



# FieldWorks

## A Payne-Lake Community Partners Evaluation Update

COPELAND CARSON  
& Associates

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### Introducing *FieldWorks*, A Quarterly Payne Lake Community Partners Evaluation Update

FieldWorks is a quarterly Payne Lake Community Partners (PLCP) evaluation update prepared for staff and community advisors.

This feedback between interim and final reports can help staff and advisors make mid-course corrections to maximize PLCP's chances for success. Findings may change during the course of the evaluation as the community and PLCP evolve.

The update will also present new questions and issues that will guide the evaluation in the future, as well as facilitate new insights and investigation for PLCP.

FieldWorks is organized into four sections:

- An *Evaluation Snapshot* that recaps the most current evaluation findings, accomplishments and new developments.
- The second section,

*Progress Profiles*, summarizes issues and outcomes as we track PLCP's program success against workplan.

- The third section, *Strategic Organizational Review (SOAR)*, provides feedback on PLCP's role in community development as well as its impact in the field.

- The final section, *What Next Preview* will outline evaluation activities for the next quarter.

### Evaluation Snapshot

The first year of the evaluation covered PLCP's start-up in 2003 through May 2006. During this period, PLCP focused on planning and piloting its core initiatives; made significant strides in building capacity of immigrant CDCs; facilitating new community development leadership among under-represented groups; coordinating community revitalization services; and planning innovative wealth creation strategies.

PLCP is now moving into a new phase with a more defined niche and full im-

plementation of its most promising strategies. The second year of the evaluation began in May 2007.

#### Thus far we have accomplished the following goals:

1. *PLCP Program Progress Database*. Finalized guide and training protocols for PLCP's program outcomes against workplan goals.
2. *Grant Investment Systems*: Designed a grant investment application and reporting form to help streamline the grant request review, tracking and

reporting process.

3. *Program Outcomes Update*. Assessed program progress to June 2007 ([click here for details](#)).

4. *Strategic Organizational Review*. Assessed PLCP's status in these areas with a particular focus on its new strategic focus and goals (see below).

CCA is also pleased to announce that Chingwell Mutombu has joined the PLCP evaluation team as a project associate. Chingwell will assist with project

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**"PLCP IS NOW MOVING INTO A NEW PHASE WITH A MORE DEFINED NICHE AND FULL IMPLEMENTATION OF ITS MOST PROMISING STRATEGIES."**

#### Special Points of Interest:

- *PLCP makes community engagement a cornerstone of its values and principles*
- *PLCP creates a new governance structure to support its diverse strategies and investments*
- *Capacity and funding implications of new community engagement focus*
- *Questions that PLCP should consider as it attempts to build its new model*



## Progress Profiles

One of PLCP's most notable outcomes in its first three years was to help create immigrant-serving CDCs that provide economic opportunity, primarily through home and business ownership services as well as financial literacy support.

Also notable is PLCP's movement from a programmatic focus on community engagement, to positioning it as a cornerstone of its values and principles with an emphasis on human and social capital development. In addition to funding the Phillips Powderhorn Cultural Wellness Center and Casa de Esperanza to implement their Eastside engagement strategies, PLCP will convene a core group of organizations with experience and track records in effective community engagement to begin designing strategies that more effectively integrate community engagement work within community development. PLCP has also instituted a new and more inclusive governance structure to support its diverse strategies and investments. The current Executive Committee

will become a Governing Council, with investment and administrative sub-committees. Community advisory councils (CAC's), representing various neighborhood groups, will provide on-going feedback and learning opportunities.

PLCP will continue its work to help expand and sustain homeownership. For example, its continuing leadership in the Eastside Homeownership Initiative (ESHI) will not only help families become homeowners but, given the growing and almost catastrophic foreclosure rates, will help retain the community's existing ownership base.

PLCP continues to convene stakeholders from different sectors to build models and initiatives that demonstrate integrative community development approaches. Examples include ESHI, the Center for Working Families and Beehive, all of which bring assorted tools, resources, and strategies together to produce added value to create lasting community change.

PLCP's track record of leveraging new community development resources continues. Analysis of PLCP funding flows indicates that from inception it leveraged \$10,685,000 in new funding for its various partners. PLCP attracted \$8,112,215 community development funding, of which \$4,725,000 was from funders who previously did not support community development in the region. [Please click here for more details.](#)

**"PLCP CONTINUES TO CONVENE STAKEHOLDERS FROM DIFFERENT SECTORS TO BUILD MODELS AND INITIATIVES THAT DEMONSTRATE INTEGRATIVE COMMUNITY DEVELOPMENT APPROACHES."**

For the period of June 2006 to June 2007, PLCP met all of its established workplan goals. However, the workplan is changing substantially to reflect its new community engagement and knowledge center focus.

## Strategic Organizational Review

This quarter's SOAR will highlight issues for consideration as PLCP moves to implement its new strategy.

### *A New Theory of Change*

PLCP, particularly as it further expands its network of partners, must clarify what it means by community engagement and how it thinks this approach adds value to its wealth creation mission. Using multiple means to communicate this new vision of community will help it build and sustain commu-

nity credibility.

### *Capacity and Funding Implications*

The new community engagement focus will require hiring additional staff with the capacity to integrate these concerns into PLCP's funding review criteria and process. Program staff will need skills in community building and communications as well as the time for the face-to-face interactions required to build trust in new constituencies, particularly in lower-income communities of color.

PLCP will need to undertake a new budgeting and fundraising process, including, e.g. shifting some of the budget previously allocated for housing development or other programs now not central to its new focus.

Funding partners, supportive of PLCP's new direction, may need to be called upon to provide even more support, if PLCP is to have the resources likely to be required for success with its new strategy.

**Strategic Organizational Review**, continued on page 3



## Strategic Organizational Review, continued from page 2

New funding partnerships and more strategic relationships with grantee partners will be required, particularly with the expanded neighborhood focus. Otherwise, PLCP risks spreading itself too thin and even undermining its notable success in its original neighborhoods.

**“PLCP IS IN THE POSITION TO HELP PIONEER MODELS AND PRACTICAL TECHNIQUES FOR COMMUNITY ENGAGEMENT, HUMAN, AND SOCIAL CAPITAL DEVELOPMENT.”**

### *Meeting Community Expectations*

PLCP’s showing up will create new expectations, and it must be careful to ensure as much as possible that it does not create false hopes that ultimately lead to disappointment and ill will if constituent interests are not supported.

New community partners will naturally see themselves as prospective PLCP grantees. While some partners may eventually receive funding, need will outpace resources. To manage the inevitable disappointment that can emerge when new partners are not funded and the tendency to see PLCP primarily as a funding resource, PLCP should clearly define and reiterate its convening, think tank role. It should also cultivate partnerships that allow new partners to see themselves not only as

prospective grantees but also as advocates for its vision of community change.

### *Capacity Building for Community Engagement*

The community development field has long experience and a reasonably successful track record in building the capacity of housing and economic development-oriented neighborhood groups. However, the field is just developing techniques to build community engagement capacity. The community component in community development has been outweighed by the development component of the term in practice.

- PLCP is in the position to help pioneer models and practical techniques for community engagement, human, and social capital development, and thereby make a key contribution to the local and national field.
- This work is also critical to expanding funding and community support for this approach.

### **Key questions that PLCP should consider as it attempts to build this model include:**

What is the role of community engagement in sustainable economic development, including wealth creation?

How is community engagement different from community participation and organizing, and what is its added value?

What are some examples of organizations that are successful in promoting community engagement for transformative economic change? Are there shared traits and trends in the development and operations of such organizations? What are the types of community engagement organizations, and what is their life cycle? What were their origins, a subsidiary of a CDC; a grassroots organizing initiative; a non-profit social service organization doing community work, etc.?

What should be the criteria and process for an effective community engagement funding program?

What would be an appropriate job description for a program officer for a community engagement strategy? What should be their core set of experiences, skills and communication style?

What are the capacity building needs of community engagement organizations? Are there Twin Cities organizations with an interest and track record in this area whose work PLCP could support?

Is an operating support or technical assistance program focused on building community engagement capacity appropriate, and should PLCP take a role in developing such an effort?

How does one know when a community engagement effort has been successful? What are the appropriate criteria and indicators of success?

## Evaluation Snapshot, continued from page 1

logistics, data management and interviewing. Amy Johnston, also a project associate, will continue

her project management support. Jean Fountain is a senior project associate who will assist with pro-

ject management and interviewing. [Click here to learn more about our team.](#)



# COPELAND CARSON & Associates

## The Art and Science of Community Investment

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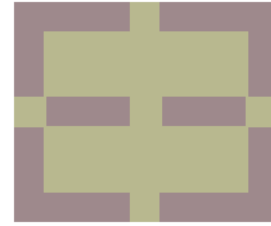
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West African symbol of community philanthropy meaning,

**"When you work for a good cause, you will get support."**

### **Mission:**

Building on the ancient and universal spirit of giving, Copeland Carson & Associates supports strategic investment of human, financial and intellectual capital for social equity and innovation.

### **For more information about topics mentioned in this issue of FieldWorks:**

To view or download documents related to (1) the Program Outcomes Update, (2) funds leveraged by PLCP, or (3) our evaluation team, please follow these instructions.

1. [Click here.](#)
2. Log in with the username "plcp" and password "plcp" (no quotation marks).
3. Follow the instructions on the website to download documents.

If you have problems or questions, please email [amjohnston1001@qwest.net](mailto:amjohnston1001@qwest.net).

If you would like to share comments about FieldWorks or the PLCP Evaluation, you may post comments, and respond to comments posted by other people, on the FieldWorks website (follow the instructions above to connect to the website). To share comments privately with the evaluation director, please email [jackiecc@aol.com](mailto:jackiecc@aol.com).

## What Next Preview

CCA is re-orienting its evaluation to support PLCP's new strategy and workplan.

CURA will collect and analyze data on foreclosure rates as well as attempt to isolate PLCP's community impacts in its original Lake and Payne neighborhoods.

CURA data will be mapped and available online, providing a graphic, bird's-eye view of community change that will help all community partners in their planning and programming.

CCA will be doing a case study of PLCP's community engagement work thus far focused on the

grants to Casa de Esperanza and the Phillips Powderhorn Cultural Wellness Center.

The next four months of the evaluation will include interviews of PLCP partners and grantees to further assess its new strategy, community outcomes and impact.

Interviews will supplement review of program and other data and include case descriptions and analyses of PLCP's core programs with a particular focus on ESHI and CWF.

Although the CCA evaluation is designed to focus on PLCP's impact through its various partners

and intermediaries, during the next evaluation round we will also start collecting data to track ground level community outcomes and impacts.

A new grant report form, developed during the first quarter of this evaluation, should help PLCP more consistently collect data about community impacts.

Another FieldWorks report in December 2007 will share findings on outcomes and impact through the end of year. We will complete the second year evaluation with a final report in March 2008.