

East5ide Unified | Unido Spring 2019

Resiliency Approach

The following is a synthesis of resources and approaches the East5ide Unified | Unido Community Council has developed to support initiative resiliency, or the ability to withstand and/or adapt to changes in community context.

Group Operating Agreements: the following are core to East5ide Unified | Unido and describe who we are and how we show up

1. Inclusion

- We practice the art of *stepping up and stepping back* → ensuring all voices are heard and saying it in the room
- We embrace “*Yes AND*” thinking → building on ideas, deferring judgement, considering resources
- Include others → broadening our lens and table
- Translate materials → not leaving inclusion to chance

2. Engagement and Respect

- Listen to hear, like your life depends on it → avoid interrupting, checking for understanding
- Be present → minimizing distractions and side conversations
- Use decision making tools → consensus building through fist to five

3. Mobilize and act

- Engage! Take action → It’s go time!
- Find your follow up → working with other members, ensuring accountability
- Keep informed → supporting decisions to happen in the right action team
- Follow Through → asking for support and clarity

4. Trust – building respect, assuming best of intent

5. Enjoy – celebrating and embracing each other and our time together, promoting laughter and friendship

Staying True to EU Roots (vision, mission, values)

Strategies to help us strengthen and maintain the work:

- Translate key materials to open access to Spanish-speaking community
- Bring residents more proximate to decision-making entities, people
- Embrace Asset mapping – tapping into what exists and building from existing structures
- Support anchor institutions to work with and alongside residents/us –
- Tap into those who have passion and allow movement/action on fringes of network
- Learn how operate as network, weaving efforts together
- Bust misperceptions of what the grant allows and doesn’t allow
- Over-communicate so folks feel aligned

Things to be aware of and pay attention to:

- Focusing too much on grant requirements – missing other opportunities
- Missing opportunities for creativity
- Lack of community involvement
- Talking through geographic questions, boundaries, who we represent/engage
- Putting a stake in the ground on what we want to accomplish

Strengthening our collaborative process

EastSide Unified | Unido is committed to continually assessing and understanding how it creates and ensures a collaborative process that builds trust, shares leadership, and mobilizes collective action. The spring 2019 collaborative process survey yielded the following strengths and opportunities.

High scores, what might contribute to strengths:

- Believe in the mission – keep mission front and center so we continue to know why we are here
- Power dynamics – between residents and anchors; how might we co-design a new model?
- Inclusion – lack of monolingual Spanish speakers
- Members are working to keep others updated on progress, process
- See budget and provide input on where resources go
- Maximize involvement by meeting people where they are

Lower scores, what might contribute to areas for improvement:

- Clarifying budget and how money is used, who moves it, how can we manipulate it
- Clearly state roles and responsibilities – if it is everyone's job, it is no one's job; if it is no one's job, it is staff's job
- Decisions making – create space to invite all in to reflect and respond
- Group norms – continue to expand on how we live and breathe our values and norms
- We don't really have formal group agreements – very organic so may be confusing for new folks
- Sometimes when someone new comes in, we may discount them if they aren't in 80205 area – missed opportunity to create partnership and growth

Areas for EastSide Unified | Unido to put time and attention to:

- Support Anchor Institutions involvement, engagement in EU activities
- Engage in crucial conversations
- Promote cross-over opportunities for Action Teams
- Strengthen asset-based approaches to share gifts and talents
- Conduct asset mapping on a regular basis
- Start conversation about EU's role in policy
- Create more sustainable meeting structures – set norms, standardize reporting, etc
- Evaluating processes and share progress
- Expand those involved – businesses, residents from all backgrounds/cultures, youth-serving entities, young people

EU Budget Purpose

The EastSide Unified | Unido budget is designed to provide the resources needed to support initiative activities and produce deliverables.

July 1, 2019 – June 30, 2020 Activities	July 1, 2019 – June 30, 2020 Deliverables
<ul style="list-style-type: none"> • Support Action Teams to develop and implement work plans, learning and adapting along the way • Implement outreach and engagement plan (e.g. Movement Makers Work Plan) • Implement EU Evaluation Plan (e.g. Evaluation and Learning Action Team Work Plan) • Provide technical assistance and support to anchor institutions (e.g. Anchor Institution Action Team Technical Assistance Plan) • Provide quarterly EU Café • Update and enhance communication strategies and tools; gather stories from EU participants • Update EU Asset Map • Host 3 community meetings/events, at minimum • Hold monthly EU Community Council meetings • Support EU members to participate in relevant trainings, personal and professional development, and skill building 	<ul style="list-style-type: none"> • Action Team Work Plans • East Denver Asset Map • Annual process quality survey findings and recommendations • Annual updated EU data dashboard and reflections • EU Community Council meeting notes • Anchor Institution Progress Report

EU Budget Intentions

EastSide Unified | Unido budget development is guided by these intentions.

- Maximize the talent, resources, assets of community organizations and members (e.g. contracts to deliver project activities)
- Acknowledge the time, talent of community member participation (e.g. stipends)
- Minimize barriers that might keep a community resident from participating in EU activities (e.g. child care, language, transportation, location)
- Invest in individual and community capacity building (e.g. trainings, personal and professional development)
- Keep grant resources in East Denver (e.g. child care, catering, interpreters who live, work, operate, have a commitment to East Denver)
- Minimize staffing and grant management costs, while covering true costs
- Transparency of how, where, and when resources are used

How budget resources are monitored.

- Monthly budget-to-actual reports are generated and shared with EU Community Council
- Monthly Action Team meetings include a time to talk about budget resources related to the team's work plan
- Governance and Finance Committee reviews monthly budget-to-actual and identifies any gaps, questions or changes needed

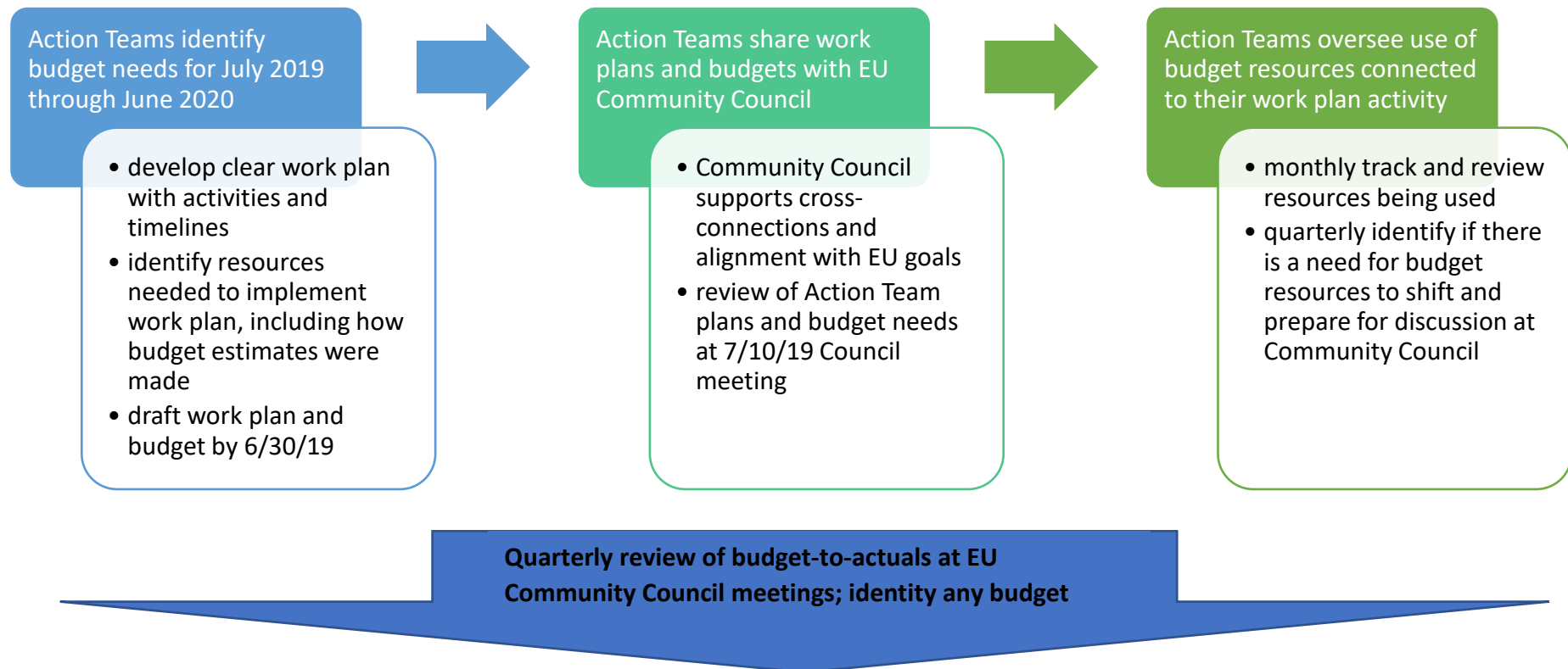
Decisions for Committing Resources

Budget line items determined by Action Team Work Plans

Action Teams oversee process for identifying contracts related to their work plan, helping finalize scopes of works and deliverables

Canopy team coordinates contracts and invoicing, after action teams confirm work plans

Stipends are available to community member/organization who requests them for EU activity



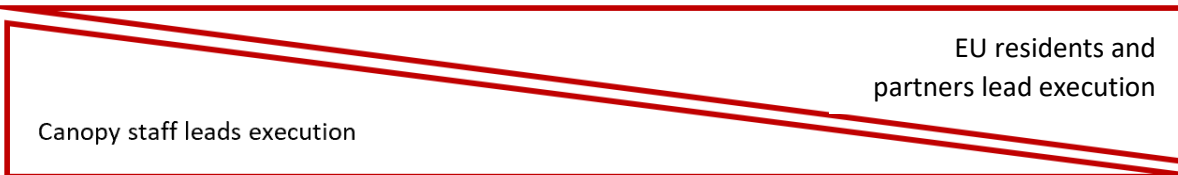
Thresholds: action teams share any potential budget change of 20% or more with the EU Community Council and the reason behind the change

Values around the budget use process:

1. *Transparency* - documentation of expenses and decisions to make expenses; clear and understandable; easily available, anyone can find
2. *Equity*, not necessarily equality – distribution according to need, not uniformity; not necessarily the same; clarity of why and what the thinking behind is; when do anchors contribute
3. *Simplicity*- keep it simple, avoid bottlenecks, anyone can engage; clear and common language (no need for a dictionary); no jargon
4. *Trust* – be clear about what people are trusted to do and to not question; give power to spend money – from action teams to grantee; assume positive intent; accountability linkage
5. *Fair* – process is the same for all partners, process is fair and just
6. *Transfer capacity and ownership* – process facilitates ownership of \$ to action teams, community council, and corresponding actions

Work for the Budget/Finance Group to address:

- Develop guidelines for things like:
 - Stipends - when a stipend is provided, what types of activities, what rate, etc
 - Gift cards – when, why and how gift cards are deployed; how gift cards are tracked and stored
 - Contractors – when is a contract developed; what do Action Teams keep in mind as they identify contractors (e.g. connected to East Denver, knows EU, talent/skill match; when do Action Teams use a request for proposal
- Budget development training and skill building for Action Teams
- Intentional transfer of capacity and ownership of project activity and management execution



Budget/Finance Group reflects each Action Team and Community Council representatives: Voradel, Caila, Benzel, Roberta, Gerald, Kellie, Vonda

East5side Unified/Unido Logic Model

Context
Upstream factor: Economic Assets and Community Cohesion

Geography: East Denver

Target Population: Direct: East Denver adults; local institutions; indirect: young children and families

Partner agencies: Civic Canopy, Community Members, Public Health, Non-profits, Hospitals, School districts, Cultural Institutions, other Community Entities (partners are East5side Unified/Unido)

Lead Partner: East5side Unified/Unido --the community council is a specific steering committee/decision making/guiding group (e.g., community members and anchor institutions)

Key terms: ABCD Asset-based Community Development

Activities

Use ABCD framework to surface connectors and community assets through community outreach and engagement and asset mapping activities. [1]

Community connectors will organize efforts using assessments from the community and facilitate relationship for authentic community engagement to prioritize community needs. [2]

Develop and implement a structure for East5side Unified/Unido to include:
 -Council members and processes that provide guidance and oversight.
 -Establish project teams and action teams
 -Develop and implement routines and structures (ex. meetings, communication and reporting) [3]

Action teams implement community events to build connections, identify gaps in needs, connect people to opportunities. [4]

Convene community council and anchor institutions who will define economic stability and mobility that encompasses community's direction (e.g. identify potential policies). [5]

Develop sustainability plan for continued community engagement and cohesion to support economic stability and mobility (including partner agencies) [6]

Develop & support community resident leadership and ownership [7]

Short-Term Outcomes

- Develop and sustain relationships between anchor institutions and community members who are committed to elevating community assets [8]
- Enhance community members capacity to lead, own and sustain East5side Unified/Unido work [9]
- Improve social cohesion, trust, safety, connectedness between East5side Unified/Unido and community members through authentic community engagement. [10]
- Strategies and policies supporting economic stability and mobility of East Denver families are collectively identified for anchor institutions. [11]

Intermediate Outcomes

- Increase the number of anchor institutions committed to being responsive to community voice to improve institutional policies. [12]
- Improve and enhance relationships between the community and anchor institutions, and expand anchor institutions involvement in community change. [13]
- Implement specific anchor institution organizational policies aimed at building community economic assets. (e.g., Family Friendly Policy, use their assets to support the community, sharing of space, purchasing from neighborhood, procurement resources infuse neighborhood, workforce pipeline) [14]

Long-term Outcomes

- Among Residents:
- People and places that impact children are safe, supportive, welcoming and connected (revealing asset rich communities by leveraging local resources). [15]
 - Community residents have reduced barriers and have increased equitable access to economic assets. [16]
- Potential Health Outcomes:
- Increase life expectancy (children and families) [17]

