

Memorandum

To: CDA Executive Committee
From: CDA Program Committee
Re: Recommendations for CDA
Date: 9/22/2016

The CDA program committee reviewed the results of the recent survey and met to discuss their recommendations for moving forward. The recommendations are primarily short-term in nature focusing on 2017, and combine a desire to both improve on the status quo as well as make additional progress towards collectively supporting the community development field in Milwaukee, without creating additional infrastructure.

While the majority of survey respondents indicated a desire for the CDA to move towards a collective impact model, the program committee perceives a lack of time and financial resources from CDA participants to develop and support a full-blown collective impact initiative around community development at this time. Milwaukee Succeeds was cited as an example of a full-blown collective impact initiative, and program committee members noted that it has been successful because it has strong leadership and a cross-sector of participants with the commitment and will to change the education system. Some members of the program committee feel that the community development field is still fragmented and competitive, and in need of similar leadership to draw more funders to the table.

It was noted that the CDA could support the creation of collective impact initiatives addressing areas of interest to CDA members (i.e. safety, jobs, housing, etc.) but that to the extent that the CDA would itself take on elements of a collective impact strategy, those efforts should be focused on building, sustaining, and measuring the capacity and impact of Milwaukee's community development organizations and neighborhood groups.

In 2017, the program committee recommends the following:

Purpose/Function

- Formally adopt the mission and vision as presented in the survey. The majority of survey respondents indicated that these statements accurately reflected their aspirations for the CDA.
- Continue quarterly CDA meetings with additional effort to make the meetings more interactive and provide more opportunities for participants to get involved in the various initiatives or issues being featured. This activity would support the networking and information sharing priorities that survey respondents indicated they currently value most about the CDA.
- Potentially provide a few opportunities for networking outside the setting of a formal CDA meeting. This could include hosting events but, more likely, ensuring CDA participants are aware of existing events that are occurring at the neighborhood level and encouraging CDA participants to attend.
- Continue to research and apply for national funding opportunities to support the community development field in Milwaukee. When appropriate, provide resources to support collaborative grant writing processes for these opportunities. Program committee members noted that the umbrella of the CDA

has helped bring significant national resources into the city, and continues to have value for that purpose.

- Explore a coordinated effort across the city to build capacity of nonprofit organizations and neighborhood residents, including forming a work group tasked with developing goals and metrics for a citywide capacity building effort that could be presented to the program and executive committees (and eventually the entire CDA) for decision on whether to pursue and support the effort. Members were careful to note that support includes not just financial assistance but also expertise and convening ability.
- Consider as a second phase the formation of a work group to focus on data and impact measurement, which also emerged as a high priority through the survey, which indicated that the majority of respondents would find a value in the CDA supporting the provision of data for neighborhood improvement efforts. The survey also provided information about what type of data would be most useful. Similar to the capacity building work group, a data/impact work group would be tasked with developing goals for the CDA related to supporting data collection as well as the training that is needed to help nonprofits and residents understand how to effectively use data in their work.
- Continue discussion around developing a set of standard impact measures for neighborhood improvement. 34 of 38 survey respondents indicated that it would be of value to them if the CDA developed a set of standard impact measures; 27 respondents indicated that their organization would adopt those measures. The program committee feels this warrants further exploration but may lean too much towards a collective impact model for the CDA.

Structure/Infrastructure:

- Maintain the current leadership structure consisting of executive and program committees with regular meeting schedules (quarterly executive committee meetings; monthly program committee meetings). The program committee recommends that one of its members attend quarterly executive committee meetings to ensure connection and continuity.
- The program committee sees value in one person convening the executive committee and program committee meetings and following up on actions steps that come out of the meetings. With support from the program committee, the Trinity Fellow could likely plan these meetings and ensure that appropriate follow-up is done to move action steps forward. However, the Trinity Fellow would not set the agendas for these meetings. Agenda setting for executive committee meetings would be the responsibility of the executive committee chair. Program committee members would suggest agenda items to the Trinity Fellow who would prepare program committee meeting agendas.
- The Trinity Fellow would also support planning and logistics for the quarterly CDA meetings but, without a dedicated staff person, the program committee members would have to get more involved with the planning and execution of CDA meetings. One option would be that each program committee member takes responsibility for planning and executing one of the quarterly meetings so the responsibility would rotate.
- If the CDA moves forward with developing a few working groups to advance capacity building and data/impact measurement, the program committee believes that a dedicated staff person is necessary in addition to the Trinity Fellow to lead that work, manage the overall work of the CDA, convene the executive and

program committees, and plan the quarterly meetings and other events with their continued oversight. They would like to see this staff person housed in a relevant but neutral coordinating organization with a proven ability to bring people together; UEDA's management of Take Root Milwaukee was cited as an example.

Policy/Operating Principles:

- Continue to explore potential membership structures that provide participants with an opportunity to demonstrate their commitment to the mission of the CDA, possibly through a membership fee structure. While the program committee is not in complete agreement regarding whether a membership structure is desirable, some members do see potential upsides that are worth continued discussion and would like input from executive committee members on this topic.
- Continue the “no solicitation zone” guideline but ask that presenters at meetings address ways in which CDA members can get involved in various projects.
- The Trinity Fellow should be assigned to projects that involve and support multiple CDA members. Program and executive committee members should suggest project ideas. The program committee will discuss these project ideas at its monthly meetings and jointly agree upon projects for the Trinity Fellow.
- The executive committee chair will rotate on an annual basis each January. Executive committee members will nominate the chair at the last quarterly meeting of the prior year. The chair can serve in that role for two consecutive years if that is the will of the group.
- The program committee recommends developing a decision-making process for projects brought forward by executive or program committee members for support. This should include some criteria by which to evaluate a project in order to determine whether to fund it from the CD Fund.