or key staff. Consider whether you want to use an application process or just select experts.
2. Recommend maintaining the nine dimension elements and finalize the community indicators. Limit indicators to no more than three per dimension
3. Teams of three will research approximately two to three dimensions each and research all methods of data collection within those dimensions. They may want to seek feedback from the City Manager and others before beginning their research and refining the indicators.
4. For each final indicator, the technical specifications for each indicator should be defined (expanded definition).
 - Description of indicator data
 - How it is displayed as data?
 - Where is it from? Who is source of data (community expert)?
 - Validation of data (verification of methodology)
 - Time frame of data
5. The task group will take the final set of indicators and seek feedback from selected community stakeholders including the City Council, commissions, and community groups. The final set of indicators will be reviewed by the Civic Engagement Leadership Team.



Benefits

- a. By establishing detailed data collection, data will be consistent
- b. Diverse group of research experts (group of six to nine) ensures comprehensive data collection
- c. Team approach to data collection leads to trust and buy-in from the community
- d. Utilizing community experts to gather data formally will result in reliable data
- e. Organized data collection template ensures completeness and reliability of research

Costs

A significant amount of time will be required to achieve this result (opportunity costs, staff, residents, and other community members). Approximately six half-day meetings with work done in between.

- | | |
|--------------------------------------|----------------|
| a. Paper, printing of materials | \$500 |
| b. Meeting rooms, equipment (laptop) | \$1,000 |
| c. Refreshments, meals etc. | \$500 |
| d. Staff time (200 hours) | \$8,000 |

Estimated Costs **\$10,000**

Specific Means For Measurement

End result to be achieved

#2 The process for collecting and maintaining data on each community indicator has been implemented.

Steps to achieve this result

1. Gather existing reputable data identified from Result #1. Use the technical specifications developed in Result #1 (see page 9).
2. Create a database for each indicator (possible purchase of statistical software – depending on sophistication of data and access to source data). Make sure data is backed up on the City server. Consider having paper copies of data to review updates and track changes.
3. Establish a calendar for when each report is updated. Create a “tickler file” for each report (checklist) and update database as each report is issued.
4. Annually review the compilation of data for effectiveness in tracking the community indicators.

Benefits

- a. Easy to use.
- b. The information has already been gathered by another resource.
- c. Time to gather information is reduced.
- d. Reputability of information is already established.

Costs

- a. Time spent reading each report when it’s updated for relevance (8 hours per month)
- b. Possible purchase of statistical software if source data sets becomes too large **\$1,600-\$2,200**
- c. Time to generate new reports if no existing report exists (20 hours per month)
- d. Staff cost **\$2,000/year**

Estimated Costs

\$2,000/year; \$2,000 (one time costs)





End result to be achieved

#3 The processes for gathering perceptual data has been established and piloted.

Steps to achieve this result

1. Design a survey focused on measuring pride, thriving and opportunity. Consider using the Measurement Team to help with this design. Conduct a community-wide telephone survey utilizing an outside resource with experience in conducting multilingual surveys. The surveys should be professional and statistically significant with a sample size of no less than 400 residents. Results will be disaggregated to be able to generalize to key community characteristics defined by the city (e.g., income levels, race, gender, etc.). This survey will gather baseline data on pride, thriving and opportunity. It can also be used to gather perceptions on the nine dimensions. The survey will be used to establish a methodology that can use going forward on an annual basis. The survey will also be used to gather email addresses.
2. Using the methodology established in step 1, conduct annual surveys to gather feedback on pride, thriving and opportunity.
3. To gather formative data, the city will create a Citizens Feedback Network (CFN) of three to four groups of between 25-40 residents who serve one, two and three-year terms that allow for both continuity and turn-over. A specific selection process for these groups will be defined by the Special Events Volunteer Coordinator. The CFN functions like a focus group of residents and will provide ongoing feedback (formative data) about how community programs are impacting perceptions of pride, thriving and opportunity. Trained city staff will serve as facilitators at in-depth discussions regarding the issues in the city related to pride, thriving and opportunity. CFN meets four to six times per year.
4. Establish a Small Business Resource Group (7-10 businesses) who will serve as a focus group for businesses in the community. Trained staff will facilitate discussions regarding issues in the business community, including city

regulations, timeliness of processing, and general business climate in the community. Focus group will meet one to two times per year and membership on the group should be no more than 18 months. This group will provide formative feedback on pride, thriving and opportunity.

5. Establish a Not-for-Profit Resource Group (7-10 not-for-profits) who will serve as a focus group for service providers in the community. Trained staff will facilitate discussions regarding issues in the community, including contracting, best practices, timeliness of processing, and the general not-for-profit climate in the community. Focus group will meet one to two times per year and membership on the group should be no more than 18 months. This group will provide formative feedback on pride, thriving and opportunity.

Benefits

- a. Covers all community members in various mediums of feedback (face-to-face, telephone, internet)
- b. Consistently updates our perception/qualitative data
- c. Gives residents real opportunity to provide feedback

Costs

- a. Estimated baseline survey **\$20,000**
- b. Staff facilitation training (on-going maintenance of efforts estimated at \$1,200 to train new staff or residents who take on the role of working with CFN) **\$6,500 (in year one), \$1,200/year**
- c. Staff/volunteer time in conducting/attending focus groups (business, not-for-profits, CFN) (300 hours/year to organize/maintain plus time of volunteers in groups.)
- d. Space/refreshments for meetings **\$5,000**

Estimated Costs **\$17,000/year**
\$20,000 (one time costs)

Specific Means For Measurement

End result to be achieved

#4 The process for producing an annual report on community indicators has been implemented.

Steps to achieve this result

1. Receive data

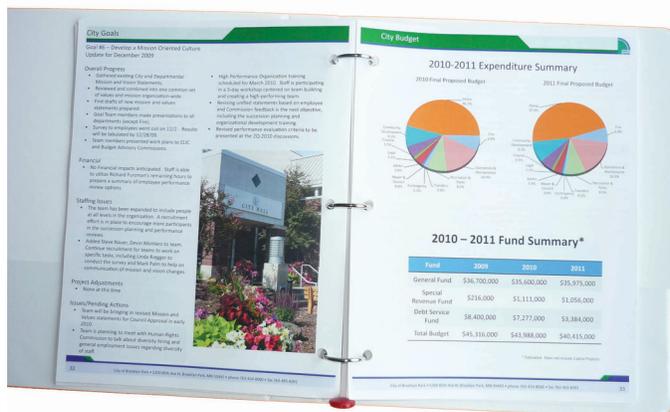
- Produce reports from database system that contain all of the raw data on the community indicators and community surveys.

2. Analyze data

- Develop a report team that includes city staff (administration, finance, police and community development) and community members to review data.
- Distribute reports produced to report team for analysis within each community indicator.
- The report team will quantify the community indicators in a table format for presentation.
- The report team will analyze perceptual data for each community indicator and select equal numbers of representative positive and negative feedback comments from each indicator for possible use within the report.
- The report team will develop conclusions from the data that will be highlighted within the report.

3. Develop report design and organize data

- The report team will develop a consistent report template that can be used from year to year.
- The report template will include an introduction, highlights of data from that year, and a consistent format for showing each community indicator.
- The template will outline use of data tables, graphical displays, use of pictures and comments.



4. Produce draft report

- Data will be populated in the report template by the report design staff.
- Graphs are created and added to report template by the report design staff.
- Pictures are selected and added to report template by the report design staff.
- Comments are added to report template by the report design staff.
- Introduction and highlights are written by the report team.
- Draft report is produced for distribution to the report team for review.

5. Review report

- Report is reviewed by report team
- Modifications are made by report design staff.
- Final draft report is produced for distribution to City Manager and Chief of Police.
- Share final draft with Executive Leadership Team prior to publication.

6. Publish report

- Report received by City Council
- Report published in various forms (website, hard copy) and languages (Spanish, Hmong)

7. Distribute report

- Consider using community cafés and other formats to engage small groups throughout the community to create deeper understanding to develop commitment with the entire Brooklyn Park community.



Benefits

- a. Using a report team will allow for more diverse input and multiple expertise.
- b. Report to be widely distributed through multiple venues and easily accessible to inform community members.
- c. Using a template design will allow for easier updates and a consistent organization of the report.

Costs

- a. Time of city staff and community members that will serve on committee
- b. Report design staff time (estimated 240 hours for first year; 80 hours of design time in future years.) **\$10,000**
- c. Professional translation service (cost reduced in subsequent publications) **\$8,000**
- d. Printing costs (30 cents per piece) **\$6,000/year**
- e. Mailing costs (if done) **\$9,000/year**

Estimated costs \$24,000; declining each year



Specific Means For Measurement

End result to be achieved

#5 The process to use community data to adjust strategies that achieve our mission has been implemented.

Steps to achieve this result

1. Establish a review team comprised of various entities that are measured as part of community indicators. (e.g., BAMA, Council member(s), Core Team members, decision makers that can influence and motivate others to action)
2. Review team will contrast and compare community data with strategic objectives of core planning team
3. In comparing data with objectives, review team will identify leading indicators, which appear to have the most significant impacts affecting thriving, pride and opportunities.
4. Review team will assess the contributing factors creating the impacts.
5. Prioritize changes and adjustments to plans of action that will have the most significant impact on thriving, pride and opportunities.
6. Analysis on making adjustments that will have the most significant impact (economic, timeliness, environmental factors, political and social factors).
7. Based upon thorough analysis of above factors, make a determination on which strategies can be adjusted (may not be the most significant, but can be done).
8. Engage implementation leaders of action plans to develop and implement adjustment strategies with previously identified stakeholders.
9. Identify projected outcomes and goals and track progress and impact on the domain/indicator.



Benefits

- a. Not a “city” function, it is a community-based review team.
- b. Group involvement and input
- c. More accountability and agreement on goals
- d. Timely adjustment based upon available data and resources
- e. Clear expectations and goals, elimination of programs that are not cost effective and/or efficient

Costs

- a. As focus and priorities change, commitment level may change because of social and economic pressures based upon which priorities are selected. Willingness/ability to accept and implement the change based upon “status quo” or other environmental factors may also impact commitment level. Effective communication to essential stakeholders will help with managing relationships.
- b. Reallocated staff and volunteer time away from their regular responsibilities
- c. Meeting costs (mailings, food, arranging for space) **\$1,000**

Estimated costs

\$4,000

Dear Core Planning Team,

Thanks for the opportunity to be a part of this process. As you review our results statements and action plans, please consider the following:

- This process must be owned by the community, and should not just be a City initiative. Success will only be achieved if the whole community becomes fully engaged.
- We are suggesting that a steering committee lead the process of implementing the action plan. It is imperative to identify community members who are committed to this process and who have the time and energy to undertake this initiative.
- We are suggesting a community asset mapping process as a way to focus on the assets of the community. This strategy provides a positive approach to look at and talk about Brooklyn Park, rather than focus on the negative.
- Implementation of the action plan will take time. The community needs to be committed for the long term, recognizing that the first year should be considered a development year.
- Sustainability is an important part of the process and will require the leadership and support of elected officials, other community leaders and city staff. It will also require a long-term strategy for providing the funding needed to implement the outlined steps.

We are committed to the results we've developed and many of us are excited to continue to work on committees or task forces to achieve the mission.

Sincerely,

Gordy Aune, Jr.
Kim Berggren
Jan Ficken
Wokie Freeman
Gerry Gibbs
Lisa Greene
Mark Hanna
Jim Hilgendorf
Jason Newby
Cookie Onaiwu
Jo Roberts
Wayne Roehrich
Carrie Scully
Lorna Van de Streek

- #1 The Brooklyn Park Community continually increases its understanding of and commitment to achieving the mission and strategic objectives.
- #2 The Brooklyn Park community maintains a comprehensive inventory of community resources.
- #3 The Brooklyn Park community identifies and develops sustainable resources to fulfill unmet community needs.
- #4 The Brooklyn Park community continually aligns and optimizes the resources needed to achieve the mission and strategic objectives.
- #5 Community members will contribute their ideas and talents to achieve the mission and strategic objectives.
- #6 Partnerships are developed and sustained to achieve the mission and strategic objectives.

Strategy

We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.

End result to be achieved

#1 The Brooklyn Park Community continually increases its understanding of and commitment to achieving the mission and strategic objectives.

Steps to achieve this result

1. Create a Steering Committee

Create a steering committee of 8 to 12 people who will be the champions of the vision and strategy. The committee should include diverse (ethnic, age, economic, gender) leadership from the various stakeholder groups in Brooklyn Park such as:

- Faith community (1)
- Non-profits (1)
- Educational Institutions (1)
- Apartments/renters (1)
- Civic and community organizations (2)
- Neighborhood organizations/crime watch (1)
- Youth representative (1)
- Chamber/business organizations (1)
- Core planning/action team members (1)
- City staff (2)

Some committee members will represent more than one stakeholder group.

Resource Action Team members should seek applications and interview applicants for the committee. The committee will be active for several years, or at least through the life of implementation of the action strategy, and may evolve into a permanent community engagement committee. Committee members should make a serious commitment when joining the committee. The committee will have staggering terms of two to three years. Committee members are expected to provide engaged leadership, work well as a team, and follow up on committee work.



The steering committee should have two co-chairs, one city staff person and one community member. A secretary and treasurer should also be assigned. The committee will meet monthly.

The committee will meet at donated space in the community, such as at churches, libraries, city facilities, restaurants, schools, etc. (option: find businesses/organizations that will host the committee on a revolving basis – providing meeting space, copies, etc.)

Committee work should include:

- Training and orientation to committee work
- Sharing the mission/strategies with community members and groups
- Coordinating with city commissions, community groups, core team, etc.
- Determining stakeholder issues
- Prioritizing issues and developing resources
- Conduct small group meetings with their constituents to communicate mission/strategy
- Oversee and monitor progress in implementing the six end results to achieve the strategy

Resources Action Team Results

2. Community outreach on mission/strategies
Steering committee oversees community outreach efforts. A subcommittee could play a role in coordinating outreach. Outreach should include:
 - Community cafés/dialogue sessions about the mission and strategies (one per year) – big picture
 - Convene focus groups (see Result #3, page 22)
 - Offer volunteer opportunities to get involved in the action plans
3. Promotional campaign
Steering committee oversees a promotional marketing campaign to build awareness of the mission and strategies. The committee could assign a subcommittee to do this work. Include:
 - Brand development
 - Logo development
 - Website
 - Public relations
 - Print and electronic media
 - Logo wear
 - Electronic signs/road signs
 - Pride building events/activities
 - Celebrate and recognize successes (incorporate into existing volunteer recognition event)



*Brooklyn Park,
a thriving
community
inspiring
pride where
opportunities
exist for all.*

Benefits

Steering Committee

- a. Buy-in from the community
- b. Continual community-wide input and broad representation
- c. Aids in the transparency of the process
- d. Builds stakeholder capacity
- e. Shared leadership
- f. Aids in leveraging resources

Community Outreach

- a. Promotes increased civic engagement
- b. Educates community about mission/strategies

Promotional Campaign

- a. Creates a consistent message – becomes instantly recognizable
- b. Reaches many people on a variety of different levels
- c. Increases civic pride
 - Unites the community around a new competitive identity
 - Builds upon and showcases local assets
- d. Communicates our values
- e. Stimulates economic development





Costs

Steering Committee

- a. Coordinator (40 hours/month) \$9,600/year
- b. Monthly Meetings (\$100 per meeting) \$1,200/year
- c. Supplies \$1,000/year
- d. Staff Time \$5,000/year

Community Outreach

- a. Community café (one per year) \$1,500/year

Promotional Campaign

- a. Branding campaign (one time only) \$50,000 to \$100,000
- b. Annual promotional budget \$40,000/year
- c. Public Relations – Steering Committee/City Staff staff time
- d. New website design (one time only) \$40,000
- e. Ongoing annual upgrades \$5,000/year
- f. Events (two per year @ \$2,000 each) \$4,000/year

Estimated costs

\$150,000
\$60,000/year; \$70,000 (one time costs), remainder or \$20,000 staff costs



Resources Action Team Results

Strategy

We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.

End result to be achieved

#2 The Brooklyn Park community maintains a comprehensive inventory of community resources.

Steps to achieve this result

1. Create Asset Map

Community asset mapping: the process of intentionally identifying the human, material, financial, entrepreneurial and other resources in a community. City hires a consultant to facilitate a three-day community forum with representatives from all resources. Activities designed for both workshop and community immersion settings, occurring over a series of days. This intensive training is designed to provide guidance on how to uncover community assets and create a canvass or map of them. It relies on the framework of viewing a community from its assets, rather than deficits, in order to utilize and manifest existing resources of all kinds.

- **Day 1** activities focus on introducing participants to the concept of assets and asset mapping and gets participants out in community to do asset mapping, with structured guidance on what to find out.
- **Day 2** activities focus on giving participants the opportunity to assess their own knowledge and go deeper by creating a *Visual Canvass* (drawing on Day 1) and *Individual Asset Bank* (a network of individuals who represent community assets).
- **Day 3** activities focus on getting participants to likewise map the assets of their community and consider how these assets might best be deployed in service to the community.



The steering committee oversees this process and invites additional community representatives to participate in the forum. The forum could include up to 40 people. In addition to representatives from the groups listed under Result #1 Step 1 (see page 17), consider including representatives from groups such as:

- Northwest Hennepin Human Services
- Chamber of Commerce
- Link Associates
- City Council/commissions
- Library
- CEAP
- Youth Opportunities Coalition
- Schools
- Recreation and Parks Department
- United Way

2. Resource Handbook

During the three-day community forum, representatives review the existing *Brooklyn Park Community Resource and Residents' Guide* for accuracy and content. This guide is currently available in electronic and hard copy formats, but needs to be more inclusive, accurate and comprehensive. Consider making this book Brooklyn Park specific and translating the book to other languages. City staff should annually review and maintain the handbook.

Benefits

Forums

- a. Establishes a comprehensive list of resources
- b. Aids in discovering needs and unidentified resources
- c. Provides a foundation of resources
- d. Provides guidance on how to uncover community assets and create a canvass or map of them

Resource Handbook

- a. Provides a comprehensive list of resources exclusively for Brooklyn Park
- b. Community has better access to resources
- c. Provides easy access to available resources (electronic and hard copy formats)

Costs

Forums - Facilitator/Consultant (provides everything)

- a. Facilitator (mailings, promotion, food, etc.) **\$10,000**
- b. Location CAC

Forums - Facilitator/Consultant (just facilitates)

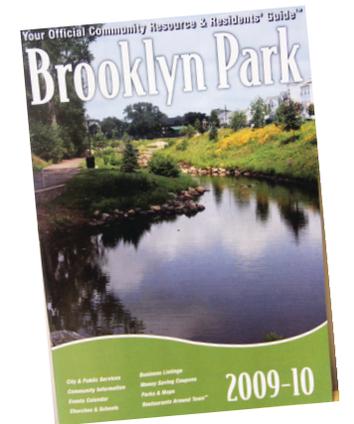
- a. Facilitator (three days @ \$500-\$1500 per day) **\$3,000**
- b. Staff time **\$7,000**
- c. Vehicles (vans or bus) **TBD**
- d. Supplies (Flip Charts, markers/pens) **\$500**
- e. Name Badges (\$5.21 each)
- f. Copies of Handouts
- g. Postcard Mailing (\$0.28 each)
- h. Sun Post Ad **\$500**

Resource Handbook (Prime Advertising)

- a. 40,000 copies **\$10,000**
- b. Staff time (will include maintenance plan for handbook and participation in forum) **\$8,500**
- c. Web-based maintenance (city website, resource center, kiosk) **TBD**

Estimated costs

\$30,500





Benefits

Convene focus groups

- a. Ensures diverse perspectives
- b. Fosters creative solutions
- c. Increases civic engagement and buy-in to mission
- d. Continual assessment of current community needs
- e. Facilitates partnerships between organizations to develop or combine resource

Develop and implement community survey

- a. Gathers a lot of information in one spot
- b. Is quantitative rather than qualitative (anecdotal) and, therefore, subject to statistical validation

Costs

Convene focus groups

- | | |
|--|----------------|
| a. Food/supplies (\$100 per meeting x 10 meetings) | \$1,000 |
| b. Facilitator (\$200 per meeting x 10 meetings) | \$2,000 |
| c. Ethnic communities (one each with Hmong, Latino, Liberian, African American, African immigrant communities) translation costs | \$200 |
| • Faith community | |
| • Apartment complexes | |
| • Civic organizations (Lions, Rotary, etc.) | |
| • Neighborhood organizations (associations, crime watch) | |
| • Youth | |
| • Community organizations | |
| • Chambers and other business organizations | |

Develop and implement community survey

- | | |
|--|-----------------|
| a. Steering committee (volunteer time and donated space, provide materials and refreshments for five meetings @ \$100 per meeting) | \$500 |
| b. Implement survey (include translations) | \$600 |
| c. Cost of online survey instrument | \$500 |
| d. Promotional campaign to include posters (500 @ \$1.25) | \$625 |
| e. Sun Post Ad | \$425 |
| f. Email blast (\$80 per 8,000 x 6) | \$480 |
| g. Reminder rave cards (\$193 per 5000 x 10) | \$1,930 |
| h. Printed versions (1,000 copies) | \$1,500 |
| i. Coincide survey with a mailing of Park Pages and include information | \$6,060 |
| j. Another survey option – statistically valid survey by Decision Resources | \$20,000 |

Estimated costs **\$17,000**

Resources Action Team Results

Strategy

We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.

End result to be achieved

#4 The Brooklyn Park community continually aligns and optimizes the resources needed to achieve the mission and strategic objectives.

Steps to achieve this result

These are steps to sustain efforts completed under Results #2 (asset mapping, see page 20) and #3 (resources for needs).

1. Community leader forums

The steering committee convenes community leader forums twice a year or as needed (hosted and supported by the City where representatives from all resources (organizations, clubs, etc. – diverse groups) do the following:

- Reaffirm commitment to shared mission and strategic objectives
- Conduct focused conversations about community needs or problems and participate in joint problem-solving
- Discuss opportunities and untapped community resources and identify strategies to optimize resources
- Share what each resource/partner can provide and supply current information to have available at the community resource centers
- Each attendee brings information back to their segment of the community

2. Resource kiosks

City hosts community resource kiosks for members of the community to access community resources. Identify volunteer organizations or individuals who will “adopt a kiosk” to ensure it remains clean and current.

- Suggested locations: public library, City Hall front desk, Village Creek Community Station, Salvation Army (or a church location), Zanewood Recreation Center, West Fire Station. Be sure the kiosks are geographically disbursed throughout community and accessible.

- Kiosks should include:
 - Computer that provides access to community resource guide, city services and other services/organizations in the community
 - Hard copies of resources in a binder and/or bulletin board (could be electronic, like TVs at the CAC)
 - Paper copies of the updated resource guide handbook

3. Sustain comprehensive resources (update and outreach)

City staff, with support from community volunteers, improves utilization of existing comprehensive resources (resource guide, kiosks, United Way 211).

- Ensure all information about community resources is included and updated annually
- Promote the comprehensive resources to new and existing residents, businesses and organizations
 - Utilize local media options (cable TV, channel 16, local newspapers, Park Pages, multicultural publications, radio, robo calling, Nixel, etc.) to promote resources
- Create a task force to coordinate strategies for supporting the action plan
 - Establish a fund to financially support the comprehensive resources (handbook, kiosks, etc.)
 - Look for funding opportunities, grants, or other resources (foundations, etc.)
 - Consider establishing a relationship with AmeriCorps or similar programs
- Seek relationships from outside the community such as the University of Minnesota



Benefits

Community leader forums

- a. Improves communications and access to resources
- b. Stay focused on goals
- c. Helps identify and support community leaders
- d. Builds capacity of community leaders so that the community can meet its needs

Resource kiosks

- a. Community has better access to resources and is more informed and engaged

Costs

Community leader forums

- a. Quarterly meeting costs (food, materials, staff time for coordination) **\$4,000/year**
- b. Cost of communications (meeting invites and follow up, communicate outcomes to community) **\$1,000/year**
- c. City staff time for coordinator **\$20,000**

Sustain comprehensive resources (update and outreach)

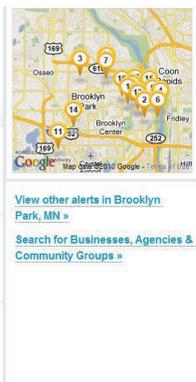
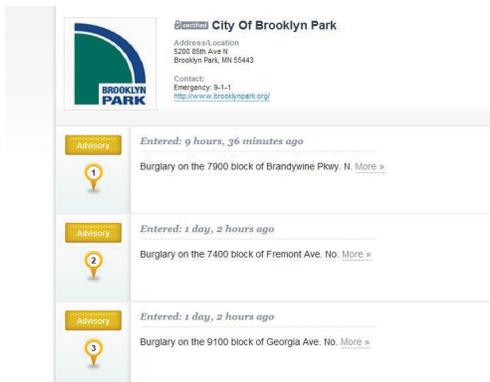
- a. Cost to communicate availability of resources at service centers **\$500/year**
- b. Facility set up costs **\$2,500**
- c. Cost of five computer kiosks **\$10,000 – \$15,000**
- d. Maintenance costs **\$2,000/year**

Guide and 211

- a. Time updating information

Estimated costs

\$30,000/year; \$60,000 (one time costs)



Resources Action Team Results

Strategy

We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.

End result to be achieved

#5 Community members will contribute their ideas and talents to achieve the mission and strategic objectives.

Steps to achieve this result

1. Survey of talents

Steering committee oversees the volunteer task force in doing the following:

- As part of the needs survey and consensus meetings (Result #3, page 22), collect and review information from people about their talents and ideas
- Review the results of the *Individual Asset Bank* exercise (Result #2, see page 20)
- The steering committee/task force should consider utilizing the City's new volunteer database to collect information from people on their talents and volunteer interests.

2. Link talents to needs

Determine strategy for connecting talents to needs. Consider using and promoting "I Can Help Twin Cities," create "I Can Help Brooklyn Park," modify the "Public Service Request" function on the City's website, or create "the hub" like the Youth Coalition.

3. Promote volunteering

- Communicate "what's in it for me" to motivate people to contribute through a volunteering campaign led by the City's communication coordinator and volunteer coordinator
- Create an annual volunteer event (or modify the City's current event) that connects people to volunteer opportunities and celebrates volunteers so they feel worthwhile, respected, and a sense of achievement
- Promote volunteer opportunities at booths at community events



Benefits

- a. Increases civic engagement and diverse cultural talents
- b. Continually assesses current community resources
- c. Broadens awareness and increases participation in community programs and opportunities
- d. Increases individual skill development (personal and professional)
- e. Promotes volunteerism and civic pride

Costs

- a. Annual maintenance cost and periodic updates of volunteer database **\$3,000/year**
- b. Part-time clerical support for data entry **\$5,000/year**
- c. Modify City's website to create "I can help Brooklyn Park" **\$10,000**
- d. Promotions/marketing
- e. Additional printing **\$5,000/year**

Estimated costs **\$23,000**

Strategy

We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.

End result to be achieved

#6 Partnerships are developed and sustained to achieve the mission and strategic objectives.

Steps to achieve this result

1. Create partnerships within neighborhoods
The City should take the lead in establishing organized neighborhoods to allow the City and other organizations to partner with residents in an organized manner.
 - Review the past study completed by consultants on neighborhood formation study
 - Coordinate a neighborhood naming project to increase community identity and break up the city into smaller units for better engagement of residents
2. Identify and promote partnerships opportunities
During community meetings and forums (such as the leadership forums (Result #4, see page 24) and needs meetings (Result #3, see page 22)) intentionally ensure that representatives from various groups discuss:
 - Opportunities for partnering
 - Opportunities to jointly promote events, resources and programs
 - Opportunities to help one another achieve goals, programs, etc.
3. Capacity building
Steering committee should tap into community resources (such as Northwest Hennepin Human Services) to provide training on leadership and partnerships to build capacity and create long-term leadership.



Resources Action Team Results

Benefits

- a. Helps improve livability of neighborhoods
- b. Working collaboratively will be more effective within the City and between the City and neighborhoods
- c. People want to live in a place where they know each other
- d. Makes the City feel smaller
- e. Everyone has a sense of belonging and feels included
- f. Sense of place and pride in Brooklyn Park
- g. Civic engagement
- h. Increases formal and informal leadership within the neighborhood
- i. Builds connections to cultural networks
- j. Grows multicultural leadership
- k. Connects internal city resources with external organizations
- l. Improves responsiveness from city departments to neighborhood needs (parks, roads, vandalism, graffiti, quality of life issues)
- m. Can develop programs based on neighborhood needs
- n. Can help revitalize areas and preserve and/or increase property values
- o. Reduces crime
- p. Creates sustainable communication channels
- q. Develops new tools and strategies for communicating with residents
- r. Provides structure to get out in front of community issues

Costs

- | | |
|--|---------------|
| a. Full-time neighborhood engagement coordinator | \$60,000/year |
| b. Staff support (computer, office, phone, etc.) | \$1,000/year |
| c. Printing costs | \$10,000/year |
| d. Community meetings (20 neighborhoods, one per year) | \$2,000/year |
| e. Training opportunities for neighborhood groups | \$2,500/year |
| f. Create neighborhood revitalization commission (staff time to manage)
Coordinate neighborhood grants program (managing received grants) | \$10,000/year |

Cost dependent upon grant received

Estimated costs \$85,500/year (additional costs dependent upon grant received)
(This project is also listed under Diversity)



Dear Members of the Core Planning Team,

We, as members of the Youth Action Team, are hereby submitting our recommendations for consideration in long-range planning for the youth of Brooklyn Park.

The Youth Action Team is presenting six end results to “Ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.” These steps are sequential in their presentation, with the success of each step linked to its predecessor(s) (with perhaps the exception of End Result #6, which could be implemented at any time).

We strongly believe that it is of utmost importance to focus our resources toward developing and maintaining opportunities for our youth in Brooklyn Park. In order to achieve this strategy, it is recommended that an office of youth development serve as a central hub of activity to manage and perpetuate progress in order to ensure long-range sustainability and success.

We further recommend that the existing collaborative of the Youth Violence Prevention initiative oversee and manage this office. This collaborative group includes (but is not limited to) the Brooklyn Park Police Department, the Recreation and Parks Department, and the Youth Opportunities Coalition.

Thank you for this opportunity to help build a better community for our youth!

Youth Action Team Members:

Roger Backstrom
Mohamed Bangura
Darlene Bell
Obssa Bizuwork
Greg Burstad
Seng Chang
Dean LaFrenz
Michelle Margo
Pat Milton
Lynnette Murray-Gibson
Olivia Myszkowski

- #1 Assessment: the community utilizes a variety of methods to assess the ongoing needs and obstacles of children and youth.
- #2 Collaboration: community-based organizations collaborate to maximize resources and services for youth.
- #3 Program development: the Brooklyn Park community executes strategies that meet the identified needs of youth and children.
- #4 Communication/resources: families, community members and leaders are knowledgeable and utilize the support services for children and youth.
- #5 Community engagement: a comprehensive approach is being used to engage youth in new opportunities.
- #6 Recognition/celebration: the Brooklyn Park community recognizes and celebrates the accomplishments of youth.

Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

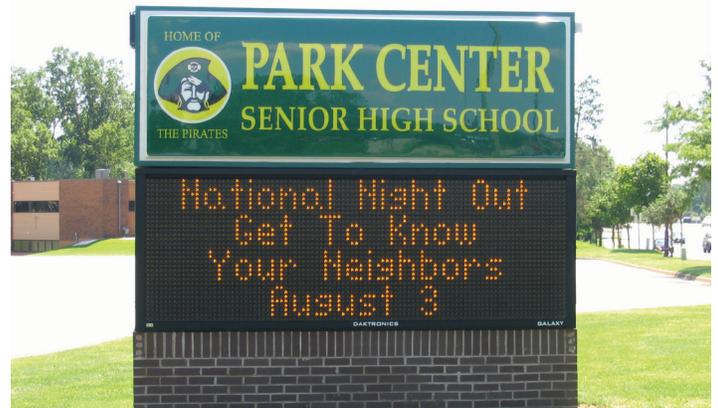
End result to be achieved

#1 Assessment: the community utilizes a variety of methods to assess the ongoing needs and obstacles of children and youth.

Steps to achieve this result

1. We will enhance active partnerships with the school districts and youth programs in the area to collaboratively assess the ongoing needs of children and youth in the community. In looking at best practices for evaluating need in the community, research has shown that the most accurate results and most successful programs result from cooperation between government agencies and community programs.¹ Bring together program leaders, district leaders and building administrators to implement a regular assessment of the needs of Brooklyn Park youth.
2. This regular assessment will consist of interviews and surveys that will be administered in advisory or homeroom classrooms in the junior highs and high schools. These will be developed by a team of city, program, district and school building leaders, along with input from youth who are already involved in Brooklyn Park programs. It could be helpful to establish contact with the Wilder Research Center in St. Paul to learn how they have effectively developed and administered surveys to evaluate youth needs in Ramsey County.
3. It will be important to proactively seek input from a diverse group of parents in the community and find out what needs they see among children and youth in Brooklyn Park. This could be done in a variety of ways, such as setting up city-run tables during conferences in the schools or hosting community forums.

¹ Rochester-Monroe County Youth Bureau in New York: <http://www.monroecounty.gov/Image/Linking%20Research%20to%20Practice%20in%20Youth%20Development%20up-date%205-11-07.pdf>



4. A recent study by the Pew Institute indicates that 73% of teens with Internet access are using social networking sites. Connecting through social networking sites should become a proactive way that Brooklyn Park communicates with local teens. For this to be effective, these social networking site accounts should be run by a team of Brooklyn Park teens, as they will be able to reach out to their friends and youth they know who live in Brooklyn Park, to increase awareness about programs in the community.

Youth Action Team Results

Benefits

- By bringing together leaders in the city, community and district, we will be able to generate information that can be used in making programs in all of these entities more effective in meeting youth need.
- Having a regular assessment of the needs of children and youth in the Brooklyn Park community will make it possible for city programs to be more successful in meeting the current needs of youth.
- Using already-involved Brooklyn Park youth as a part of the needs-evaluation team and the social networking team will ensure that the program is effective and relevant in reaching out to teens in the area.
- Including a diverse group of youth and adults will ensure that we will be attentive to the needs of the culturally diverse and immigrant community.



Costs

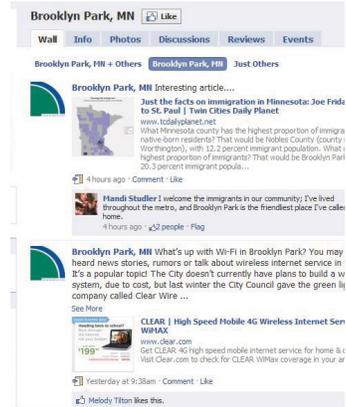
This will require an ongoing commitment from those working to assess the needs of youth in Brooklyn Park. Since the needs in the community are always shifting, the questions that will be asked in the youth survey and interview must also be shifted. The group that will put this assessment together must be willing to commit to the program and evolve with the community's needs.

Listed below are annual costs for coordinators and youth to produce ongoing needs-assessment surveys for all teens in Brooklyn Park. However, we could use volunteers to go into the schools and administer these surveys, as well as conduct interviews with youth.

a. Coordinator	\$10,000
b. Clerical support	\$3,000
c. Office/IT/phones	\$2,000
d. Operational costs	\$3,000
e. Communications and marketing	\$2,000
f. Youth internships	\$2,500
g. Youth advisory council	\$3,000
h. Evaluations	\$2,000
i. Staff costs in meetings	\$6,400

Estimated costs

\$33,900





Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

End result to be achieved

#2 Collaboration: community-based organizations collaborate to maximize resources and services for youth.

Steps to achieve this result

1. Bring together organizations to help the community understand how to identify resources and kick off these efforts for 2010-2011
2. Establish a “hub” for this collaborative approach by coordinating communication, bringing groups together and helping develop plans and initiatives
3. Research information and engage community leaders (city, school districts, churches, community program leaders, etc.) to help direct resources, services and gain assistance in providing services for youth

Benefits

- a. Provides resources for all youth
- b. Reduces costs when collaborative efforts are unified
- c. Increases opportunities for collaborative funding and sponsorships
- d. Spreads awareness of resources equally

Costs

The costs will vary but may include events, food and beverages, speakers, entertainment, marketing, transportation, coordination of the initiatives, youth-led engagement/involvement and internships.

a. Coordinator	\$10,000
b. Clerical support	\$3,000
c. Office/IT/phones	\$2,000
d. Operational costs	\$3,000
e. Communications and marketing	\$2,000
f. Youth internships	\$2,500
g. Youth advisory council	\$3,000
h. Evaluations	\$2,000
i. Staff time (20 meetings/four three-hour meetings per year)	\$10,000

Estimated costs **\$37,500**



Youth Action Team Results

Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

End result to be achieved

#3 Program development: the Brooklyn Park community executes strategies that meet the identified needs of youth and children.

Steps to achieve this result

(This step relies on the results of methods to assess needs of youth - Result #1, see page 31)

1. Engage and hire youth to communicate and implement strategies through a youth-to-youth environment
2. Utilize the Brooklyn Park leaders to establish methods and identify resources needed to execute strategies
3. Market the message of crime prevention and non-violence to our youth

Benefits

- a. With youth-to-youth communication, the results become more accurate and specific to the needs of youth (increased trust levels result in “real” answers)
- b. Utilizing Brooklyn Park leaders increases awareness in the community and opens doors for more effective outcomes
- c. One group or “hub” serves as the catalyst and central location in disseminating information



Costs

a. Coordinator	\$10,000
b. Clerical support	\$3,000
c. Office/IT/phones	\$2,000
d. Operational costs	\$3,000
e. Communications and marketing	\$1,000
f. Youth internships	\$2,500
g. Youth advisory council	\$3,000
h. Volunteer support	\$3,000
i. Evaluations	\$2,000

Estimated costs

\$27,500





Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

End result to be achieved

#4 Communication/resources: families, community members and leaders are knowledgeable and utilize the support services for children and youth.

Steps to achieve this result

1. Identify support services already in place so that programmers, police, school staff and youth workers become better educated on what they can actually do for the youth.
2. Search out for other options that are available but unknown. This can be done by holding city meetings and using our church-based groups, businesses and advertising through TV, print media and social media
3. Develop variety of methods for communicating what the resources are and how they be utilized, such as online searchable research guide, hard copy of resources list, resource fairs for workers, parents and youth, city and school kiosks, youth-driven public service announcements, youth leadership cultivation, the youth council, rave cards with specific methods (including multi-lingual literature), etc. Provide a central location for sharing information and identification of resources.
4. Interview/survey youth to see if they know of or have used any options/ resources and alter communication/update social media, website information based on results.
5. Bring parents and youth together through workshops and joint activities to evaluate awareness, gaps, effectiveness, additional culturally specific needs, etc.

Benefits

- a. This will help our community members and city staff to have information that can be used to help youth succeed.

Costs

a. Coordinator	\$10,000
b. Clerical support	\$3,000
c. Office/IT/phones	\$2,000
d. Operational costs	\$3,000
e. Communications and marketing	\$2,000
f. Youth internships	\$2,500
g. Youth advisory council	\$3,000
h. Evaluations	\$2,000

Estimated costs

\$27,500



Youth Action Team Results

Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

End result to be achieved

#5 Community engagement: a comprehensive approach is being used to engage youth in new opportunities.

Steps to achieve this result

1. Establish an Office of Youth Development that will serve to coordinate and implement opportunities for and with youth including employment, internships, volunteer and career resources and events. This office will also train adults on positive youth engagement through the Circle of Youth engagement training methods and facilitate/organize volunteers for youth programs.
2. Establish a Brooklyn Park Youth Advisory Board that is diverse and includes all cultural perspectives. Their charge is to continually identify new opportunities/programs that will enhance youth success. Solicit youth ideas through marketing and social media.
3. The Youth Advisory Board will engage a wide range of youth to help identify priorities and identify new activities that would be meaningful and useful to youth (trips, tutoring, language camps, creative arts/theater, video competitions, etc.)
4. Each year, programs, efforts and opportunities will be identified and implemented as a result of the conversations in step 3.
5. Youth-to-youth marketing is utilized for increased program participation.



Benefits

- a. By engaging youth, the programs will be more successful because the programs will be what youth want
- b. It gives youth a feeling of success and ownership; they feel their voice has been heard
- c. They will have an open place for interacting with all age groups
- d. It gives youth opportunities to network and collaborate with other youth out of their cultures and from other schools
- e. Enhanced thinking and leadership skills development
- f. Positive publicity for youth as making good choices and trying to do the right things
- g. Opens doors to other schools/police department/community centers/city officials

Costs

Marketing costs

The cost for engaging youth events will vary but may include:

- | | |
|---------------------------------|-----------------|
| a. Venue to host events | |
| b. Food and beverages | |
| c. Guest speaker/entertainment | |
| d. Marketing | |
| e. Transportation | |
| f. Coordinator | \$10,000 |
| g. Clerical support | \$3,000 |
| h. Office/IT/phones | \$2,000 |
| i. Operational costs | \$3,000 |
| j. Communications and marketing | \$2,000 |
| k. Youth internships | \$2,500 |
| l. Youth Advisory Council | \$3,000 |
| m. Evaluations | \$2,000 |

Estimated costs **\$27,500**

Strategy

We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

End result to be achieved

#6 Recognition/celebration: the Brooklyn Park community recognizes and celebrates the accomplishments of youth.

Steps to achieve this result

Establish an annual or biannual youth recognition night to celebrate and rewards youth for their accomplishments in various areas (e.g., service to the community, extraordinary academic success, sports achievements). Youth will be nominated by teachers, parents, community leaders, other youth, etc. We will need to highly promote the awards night(s) and encourage school and community participation. Modeling a similar youth recognition initiative in Golden Valley, we should book guest speakers and host the event(s) in an easily accessible, central location within Brooklyn Park. To encourage a high turnout, a raffle could be held with prizes donated from local business owners (advertisement for those businesses) as well as a significant cash prize (\$1000+).



Benefits

- Research shows that healthy youth involvement is strengthened through reward (positive reinforcement). This will serve to encourage the success of our goals.
- Research also shows that when youth feel good about their involvement, they are motivated and are likely to STAY involved.
- Bringing the community together to celebrate the accomplishments of youth through an awards night will strengthen community bonds and foster greater community participation and interaction.

Costs

The financial cost included in events and awards may include:

- Renting an adequate space to host the event
- Snacks and beverages
- Hiring a guest speaker
- Promoting the event
- Securing prizes and/or prize money

The preparations for the night as well as the collecting and processing of candidates will be time intensive and will require an amount of manpower.

f. Coordinator	\$2,000
g. Clerical support	\$3,000
h. Office/IT/phones	\$2,000
i. Operational costs	\$3,000
j. Communications and marketing	\$1,000
k. Youth internships	\$2,500
l. Youth Advisory Council	\$3,000
m. Evaluations	\$2,000
n. Events and awards	\$3,000
o. Staff time	\$3,000

Estimated costs **\$25,500**

Youth Action Team Results

Proposed annual budget to achieve and sustain all steps in the strategy for youth:

\$52,000 coordinator	One FTE position to coordinate steps to achieving the strategy as well as volunteer management, event planning, fundraising, grant writing, etc.
\$18,000 clerical support	One .5 FTE position to assist with volunteer recruitment, communication, events, etc.
\$12,000 office/IT/phones	Office space, phones, computers
\$12,000 operational costs	Annual costs for operations and maintenance
\$10,000 communications and marketing	Website, messaging, printing, advertisements
\$15,000 youth internships	Two to four PT youth positions
\$15,000 youth advisory council	50% shared with Brooklyn Center for Advisor, communications, meeting expenses
\$10,000 evaluations	Evaluations performed on each of the steps
\$3,000 volunteer support	Volunteer recruitment and support
\$3,000 events and awards	Awards and expenses for step 6: Recognition
\$150,000 annually	If every resident of Brooklyn Park paid for this initiative, it would cost less than \$1.90/person



July 15, 2010

Dear Members of the Core Planning Team:

First and foremost, we would like to applaud our local governing body for taking the initiative to integrate community members into the city's five-year strategic planning process. We appreciate the fact that our city recognizes that change takes place not from above but from within, from many local actions occurring simultaneously.

The success of the actions that you are going to review are dependent on successful outreach and communication. Prioritizing these specific actions is vital to executing this strategy. Effective communication helps establish trust and builds unity within our diverse community.

The team has spent a lot of time discussing neighborhood involvement and grass-roots level engagement. The strength of our neighborhoods will be a key element in building our diverse community. We focused on the engagement of the diverse community through access to information and participation in a variety of activities.

Sincerely,

Albert Smith
Christian Harris
Christian Vincent
James Wilson
Jon Oyanagi
Mark Bruley
Keyleigh Fehn
Oliver Smith
Robin Martinson
Devin Montero
Shirley Olson
Marietta Richards
Robert Schreier
Awale Osman

- #1 Brooklyn Park community continually uses a variety of methods of communication so that everyone has a better understanding of other cultures and backgrounds.
- #2 Brooklyn Park individual neighbors work together to address common issues and bring about safety and livability.
- #3 Brooklyn Park community has a system of sharing information that helps us build relationships and a healthy community.
- #4 The Brooklyn Park Community works to build trust among all.
- #5 Brooklyn Park has identified, understands, addresses and provides solutions to real and perceived barriers to opportunities.
- #6 The Brooklyn Park community sponsors events for cultural interaction to develop appreciation of our diversity.

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

#1 Brooklyn Park community continually uses a variety of methods of communication so that everyone has a better understanding of other cultures and backgrounds.

Approach 1

Holding community forums

- Monthly cultural coffee roundtables with guest speakers from different countries
- Cooking demonstrations and sharing food and cultures. Learn how to make new foods and learn about other cultures
- Show different videos and have panel discussion, i.e. *Pray the Devil Back to Hell* (Liberian documentary video), and have people talk about their journey to this country
- Living library (Collaborate with library. Have people from different cultures. Other people can then “check them out” to learn more about another culture one-on-one)
- Engage community members to be mentors to new arrivals

Steps to achieve this result

1. Form a multicultural planning committee/ commission comprised of citizens and staff
2. The committee/commission plans the specifics (location, times, speakers, supplies, etc.)
3. Committee/commission implements the community forums
4. Committee/commission evaluates and looks at ways to improve the process



Benefits

- a. Neighbors would get to know each other - less conflict and misunderstanding
- b. Less fear of people different than themselves
- c. Provides more cultural competency, learning more about the people who live and work in the community, learning their personal stories, cultural history and social “norms”

Costs

- a. Space to hold event (\$300 per event x 10 events) **\$3,000**
- b. Printing cost of flyers (\$200 x 10 events) **\$2,000**
- c. Staff time to organize (40 hours, \$1,600 x 10 events) **\$16,000**
- d. Food and beverages (\$400 x 10 events) **\$4,000**

Estimated Costs **\$25,000**



Diversity Action Team Results

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

- #1 Brooklyn Park community continually uses a variety of methods of communication so that everyone has a better understanding of other cultures and backgrounds.

Approach 2

Educational videos for new immigrants

Steps to achieve this result

1. A community liaison will hold discussion groups to see what information immigrants and those new to the city need. These discussion groups could be with the current Multicultural Advisory Committee, current city staff and police staff in regard to problems they are having with people new to the city and to this country. These discussion groups could be advertised in cultural publications, Sun Post, Park Pages, TV, radio, City's website and also through community contacts
2. Review previously used curriculum for the New American's Academy for topic ideas
3. Talk with various immigrant community groups to see what information would be useful
4. Seek volunteers and staff to help come up with a written draft of what would be in the videos
5. Seek volunteers and staff to be in the production
6. Hire film crew to video and edit the videos; these could be in chapters
7. If no money to hire, perhaps use Community Television
8. Shows could be aired on Community Television; copies of CD/DVD could be given to groups that meet, ELL classes, new arrival classes, New American's Academy.
9. Video information should be good for a number of years.
10. Dub all materials in other languages



Benefits

- a. Help people new to the community understand laws, rules and regulations.
- a. Less conflict with police and city staff when more education is provided.
- b. People will feel more a part of the community.
- c. People will feel safer.

Costs

- a. Staff person to hold information gathering meetings (\$40 x 100 hours) **\$4,000**
- b. Refreshments for the meetings (10 meetings X \$100 per meeting) **\$1,000**
- c. Hire production team (This could range anywhere from \$5,000-\$20,000) **\$10,000**
- d. Copies of CD/DVD (\$1.00 per copy)

Estimated costs

\$15,000

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

#2 Brooklyn Park individual neighbors work together to address common issues and bring about safety and livability.

Approach

Create neighborhood identification

Steps to achieve this result

1. City Administration Department will develop and launch a staged marketing campaign to create neighborhood identification. Prepare handouts with background information and our message listing community meetings. Use the existing communication channels (Brooklyn Park Now!, Park Pages, Sun Post, Bush Chicken, etc.) as well as social media (Facebook, Twitter, etc.) to get the word out. City staff (existing) will go out and spread the message at community events (Tater Daze, National Night Out, parent-teacher organizations, etc.).
2. City staff and community volunteers will coordinate outreach meetings in the community. Provide and gather information on developing natural neighborhood boundaries. Once the boundaries have been identified, find out what each neighborhood wants to accomplish and what their concerns are. This could be built around the current crime watch and Neighborhood Action Program (NAP) communities. Work with these groups to form natural boundaries. There could be multiple crime watch groups per neighborhood. City staff will work with the neighborhoods to develop a mode of communication for these communities to communicate with each other.
3. Neighborhoods will develop a support framework and a liaison/coordinator will provide technical assistance as needed. Have information readily available at information hub. Development of neighborhood council



to meet with other neighborhood councils to find commonality. These councils would/could communicate their needs to city staff (coordinator/liaison).

4. Pursue funding for neighborhoods and establish criteria for what the funding can be used for (examples: neighborhood signs, gatherings, communication).

Benefits

- a. Creates new neighborhood groups
- b. Increases feeling of safety
- c. Increases the sense of community
- d. Knowing who your neighbors are

Costs

- a. Marketing campaign (creation of brochures, poster, business card, postcards and neighborhood signs) **\$2,500**
- b. Neighborhood meetings (name tags, pins, location rental and signs) **\$20,000**
- c. Potential staff person (\$)/technology costs/hub **\$80,000**
- d. Create materials for all languages (\$)
- e. Maintenance of signs and materials **\$2,500**

Estimated costs **\$105,000**
(This project is also listed under Resources)

Diversity Action Team Results

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

#3 Brooklyn Park community has a system of sharing information that helps us build relationships and a healthy community.

Approach

Create an informational welcome center hub

Steps to achieve this result

1. Research the need for and possible physical locations of an information hub in the Brooklyn Park community
2. If there is a need, develop a multi-year plan for implementation
3. Contents of the information hub will include information on city services, activities, resources and information from other community groups
4. Use volunteers, which can be managed by existing staff, to operate the hub

Benefits

- a. Provides all types of information that will keep residents informed and engaged in events, city regulations, educational opportunities, and employment opportunities
- b. An information hub/welcome center provides citywide activities, events and employment opportunities

Costs

- a. Staffed by volunteers and partnered with ethnic organizations to assist with staffing
- b. Building estimate is \$16/square foot for small retail space **\$32,000/year**
- c. Furniture and information hub **\$6,500**
- d. ITS **\$3,500**

Estimated costs

\$42,000



Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

#4 The Brooklyn Park Community works to build trust among all.

Approach

A service learning model that brings together residents from different backgrounds to form relationships that build trust and gives them a chance to give back and be engaged in the community.

Steps to achieve this result

1. Compile a group of community leaders (crime watch captains, clergy, nonprofit organizations, educators, business community) to identify types of service learning projects in the community that are needed. This can be done by using existing publications such as the Park Pages, city facebook page, the Sun Post, and existing cultural publications).
2. Once the group has identified possible service learning projects, a call for volunteers can be put out in the same publications that were used to assemble the group of community leaders. This would include recruiting a volunteer coordinator to oversee the projects and make sure that each project was staffed with the number of volunteers needed. The volunteer coordinator would also work with the group of community leaders in order to identify the outcomes that the service learning projects should have. The recruitment process for volunteers needs to be inclusive of all of the diversity in the community. There also needs to be a component for language interpretation/translation for those who don't speak English.
3. Members of the community who wish to volunteer would need to fill out applications and come to a meeting (held at a place in the community where all feel welcome) to be briefed on what service learning projects are, the types of opportunities that exist in the



community for service learning, and what the desired outcomes are for the projects. The volunteer coordinator and community leaders could also use this meeting to get more ideas from members of the community for service learning opportunities.

4. Members of the community will have the contact information of the volunteer coordinator and will have to contact him/her in order to sign up for a service learning project. Depending on the length of time the project will take, community members will need to agree to work on the project for its duration.
5. Volunteers will work on the service learning project until completion.
6. After completion of the service learning project, volunteers will have a debriefing with the volunteer coordinator to reflect on the experience and also take a survey about the experience and offer comments and concerns.
7. The volunteer coordinator and the group of community leaders will analyze the survey results from the volunteers and use the feedback in order to adjust the program appropriately so that it maximizes positive outcomes.

Diversity Action Team Results

Benefits

- a. Having community leaders identify needs for service learning projects will ensure that activities are directed to where there is a real need for the volunteer's services
- b. Recruiting a volunteer coordinator to be the point person for the service learning projects will help to ensure that there is continuity in executing the projects and following up with the volunteers
- c. Having community members who wish to volunteer fill out an application will help to have volunteer's information organized, which will also help the volunteer coordinator follow up with volunteers
- d. Making volunteers commit to the entire duration of a service learning project will ensure that there are enough volunteers to complete the project and avoid scheduling problems
- e. Having volunteers commit to working on a project for its duration will ensure continuity with the project and less need for retraining new volunteers for existing projects
- f. Debriefing volunteers after the completion of the project will help them to reflect on what they learned. Having them take the survey will help to gather comments/concerns in order to better develop the program
- g. Having the volunteer coordinator and group of community leaders analyze the feedback from the surveys and apply it to the program will help future projects be better and more efficient

Costs

- a. Community leaders may want to focus more attention on the needs of their own smaller communities versus the needs of the community as a whole
- b. If the volunteer coordinator is a full-time staff person, this may take considerable city resources that are not currently available. This can be overcome by making it an AmeriCorps position, or seeking grant funding for the position
- c. Community members may not want to take the time to fill out applications and come to a meeting about service learning projects
- d. Community members may decide not to participate in service learning projects if they feel that the duration of the project is too long or if they have prior engagements
- e. Volunteers may not be able to honor their commitment to the project if an unexpected event in their life arises (change of work schedule, loss of child care, etc.)
- f. Volunteers may not answer survey questions honestly or may feel pressured to answer the questions in a certain way. Not all criticism is always constructive
- g. If the volunteer coordinator and the community leaders disagree with the feedback, they may ignore it completely instead of instituting the changes
- h. Volunteer recognition/awards/incentives
\$2,500/event
- i. Funding will be needed for equipment/supplies (\$)
- j. a-f funding through the Neighborhood Coordinator positions (duplicate costs)

Estimated costs

\$10,000



Diversity Action Team Results

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End result to be achieved

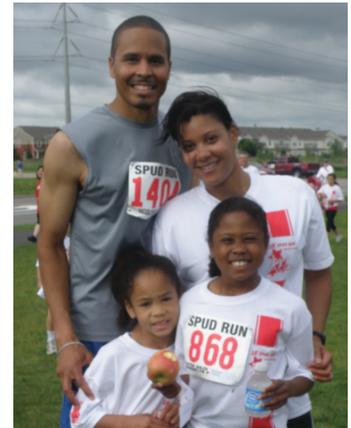
#6 The Brooklyn Park community sponsors events for cultural interaction to develop appreciation of our diversity.

Steps to achieve this result

1. Identify opportunities within a specific culture's music and entertainment to highlight what would be interesting, entertaining, and enriching.
2. Attempt to engage representatives from a variety of cultures within Brooklyn Park in the identification step as well as the planning and implementation phases. Key stakeholders are important members of the committee.
3. Meet regularly to create successful events.
4. The advertising should include information that excites, intrigues and educates. Advertising needs to reach a wide range of community members in as many methods as possible in order to touch as many people as possible.
5. Energy needs to be focused on sponsors, partners, presenters and participants.
6. Conduct the event and evaluate its success.
7. Research the feasibility of a location to host large events

Benefits

- a. Highlighting the music and performing arts of a culture creates pride in their heritage and builds the importance of their contributions as members of the community
- b. Concerts and performances bring community together building social connections and community pride.
- c. People learn about different cultures.
- d. Music and performances often focus on positive aspects of a culture or communicate difficult times in the history of a people in a way that touches people.
- e. Multi-generations are often involved in these performances bringing broad levels of contributions.
- f. Sponsors, donors and contributors get a sense of satisfaction from contributing by making the performance possible or enriched.
- g. For the essay contest participants, writing about their personal experiences might serve as a therapy. For example, individuals born and raised in war-torn countries might be able to heal their psychological wounds by writing about it.



Costs

- a. Focusing on one ethnic group might alienate others.
- b. When large groups gather, there can be an increase in friction.
- c. Locations for large performances may be limited if they involve parking, noise, late/long hours, traffic, etc.
- d. Performances involve large amounts of time and resources for what is often a relatively short amount of time. The city summer concert series costs approximately \$5,000 per summer. This provides for 8 to 12 performances, some of which are donated. A year-round series of performances would cost an additional \$15,000. **\$20,000**
- e. Events involve large amounts of time and resources for what is often a relatively short amount of time. Estimated expenses are \$5,200 per event. Some grant funds and city funds are used. Some in-kind donations of food, entertainment and volunteers help off-set costs to some extent. *Celebrating the Many Faces of Brooklyn Park* typically has expenses of around \$2,500. Food is donated and entertainment is usually donated. **\$5,000/event**
- f. Cost of researching location for large events (10 hours) **\$400**
- g. Cost of conducting essay contest **\$2,500**

Estimated costs

\$33,000



Diversity Action Team Results

Strategy

We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.

End results to be achieved

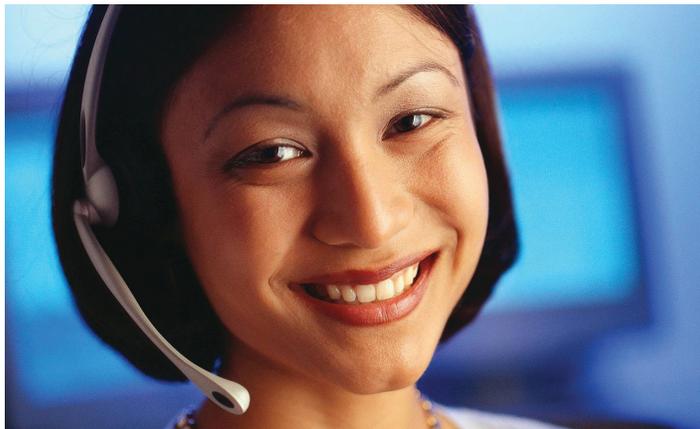
- #1 Brooklyn Park community continually uses a variety of methods of communication so that everyone has a better understanding of other cultures and backgrounds.
- #3 Brooklyn Park community has a system of sharing information that helps us build relationships and a healthy community.

Approach

Other communication and partnerships

Steps to achieve these results

1. Establish a strong partnership with Hennepin County/school districts/post-secondary institutions to provide input with the construction of the new library to effectively provide access to current information using current technologies
2. Research new technology and upgrade the language line
3. Research technology to effectively improve the City's website to make it user friendly
4. Talk with the Sun Post newspaper executives to examine ways to deliver newspapers to all households in the city
5. Collaborate with ethnic groups and leaders to effectively disseminate information within their communities



Benefits

- a. Providing all types of information will keep residents informed and engaged in events, city regulations, educational opportunities and employment opportunities
- b. Partnering with the Hennepin County/schools/post-secondary institutions to provide for another vehicle to disseminate information
- c. Reduction in business and residential code enforcement complaints
- d. Expansion of the language line to different areas of the city allows for easy access of city information by those with who don't speak English as their primary language
- e. Setting a positive image of the city by the increased use of local television shows and radio stations to provide more information about the city
- f. An interactive city website allows for easy access to city information and general transactions, such as licenses, permits and appointment scheduling
- g. Every household in the city will be delivered a Sun Post newspaper

Costs

- a. Costs of redesigning the City's website to be determined by the design and interactions needed **\$40,000**
- b. Costs of training volunteers to attend customer service related programs to be determined by educational agencies
- c. A complete and thorough list of household addresses to be provided to the Sun Post newspaper office
- d. Advertisement rates to be determined for local television and radio **\$8,000**

Estimated costs for items b-d **\$55,000**

Internal Coordinator: Denise René Wollenburg

Art Director: Kara Trygestad

Editors: Jamie Verbrugge, Marlene Kryder

Contributors: Measurement Team, Resources Action Team, Youth Action Team, Diversity Action Team