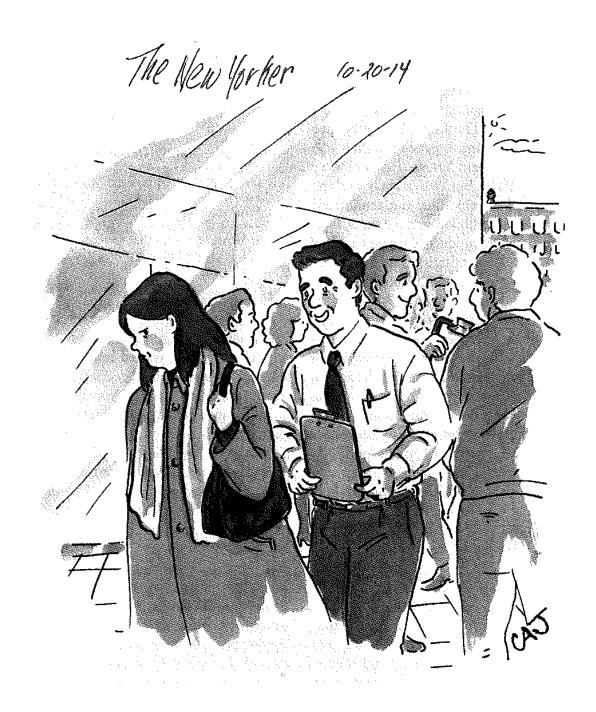
Community In the Driver's Seat

Shared Governance for a Mobile Market

Matthew Kleinmann
Graduate Research Assistant | Children's Mercy
Doctoral Student | University of Kansas
Co-Director | Dotte Agency
matt.kleinmann@gmail.com





"Do you have a minute for a problem whose solution has eluded humanity since the dawn of civilization?"

What is it?

"The structure and process by which organizational participants direct, control, and regulate the many goal oriented efforts of other members."

"An accountability-based governance system that shares power, control, and decision-making with the professional nursing staff within a clinical decision making framework."

"A dynamic way of conceptualizing empowerment and building structures to support it, embodying four principles: partnership, accountability, equity, and ownership."

Source: Anthony, Mary K. "Shared Governance Models: The Theory, Practice, and Evidence." Online Journal of Issues in Nursing 9, no. 1 (2004): 55–72.



Why Use It?

To better connect nonprofits with their communities.

To redistribute power and decision-making.

To share responsibility across the organization, including its board, staff, and the community it serves.

To foster and advance democracy and self-determination.

To increase investment and ownership of decisions made by the community.

Source: Freiwirth, Judy. "Engagement Governance for System-Wide Decision Making." The Nonprofit Quarterly, 2011.



Asks:

Who has a seat at the table?

Who decides?

Who benefits?

Board of Directors



Board of Directors

Executive Director



Board of Directors

Executive Director

Organization / Staff

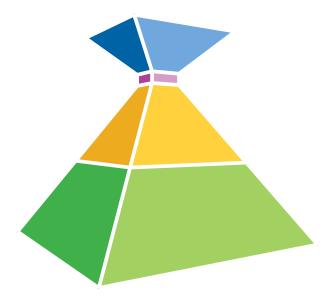


Board of Directors

Executive Director

Organization / Staff

Community Served

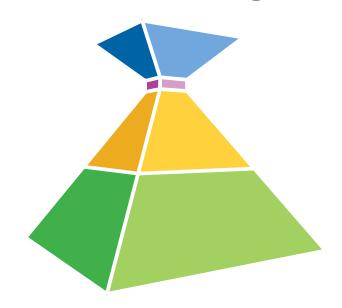


Board of Directors

Executive Director

Organization / Staff

Community Served



Shared Governance Decision-Making:

Community Served

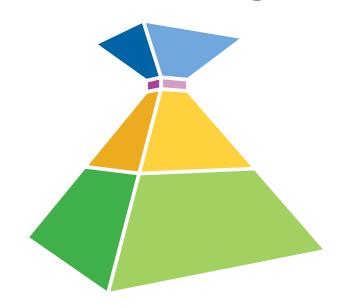


Board of Directors

Executive Director

Organization / Staff

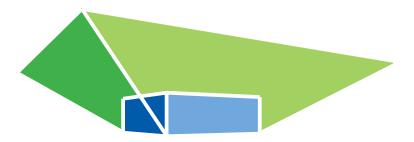
Community Served



Shared Governance Decision-Making:

Community Served

Resident Members

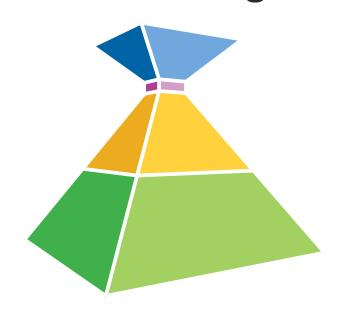


Board of Directors

Executive Director

Organization / Staff

Community Served

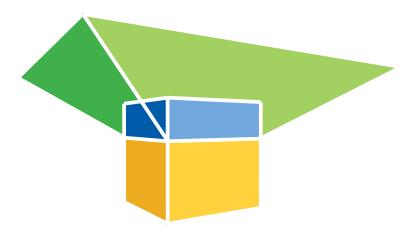


Shared Governance Decision-Making:

Community Served

Resident Members

Organization / Staff



Wyandotte County

21,359

Residents are considered to have low income and limited access to a grocery store.

31%

Of households with 3 or more people have 1 car or less.

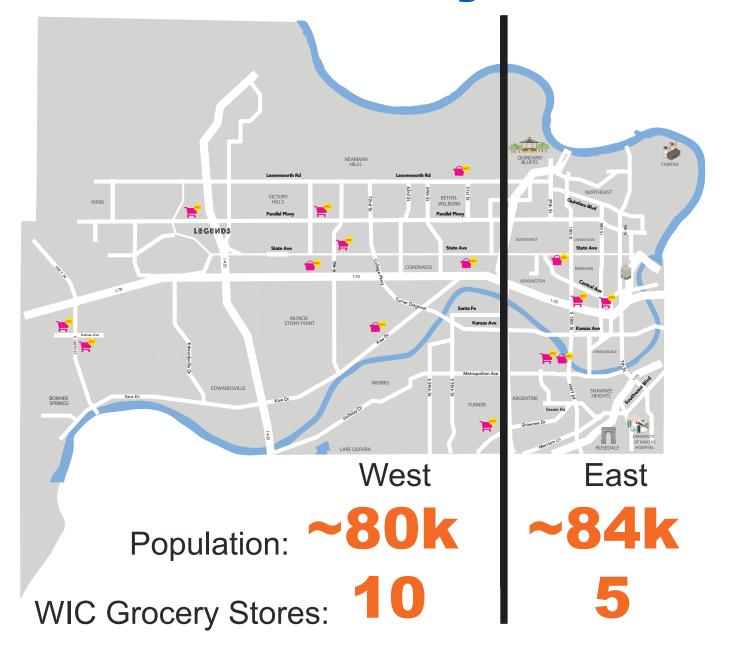
5,012

Women, Infants, and Children benefit from using electronic WIC to purchase food items.

1 in 4

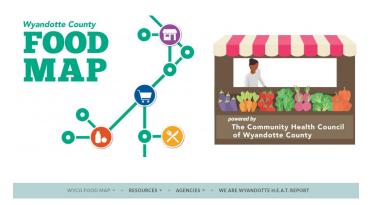
Children are considered to be food insecure, defined as a lack of consistent access to food.

Wyandotte County



Wyandotte County

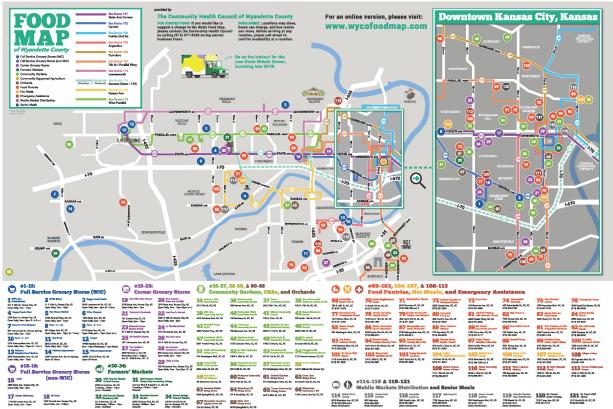
WycoFoodMap.com











KCK Mobile Market

June 2016 - February 2018:

Planning Team

ECS (NourishKC)

Dotte Agency (KU)

Wyandotte County



KCK Mobile Market

Established a vision:



Community Engagement

Received feedback from residents:

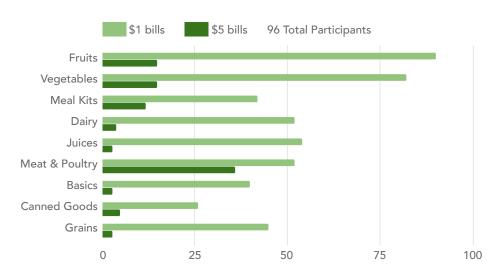




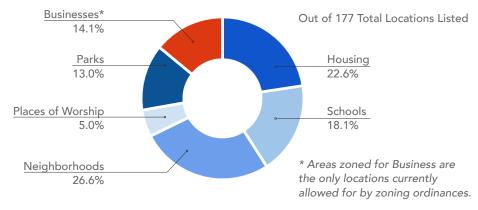
Evidence-Based Decisions

Preferences for foods and locations:

Participants were given five \$1 bills and one \$5 bill of monopoly money and asked to distribute it according to what they'd buy on the Mobile Market. They were instructed that their \$5 bill amounted to a 'must-have item'.



Participants were asked what locations they'd like the Mobile Market to go to. The question was open-ended, and they were allowed as many locations as they wanted.

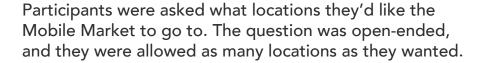


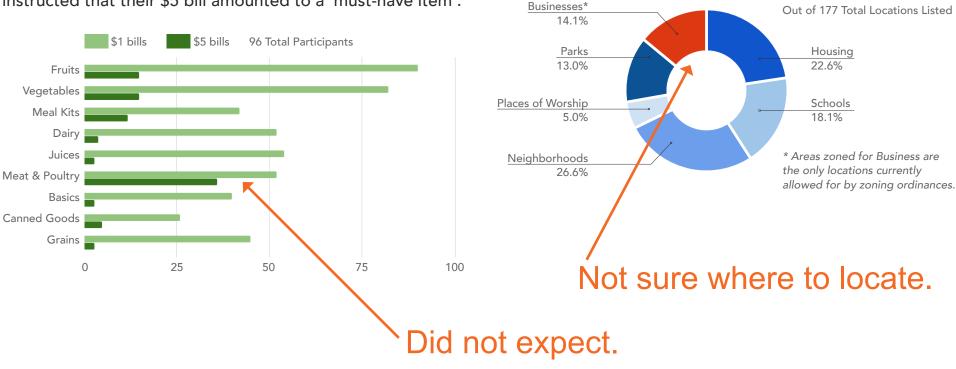
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Dotte Agency Fabrication





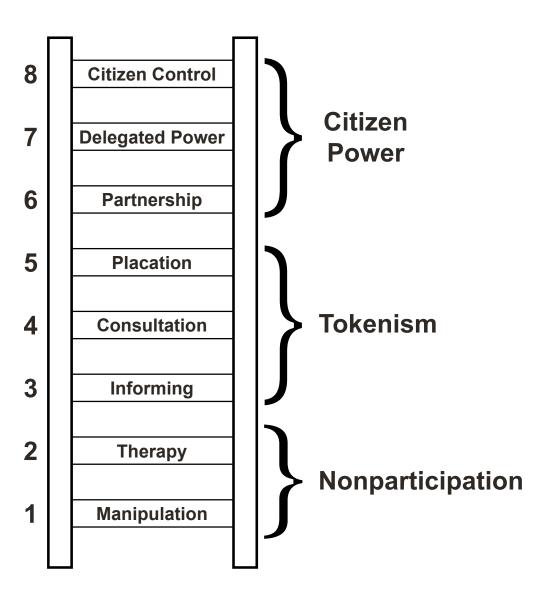




Ladder of Citizen Participation

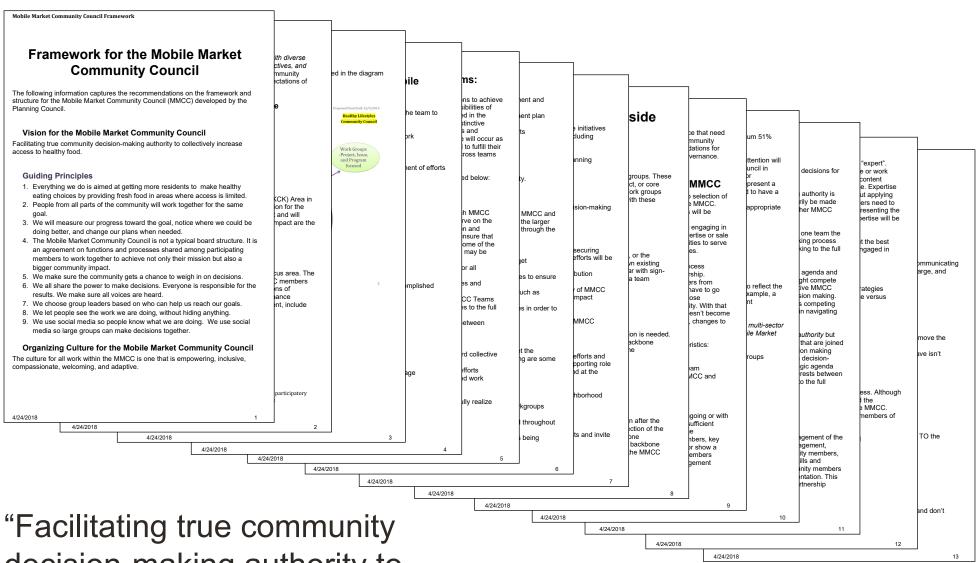
"In practically no Model Cities structure does citizen participation mean truly shared decision-making, such that citizens might view themselves as partners in this program."

"Citizens are finding it impossible to have a significant impact on the comprehensive planning which is going on... By and large, people are once again being planned for."



Source: Arnstein, Sherry R. "A Ladder Of Citizen Participation." Journal of the American Planning Association, 1969.





decision-making authority to collectively increase access to healthy food."

Guiding Principles

- 1. Everything we do is aimed at getting more residents to make healthy eating choices by providing fresh food in areas where access is limited.
- 2. People from all parts of the community will work together for the same goal.
- 3. We will measure our progress toward the goal, notice where we could be doing better, and change our plans when needed.
- 4. The Mobile Market Community Council is not a typical board structure. It is an agreement on functions and processes shared among participating members to work together to achieve not only their mission but also a bigger community impact.

Guiding Principles

- 5. We make sure the community gets a chance to weigh in on decisions.
- 6. We all share the power to make decisions. Everyone is responsible for the results. We make sure all voices are heard.
- 7. We choose group leaders based on who can help us reach our goals.
- 8. We let people see the work we are doing, without hiding anything.
- 9. We use social media so people know what we are doing. We use social media so large groups can make decisions together.

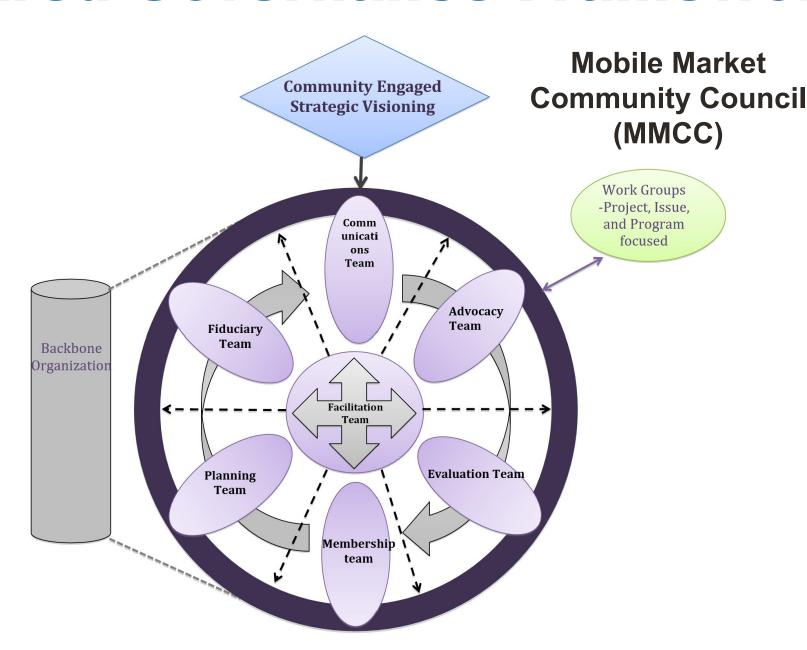
Membership

"The process for membership at the start might look different then ongoing or with the expanding of membership... These community members might be identified by local organizations or recent community engagement activities in Wyandotte County. Membership can go as high as 30 individuals but must keep at minimum 51% membership of community members."

Decision-Making

"In this framework the decision-making is diffused. Decision making authority is held at multiple places throughout the MMCC. Decisions will primarily be made within the individual MMCC Teams unless a decision will impact other MMCC Teams... When there are competing interests between the project/program and that of the MMCC, the decision would go to the full membership vote."







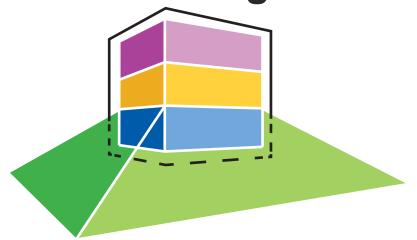
NourishKC

Dotte Agency (KU)

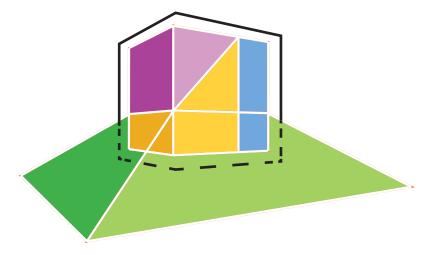
Resident Members

Wyandotte County

March 2018 - August 2018:



September 2018 - January 2019:

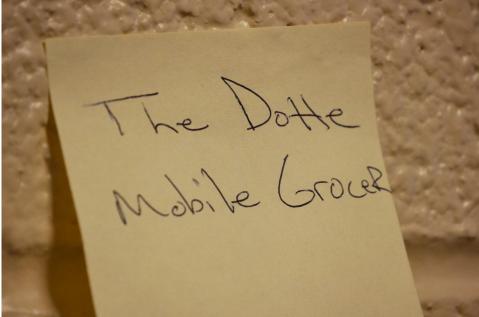


MMCC Meetings

Bi-Weekly Meetings since March 2018

















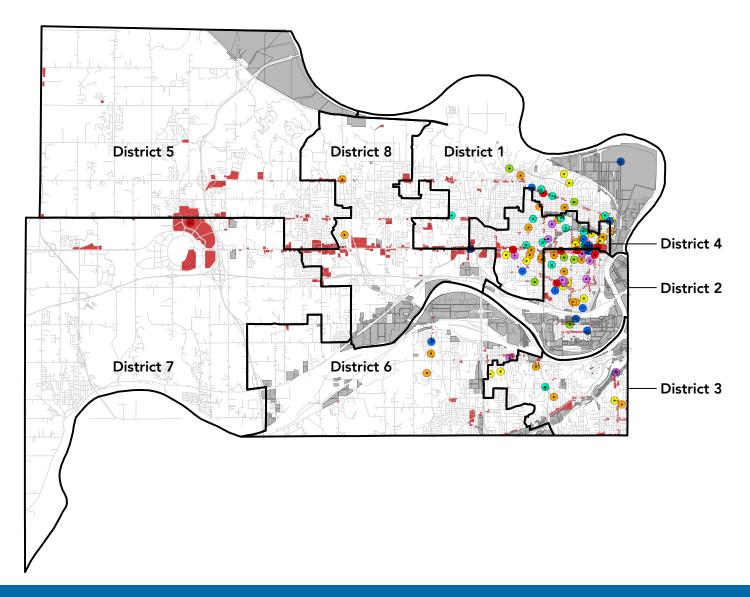








2. Choosing Locations and Changing an Ordinance

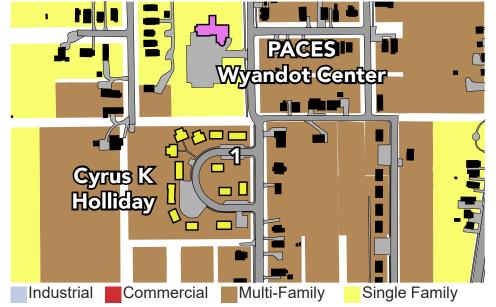


2. Choosing Locations and Changing an Ordinance

Cyrus K Holliday's nearest grocery store is a 5 minute drive, 17 minute bus ride, or 26 minute walk away.



Population: within 1/4 mi: 787 within 1/2 mi: 3,921







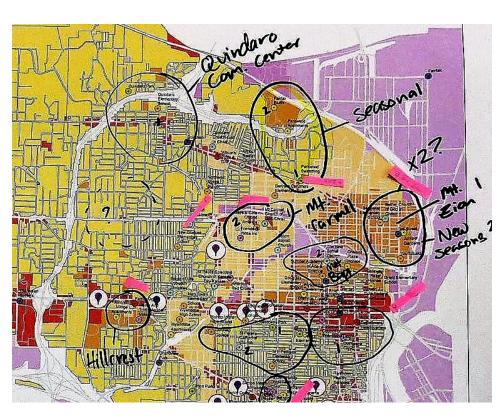
The two nearest commercially zoned properties are each a 15 minute walk from Cyrus K Holiday residents, often with no sidewalks.

2. Choosing Locations and Changing an Ordinance





2. Choosing Locations and Changing an Ordinance





2. Choosing Locations and Changing an Ordinance









Selected WIC	Pioducis								
Food Item	Brand Name	Option	Package	Minimum Stocking	Length	Width	Height	Refrigerate?	Freeze
Infant Formula	Similac Advance	Powder	12.4 oz cans	22 cans	4 Inches	4 Inches	4.4 Inches	No	No
Infant Formula	Similac Advance	Concentrate	13 oz cans	70 cans			4.4 Inches	No	No
Infant Formula	Gerber Good Start Soy	Powder	12.9 oz cans	22 cans				No	No
Infant Formula	Gerber Good Start Soy	Concentrate	13 oz cans	70 cans				No	No
Infant Formula	Similac Sensitive Fussiness & Gas	Powder	12.6 oz can	22 cans	4.1 inches	4.1 inches	4.3 inches	No	No
Whole Milk	Belfonte	Liquid	Half Gallon	6 Half Gallons	3 inches	3 inches	10 inches	Yes	No
Whole Milk	Belfonte	Liquid	Gallon	12 Gallons	6 inches	6 inches	10 inches	Yes	No
Skim/Fat Free Milk	Belfonte	Liquid	Ha i f Gallon	6 Half Gallons	3 inches	3 inches	10 inches	Yes	No
Skim/Fat Free Milk	Belfonte	Liquid	Gallon	12 Gallons	6 inches	6 inches	10 inches	Yes	No
Cheese	Kraft	Medium Cheddar	16 oz	4 Packages	5.8 inches	1.4 inches	4 inches	Yes	No
Cheese	Kraft Deli Deluxe	2% American Slices	16 oz	4 Packages	9,2 inches	1.5 inches	6 inches	Yes	No
Cheese	KRAFT PHILADELPHIA	Cream Cheese	8 oz	Community Requested 3				Yes	No
Cheese	Athenos	Blue Cheese	4 oz	Community Requested 2	1 inch	1 inch	1 inch	Yes	No
Cheese	Athenos	Feta Cheese	4 oz	Community Requested 2	1 inch	1 inch	1 inch	Yes	No
Cheese	The Drunk Goat	Goats Cheese	6 oz	Community Requested 2	2.5 inches	2 inches	1 inch	Yes	No
Cheese	Belgioioso Fresh	Mozzarella Cheese	8 oz	Community Requested 2	2.5 inches	3 inches	3 inches	Yes	No
Cheese	Kraft 100% Grated	Parmesan Cheese	8 oz	Community Requested 1	5.9 inches	2.8 inches	2.7 inches	Yes	No
Cheese	Sargento Natural Deli-Style Slices	Provolone	8 oz	Community Requested 1	0.75 inches	6.0 inches	9.0 inches	Yes	No
Juice	Juicy Juice	Apple Juice	64 oz	6 Bottles	3.7 inches	4.7 inches	10.3 inches	No	No
Juice	Juicy Juice	Grape	64 oz	6 Bottles	3.7 inches	4.7 inches	10.3 inches	No	No
Juice	Welch's	100% Juice hite Grape	Pe: 11.5 oz	4 contaniners		2.75 inches	4.75 inches	No	Yes



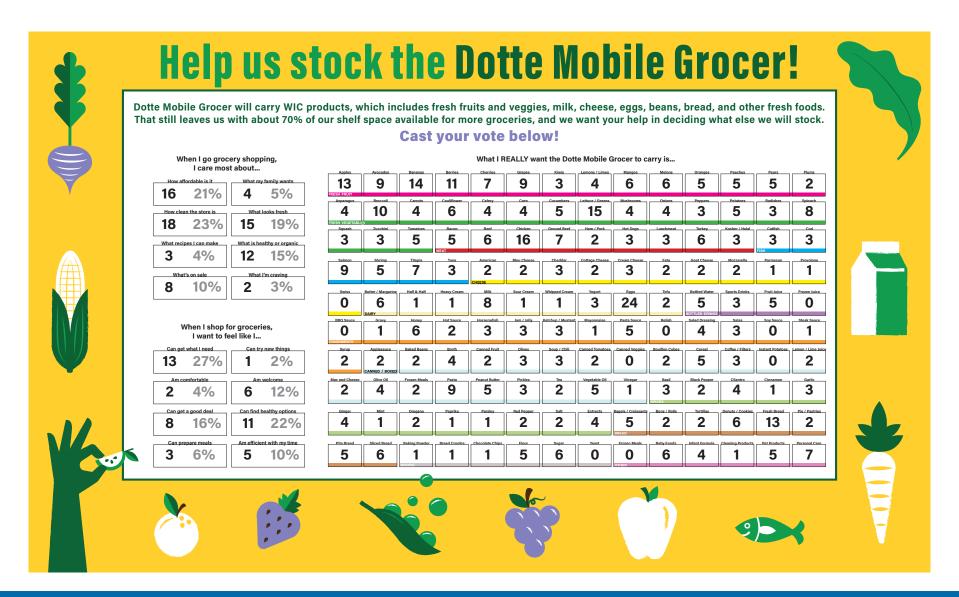












3. Stocking What People Want

The top food items were:

Eggs (24), Chicken (16), Lettuce/Greens (15), Bananas (14). Fresh Bread (13), Apples (13), Berries (11), Broccoli (10), Salmon (9), Pasta (9), Grapes (9), Avacadoes (9), Milk (8), Spinach (8), Cherries (7), Tilapia (7), Ground Beef (7), Personal Care (7).

Food items that nobody wanted (zero votes):

Swiss cheese, BBQ Sauce, Soy Sauce, Relish, Canned Veggies, Frozen Meals, Frozen Juice, Instant Potatoes, and Yeast.

When our customers go shopping, they care most about

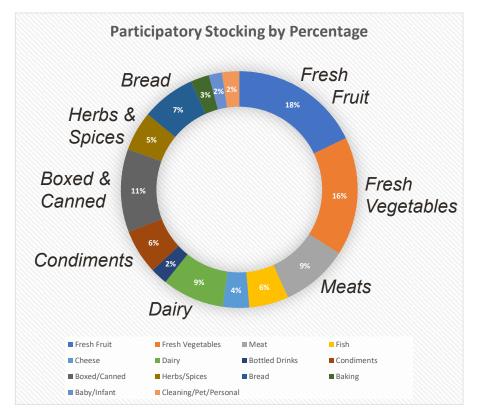
how clean the store is, how affordable it is, what looks fresh, and what is healthy or organic.

Our customers want to feel like they can

get what they need, find healthy options, get a good deal, and are welcome.

Category breakdowns:

Fresh Fruit (99),
Fresh Vegetables (90),
Meat (51),
Fish (30),
Cheese (20),
Dairy (47),
Bottled Drinks (13),
Condiments (34),
Boxed/Canned Items (63),
Herbs & Spices (30),
Bread (41),
Baking (14),
Baby/Infant (10),
Cleaning/Pet/Personal (13)















Shared governance in the face of adversity



For Immediate Release:

To our Friends and Partners,

The board of Nourish KC met last week. Over the last several weeks a growing financial concern became evident and clear. The Board carefully deliberated on the future of NourishKC. The board is currently in the process of right-sizing our services and staff to what we believe will be a sustainable future. Our process is not yet complete.

In order to begin moving forward the following actions have been taken effective today.

position at Nourish KC has been eliminated. In addition all staff positions that are unrelated to the Kansas City Community Kitchen are in the process of being downsized.

As of Jan 18th, the Board of Directors and NourishKC leadership has made the hard decision to reduce services and operations to only the Kansas City Community Kitchen. The pantry is scheduled to be operated via St. Paul's Episcopal Church Kansas City, Kansas after January 19, 2019.



Shared governance moving forward

Fiscal Agent

Option A (temporary): Historic Northeast Midtown Association (HNMA)

Option B (temporary):
Community Capital Fund (CCF)

DMG Operator

Dotte Mobile Grocer would operate through existing and new grant funding for up to one-year. Staffing would be paid through the fiscal agent. The truck will be stocked and parked at the TX Valley warehouse. It would incorporate using the Express 501c3, limiting its income.

Backbone Organization

Support KC was recommended to us by Health Forward Foundation. We could apply for funding from HFF to have Support KC be the backbone agency to the fiscal agent. They only work with non-profits, and would likely be entering into an agreement with the fiscal agent.

Scenario 2 Diagram:

MMCC:

Coordinates with (and potentially helps form) the Dotte Mobile Grocer's board in accordance with their bylaws to make decisions, and receives updates from the Backbone Organization.

Fiscal Agent: HNMA / CCF

(operating as a temporary fiscal agent pass-through)

Operator:

Dotte Mobile Grocer (incorporate as a 501c3 and be independent after 1 year, pending grant funding support)

Backbone:

Support KC (providing accounting and fiscal transparency to Fiscal Agent and MMCC)

Pros:

Semi-permanent
Community-driven
KCK-aligned
Self-sufficient
Somewhat clean and simple

Cons:

Slower to launch (6-9 months) Complicated Heavy MMCC lift Learning curve "Another non-profit"

Shared governance as community leadership

SCOTT SCHWAB Secretary of State



Memorial Hall, 1st Floor 120 S.W. 10th Avenue Topeka, KS 66612-1594 (785) 296-4564

Not For Profit Articles of Incorporation

Date: 08/28/2019

RE: Dotte Local Grocer, Inc.

Business Entity ID Number: 9508425

Dear Business Customer:

Congratulations on filing Not For Profit Articles of Incorporation. Your business is now incorporated with the Kansas Secretary of State.

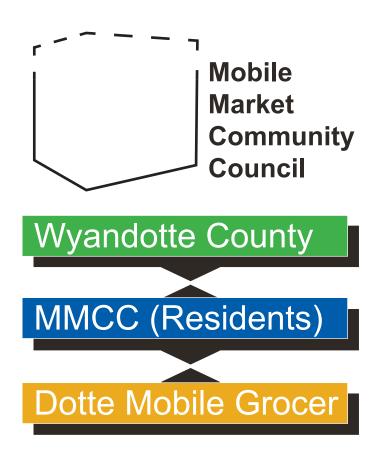
Every not for profit corporation must file an annual report each year and pay a filing fee. The annual report and fees are due together on the 15th day of the 6th month after the last day of the corporation's tax year end. Example: If you have a tax year end of December, the annual report will be due every June 15th. An annual report is not required if the not for profit corporation has not been incorporated for six months prior to its first tax year end.



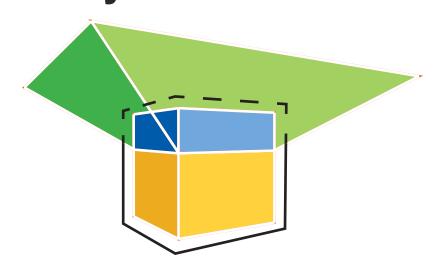
Shared governance to thrive



Shared Governance

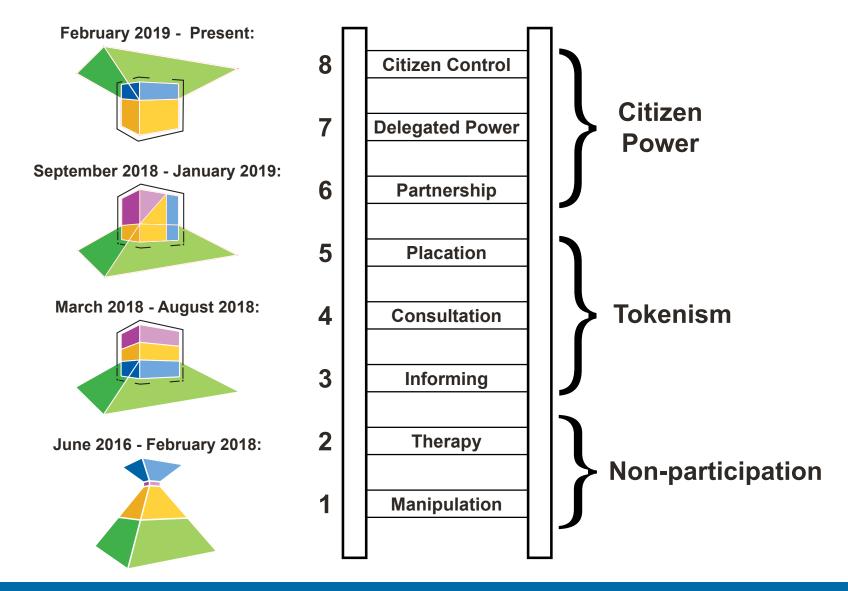


February 2019 - Present



Shared Governance

An Evolution:



Evaluating the Framework

How did it really function?

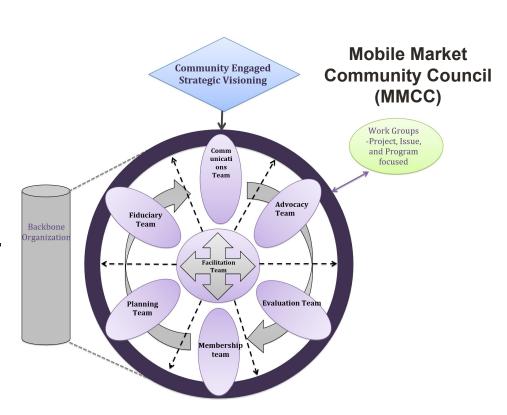
Backbone Organization is no longer an outside entity.

Majority of time was spent in "Planning Team" mode.

Membership built on relationships.

Occasionally MMCC shifted to Advocacy and Communications.

No Fiduciary or Evaluation Teamwork until after NourishKC.



Evaluating the Framework

Research Design

Primary Objective

To better understand how a framework for shared governance can facilitate collaborative decision-making in community-led health initiatives.

Secondary Objective

Identify and outline effective participatory methods of collaboration for use in a revised community council framework.

Semi-Structured Interviews:

Interviewed 16 Primary & 8 Secondary Stakeholders, with transcripts coded for evaluation of the shared governance framework.

Notes:

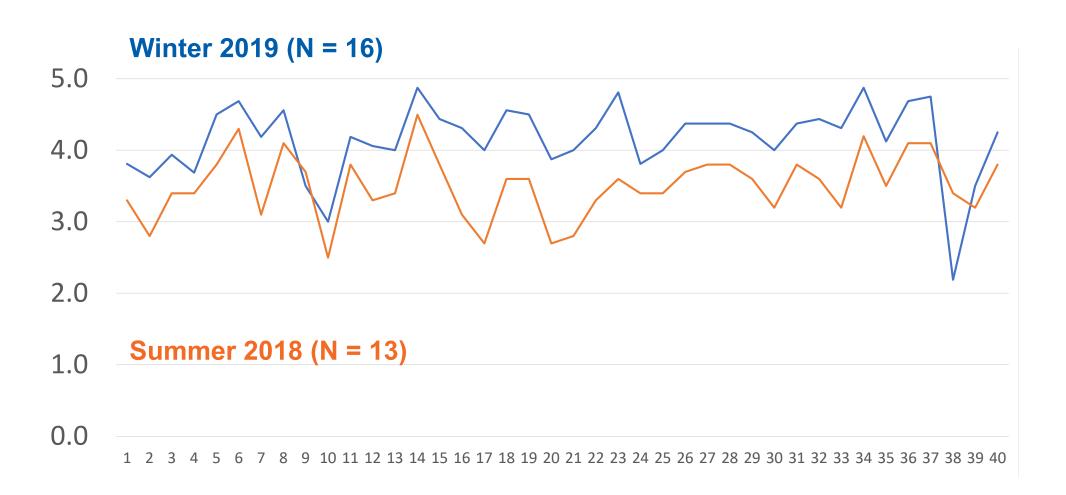
Meeting minutes, attendance, photographs, and observations.

Two Surveys:

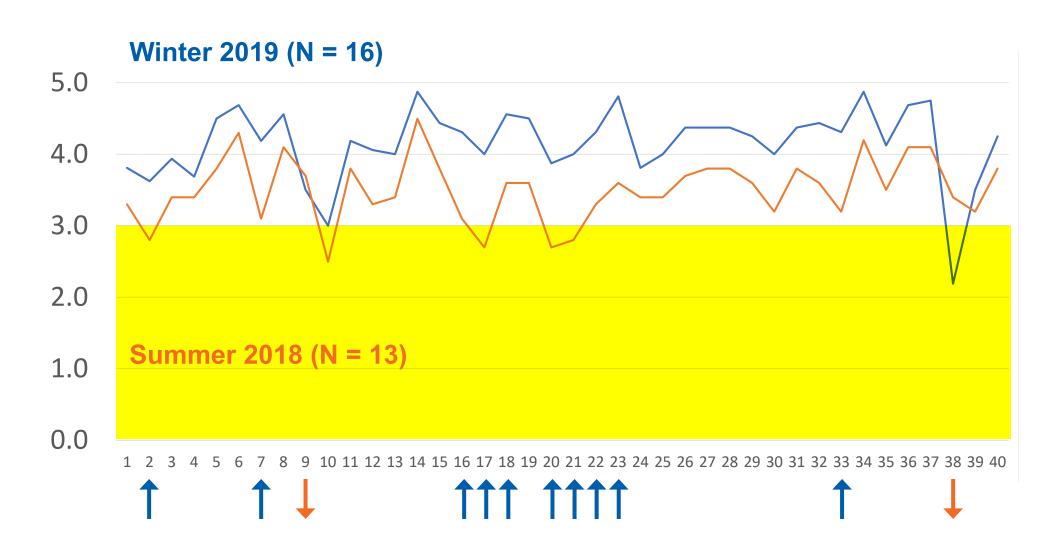
Wilder Collaboration Factors Inventory & Participatory Design Index taken by 16 Primary Stakeholders.



Wilder Collaboration Factors Inventory Results



Wilder Collaboration Factors Inventory Results



Best Factors

4.9 (+0.7)

The people in this collaborative group are dedicated to the idea that we can make this project work.

4.9 (+0.4)

Everyone who is a member of our collaborative group wants this project to succeed.

4.8 (+1.2)

This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.

Improvements

Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.

There is a clear process for making decisions among the partners in this collaboration.

People in this collaborative group have a clear sense of their roles and responsibilities.

Challenges

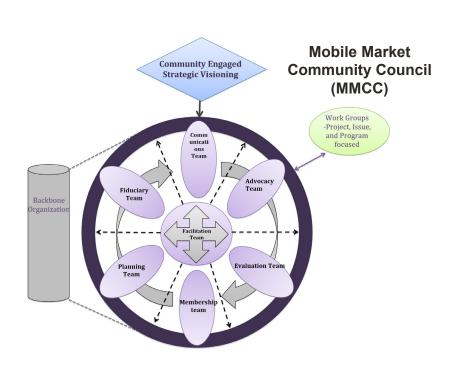
- 1.2 (3.4 > 2.2)

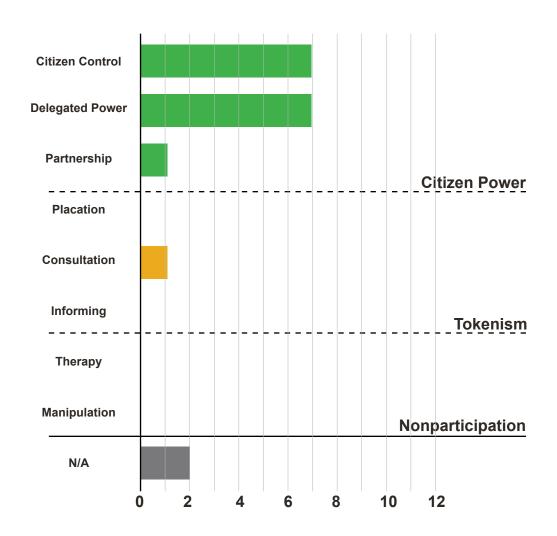
Our collaborative group has adequate funds to do what it wants to accomplish.

-0.2 (3.7 > 3.5)

The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.

Adopting the Framework





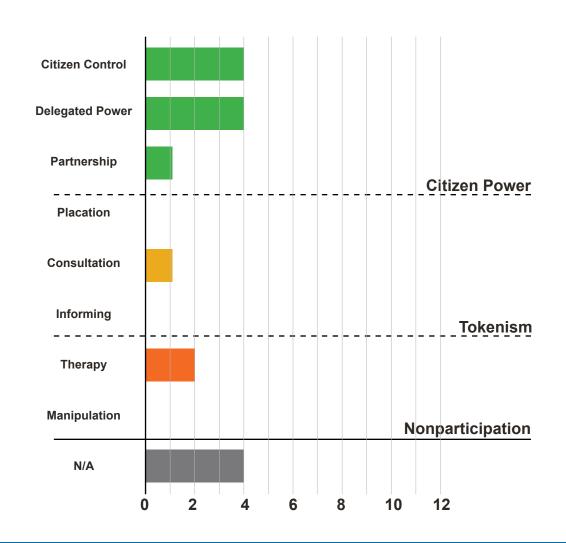
KLC Kaleidescope

Questions from initial MMCC meeting

Planning (Logistics, Product)

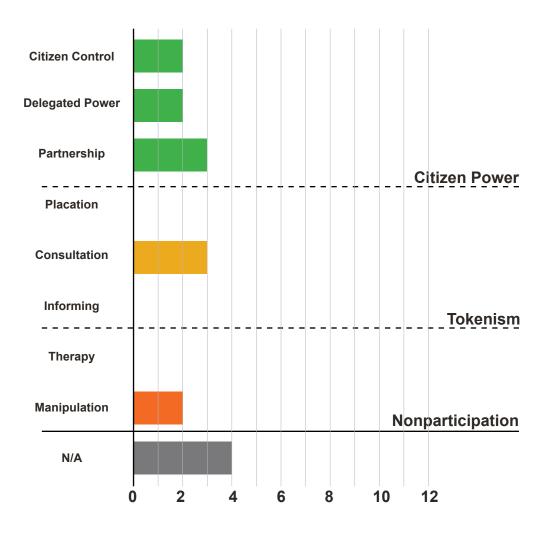
Logistics:

- Will the MM serve all of Wyandotte
- What are the logistics of the MM?
- What are some of the other issues or those with disabilities (wheelchai
- Where physically will the MM park a
- What obstacles have other MMs face



NourishKC Brochure

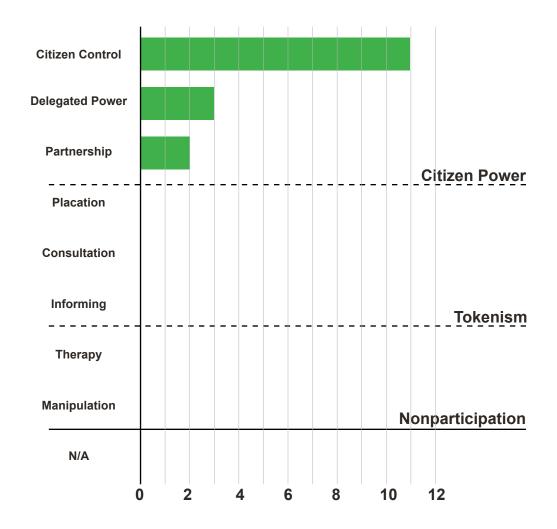




Naming & Branding



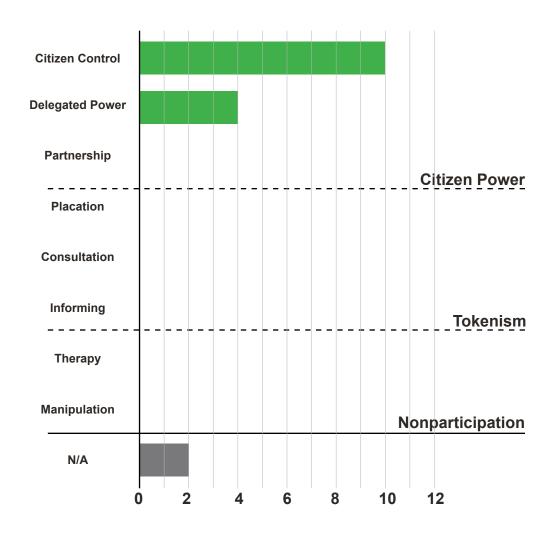




Choosing Locations





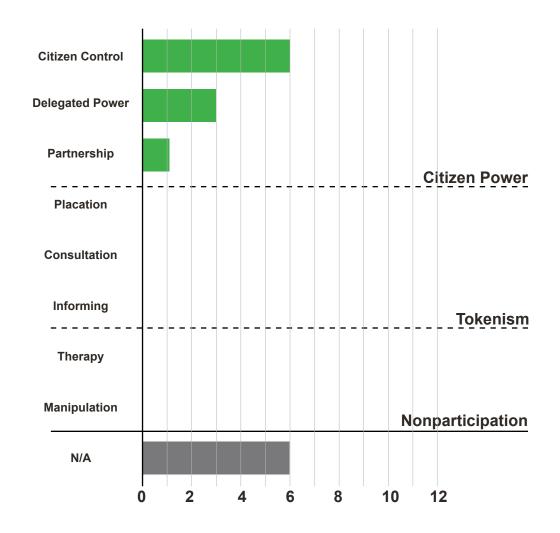




Participatory Stocking







Interview Coding

Participant Experiences Verbatim

"Gathering information, that was the most important thing because this was something new to me and just getting information, shared information from the folks that know about these things helped us to make the decisions that we made."

"At least I don't know about everybody else but I felt Nourish KC was making all the decisions even though they listen to us, it was like they had the final say."

Interview Coding

Participant Experiences Verbatim

"But I don't want to make it sound like it's like, "Oh, we're all White saviors," because there's a wide variety of economic conditions within that group. But when I look around the room, we are not heavily represented by the people we desire to serve."

"In terms of this project, I think this project is lead by the community. But the original genesis of the idea did not come from the community...

I think that projects can't succeed without being led by, or coming out of a community."

Interview Coding

Participant Experiences Verbatim

"[The Shared Governance Framework] could be a model for other neighborhoods that are having struggles and ways for people, different organizations, to plug into what's happening." "Nothing shakes a politician more than an active community coming in and being united behind what they want to do."

Lessons Learned

Things we wish we had done sooner:

Share information and prioritize tasks; make decisions together.

Have frequent and transparent dialogue; accessibility is key.

Understand that people can get hurt; check-in often.

Community-led work is resilient; share power.

Community in the Driver's Seat

Next steps:

Dotte Local Grocer, Inc. launches Dotte Mobile Grocer.

Iterate upon the MMCC Framework for Dotte Local Grocer bylaws.

Partnerships offering joint community health services at locations.

Answer: "What does success look like?"

Q & A

Thank You!