

Westwood Unidos leadership team meeting  
7/31/13

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Introductions: Your name, and a reason you woke up happy today.

Denver Foundation approved Westwood Unidos grant. Funding is available, anyone can come ask for funding now and are confident that it will be available.

Rachel- we ask that you keep track of all of your expenses. There's an online budget on Google Docs.

Jose- Co-chairs will be responsible for updating and keeping track of budgets.

What's the formal process for making a request? Talking to the co-chair, Jose can cut the check, and it's up to co chair to keep up with expenses. Jose is keeping receipts.

Christi- On behalf of funders, please keep track of expenses for our end of year narratives and reports, to show to our board. Put detail in invoice and keep track of results. For ULC it will be simply a narrative of how the money was spent, to encourage future funding.

Mike- for Denver Foundation, it will be similar, a year-end narrative for each action group.

Rachel- As a leadership team we should check in regularly to see how money is being spent. Would quarterly updates/review of budget be alright?

Eric- whoever's holding money should provide monthly reports. Waiting three months to discover a problem could be bad, we need to have collective accountability and do it more frequently.

Joseph- There could be a monthly statement, and a quarterly discussion.

Bucu's giving \$3000 for ECM, and money for other things. Review all of it monthly.

Joseph- Turn it in monthly, but not necessarily review it. Put it on the agenda every 3 months. **All agreed.**

**Rachel will be in touch of each action chair to keep track of receipts and expenses.**

AC- we can't always get receipts for things, for example when residents cook food.

Rachel- we have to start doing that. A simple receipt, signed, is all we need.

Norma: Newsletter

Norma- I want to invite everyone who can to distribute the newsletters. And if we are missing some announcement or event, please tell us. This month, the 19<sup>th</sup> of July, there was going to be a movie night in Westwood, but it was cancelled. So we have to be careful, so that people are calling each other and wondering what happened.

Watkins- We have been using volunteers to distribute the newsletter. Also have the newsletter coordinator position open.

AC- edit to built environment lighting survey outings: meet at 7:30, not 8. There will also be an appreciation event later.

Eric: Can we get 200 copies for us to distribute?

AC: Leadership meetings for Chile Fest have been set, ready to be added.

Follow-up with Angela's meeting with Michelle Schoen:

Angela: Met with Michelle Schoen in regards with WRNO to be involved with us. It's difficult for members of that group to meet during the day, and Michelle is not interested in being part of Westwood Unidos anymore. We could consider reaching out to them again later, but it would require having flexibility with meeting times.

Eric: Is our becoming an RNO going to compete with the other RNO? Is it common for neighborhoods to have multiple RNOs?

Angela: My experience has shown that having multiple ones leads to division. Being intentional about how we want and intend to work with each other can help avoid that.

Jose: There might be a city entity that can help us work together. Obviously there is division, and we all represent different groups; I see that each RNO represents different groups.

Rachel: I don't think most people in WRNO have a reason to not participate with us, except the leadership. We should try to participate more in their events.

Watkins: Jan's RNO, SWIC, has no reason not to like us, but wants us to participate in SWIC's events.

Rachel: We need to tell Jan that we've formed an RNO and that we'd like to work with her. I think the first thing we should do as an RNO should be to reach out to them.

Christi: We should go to one of WRNO's meetings. Watkins and Jesus are going to present about Healthy Places at their next meeting, that would be an opportunity. Any resident want to come? (Maricruz volunteers)

Westwood Unidos is now an RNO; comments

AC: This is a big deal for us, people can know more about us, and we have more resources available to us now.

Eric: Is there any downside to becoming an RNO?

Ac: We have to abide by the by-laws of the city, not discriminate against anyone, but that is not a problem for us.

Eric: Does the city have any influence in our processes, for membership, or anything like that?

Rachel: All meetings have to be public, but we're still allowed to have a defined officer event. Our action teams are already public, so we're in good shape really. We are supposed to be a general purpose group, so we can never say 'Westwood Unidos is just working to create jobs.'

Eric: How about management of funds. Rachel- not a problem. Not prohibited from pursuing grants, that I know of. One other thing- Once a year there has to be a meeting where all members vote.

Mike- it would be wonderful to have a general WU meeting with a visioning for the coming year.

Rachel: Also we have to have at least 1 meeting every year with 12 members.

#### COHF organizational structure

Rachel: The attached chart is my brainstorming, not anything official. As you know, we've been selected for this grant, had the ULI come to Westwood, etc. The next step is applying again on October 15<sup>th</sup>, and I want Westwood Unidos to be part of this. In the future we'll be forming a steering committee which will be open to residents and neighborhood orgs, but because this is a WU grant, the WU leadership team should make ultimate decisions. Project management team is more nitty gritty, and includes Rachel, Jose, Jesus, consultants, .... The reason I started studying the structure of this grant is because there are so many opportunities for reaching out to people. Across the top are the themes that emerged from the ULI panel's work. Safety, parkland, programming, rec facilities, etc. Rachel's brainstorming: Could be a city lead agency and a community lead agency working on each theme. I wanted to present this information to show where we are, any questions before we move on to fiscal agent?

Mike: Consultant problems?

Rachel: Having some problems with our consultant team (PUMA). Our group is very organized and well-functioning. Our technical assistants are well-respected in Denver. They've been hired by COHF to be liaison between foundation and us, and their role is not otherwise defined. They've been active, and have scheduled meetings with city officials without us. People have recently asked me why Anna has been contradicting everything I say, but when someone else says the same thing she says Yes! Recently I asked to add WU and Councilman's office logos to materials, to which they said 'that's a good point.' But Anna in response said 'This is their initiative, their money, respect that.' The foundation should not expect to have only one branding on their initiatives. I'm ready to invite other people to sit down with me, and PUMA, because I'm confident that COHF would not feel this same way about their initiative and the branding issue.

Eric: COHF hired PUMA, correct? Did they ask for our input at all? We've already been selected, but we have to apply again on October 15<sup>th</sup>, correct?

Rachel: PUMA gets paid separately, not from our million dollars. They are not meeting with city people in Arvada or Lamar without community people, but they are with us. I think they're very passionate, but bowling us over.

Joseph: So if we have final say in our decisions, what are they for?

Rachel: It has been a fight; just yesterday she questioned why the WU leadership team should make decisions. PUMA was very clear they only want 3-4 people on leadership team, but they shouldn't have a right to say that.

Joseph: I'm struggling to see why PUMA has as much say as they already do. If the money is coming to us (a fiscal agent of our choosing), why do they have a say?

Rachel: That's why I brought this up, it's been a fight.

Joseph: It sounds like what you've said needs to be said to COHF.

Mike: Yes, that's the fundamental issue, we're set up at WU so that residents have a say. Consultants should be in an advisory role but not leadership role.

Rachel: I don't want to be someone who goes screaming to the foundation, I want to work it out somehow. But I do think COHF would hold these same opinions.

Mike: It's likely they're not familiar working with an organization like ours. Over time it could be quite debilitating to us. We don't want to have to justify our existence. If this is what it takes to be significant in decision making, we need the COHF's blessing to go on as we want to.

Christi: I don't disagree with anything that has been spoken, but in response to the PUMA issue, I hope this kind of driving force will diminish after we apply again for the grant. It will require city support and city partnership, so I hope that PUMA's drive is just information only for things coming from the foundation. I can see how they want to set the stage with city leaders, so that when we make the 'ask' (which we haven't decided on yet), we can do that. But the methodology, the way it's happening, is like a disconnect. I'm guessing this might be their intention so that we can make the million dollars go as far as possible. I think a conversation, open, figuring out a way to communicate, if we're frustrated that residents are being included- or everyone- we can explain why.

Rachel: While PUMA gets paid, we pay a lot also.

Christi: It is great that Anna can pick up a phone and get a meeting with Rocky tomorrow- I couldn't do that- so we should appreciate that.

Rachel: It's the process- they just say no, no no- and they don't include us and are heavy-handed.

Christi: I think we should schedule time to work it out. This isn't ending soon, so it would be good to work it out.

Norma: Will we all write the grant together?

Rachel: Write it together or revise it together?

Norma; Either, just so as we're on the same page.

Rachel: the project management team will write it together and go over it together, which PUMA won't like. They bring 3 people from PUMA to every meeting, but tell us we can only bring 4.

Eric: it's hard to write grants together...

Joseph: We should find time to revise it and go over it together.

Maricruz: We won't know what's going on if they do everything without us.

Rachel: The first year of the grant is more planning and listening to the community rather than on the proposal, 'what are we going to do.' We're going to use the first 6 months to figure out how much each thing will cost, and do community listening. For example we could use the one million for one stoplight, or we could meet with Parks and Rec, who also have money, so that we could do a whole new park. So we need more money before we figure out how we're going to spend the money. More planning and listening.

Fiscal Agent issue:

Rachel: On one of the handout, there is an explanation of the pros and cons of each fiscal agent proposal. We have to have a registered 501c3 or government agency to take responsibility for the money, and WU is not a 501c3. 5 possible FAs: a department of the City, like Public Works; Councilman Lopez's office; BuCu West; Revision; or CNDC. A description of the proposals is on the handouts. Two are free of cost to us, the other three cost money. The project management team spent 30 minutes talking about the options yesterday, I don't want to do that today. Basically, using the city would have more control over our money with those options, so those are out of the question. Revision and Bucu were very appealing, because they're part of WU and in the community, and we liked those the best. In the end it came down to Bucu being able to offer it to half the cost of Revision and also offered workspace, so the recommendation was to go with Bucu. Comments?

Joseph: First of all, I'm impressed with the project management team in putting all this together. A couple questions for Bucu and for project management team- the perceived need for financial management and financial responsibility, since Bucu's members are also on the management team, there could be a conflict of interest. I know in our organization, Eric has the power to sign checks but not print them.

Eric: We spent 2 weeks meeting with board of directors, met with insurance company, and in our review we asked what the implication of becoming a fiscal agent would be. We got some great information, which is not entirely shared here. We also have an independent financial firm that accounts for us, but not our books (shows book). The cost that found here is what we think is the cost it takes to manage a million dollars correctly. We can go down to 6% which would cut \$5,000 per year. I don't think that

the decision should be made on cost alone. My question is can Bucu provide everything we need?

Jose: Regarding insurance and accounting, we've talked to our accountant and he is confident we can do this. The one If is the legal part, we haven't gone to a lawyer yet-weak part of our proposal. We budgeted \$5,000 per year for legal, and Anna Jones (PUMA) thought that amount was fine.

Eric: For over \$500,000 the IRS requires a review. That costs \$4,000 alone with the firm we use. One thing we found in discussing this, that is a concern, is that we're directors and officers technically right now, so theoretically if anyone wanted to bring a lawsuit against us right now, right now there is nothing protecting the individual assets of anybody here who is a director. In addition, any of our individual projects, like Angela's alley cleaning projects, if someone gets hurt there is no protection from liability. We need a blanket insurance to cover all of our organizations.

Joseph: We should have certificates of insurance that specifies the time and location, or WU could become involved in a lawsuit. Cost depends, context specific.

Jose: In the past we have extended insurance for events, we go up to \$2 million in general liability.

Joseph: Regardless of who becomes FA, we need to consider risk management in the future.

Rachel: Of the things you mentioned, Jose's proposal covers officer insurance, but no \$5,000 for independent audit. Would your budget go over Revision's if you added money for this?

Jose: it might be close, but no.

Christi: Audits are expensive, ours costs \$25,000 per year.

Rachel: Even if we upped the legal amount for an independent audit, it would still be less than Revision's.

Jose: We have financial accounting practices in possible, I can print checks but not sign them.

Eric: Again, do we want the fiscal sponsor to be on the project management team as Bucu is?

Rachel: There may be a benefit to that, like when we say 'We need money now,' they get it. Revision is also involved in WU, so you have decision making power too. Any other thoughts?

Eric: Whoever ends up being in this position, there should be a stipulation of a review in 6 months so that we can reconsider the arrangement.

Christi: Since this is a 3year term, the sustainability of the organizations we're considering, where are you going to be in 3 years? Funding situations can change.

Rachel: My recommendation is that we take this back to the drawing table, see how much an independent audit for Bucu would cost and reconsider. PUMA says we don't need a fiscal agent to apply for the October 15<sup>th</sup> deadline, so we have time for this. I'm taking CNDC out of the equation.

Eric: So the plan of action is to redo our applications, break things out line by line so that we know what we're paying for.

Mike: Consensus that we go with Bucu or Revision? (no dissent)

#### Capacity building and leadership of residents

Mike: the Denver Foundation and Livewell CO, Gabriel Guillome, is offering a 9 month leadership institute. Meet once a month on Saturday morning, starting September 14<sup>th</sup>. There will e people from around Denver, Aurora, who work organizing residents. Some people are place-based, and we hope WU will have a team of 3 to 5 people, but will require a commitment to the whole nine months. No cost. Childcare, translation provided. 9 to 5, other organizations will participate both in training and capacitation. It will help people become leaders in the sense of involving other people and building networks. Parents groups, the Growhaus, Revision is considering it, several groups that are neighborhood based in Aurora and Denver, some Livewell groups. There hasn't been an ongoing community organizing training in Denver, and so that's what this is an effort for. One part will be working with residents, but also working with businesses and agencies, touching on this PUMA business. We would love to see a group from WU and perhaps Revision. Questions?

Ac: What would be the timeline?

Mike: Starts 9/14. Will take place in Aurora. It's for residents and staff of organizations. Currently the idea is to only send 5, but if we want more we can work it out. If you want details about month by month what will happen, we can do that.

#### WU t-shirts

AC: Question to leadership team- it wasn't originally on our budget, but there are a few residents who said they would like to have WU t-shirts, so when we're out in the community on our events like the community walk, that we be identified as WU, to create a sense of unity and make us easier for the residents to approach us. The cost

varies between \$10 and \$15, depending on details of the shirt. Right now, could we have a vote for the leadership team to consider giving residents t-shirts?

Rachel: And we were going to have action teams use their budgets. So the leadership team would vote to say it's ok, and then the action teams order it.

Eric: What's the deal with the logos?

Rachel: Do you like it? It's this (points to newsletter). In color.

AC: My 2 cents on the logo, I've loved the residents input from it. But from a graphics point of view, it's not very strong. A few more iterations, keeping in mind we really want to push our name out there. Graphically, it's not that exciting, but I like that the residents approved it.

Norma: The logo has plants in it, it represents people being in union.

Rachel: (showing logo in color) Do you like it? Or something more exciting?

Isabel: Something more exciting.

Monica: How about one more job.

AC: Marketing-wise and promoting ourselves, we want something that impacts you and is strong visually. If we need to wait for the logo . . . we can wait longer.

Rachel: Can you be more specific about what you don't like?

Eric: The font is vanilla.

Jose: The brown hand shaking the white hand is cookie cutter.

Eric: I collect graphic examples of cities and branding efforts.

Rachel: So are we agreed to send this to Santiago, a neighborhood graphic designer?

Norma: No, this is our third time!

Norma: I thought the logo was just for newsletters and paper, but if it's for a t-shirt, we should make something different.

Maricruz: We should make something simpler and specific.

Rachel: Does T-shirt price depend on the number we buy?

AC: Yes, and depending on whether it's front and back.

Angela: And we can find cheaper than that.

AC: If we agree to fund them, should we vote on it? The idea of having a WU t-shirt, and giving the right to give action teams to divert their funding to it.

**Vote: All in favor of allowing action teams to divert funds for them.**

Norma: This Saturday there is an event with 35 young people, and it would be good for groups like this to have the t-shirts.

Eric: The shirts could say 'Westwood is our home, don't tag it.'

Food committee

Isabel: **It's going to be the 2<sup>nd</sup> Wednesday of the month. Flyers had said in English one thing, but in Spanish another.**

Announcements: Action team meetings.

Reyna: We have the chance to advertise ourselves for \$300 on the radio (40 minutes), and each month advertisements in the magazine El Comercio.

Rachel: Any action teams interested? Maybe also Chile Fest? (agreement)

Jose: Question: How does WU want to participate in Chile Fest? We expect between 500 and 1,000 people, larger than last year. A good way for WU to reach out to people.

Eric: Poster board?

Joseph: Could each committee have a vendor space?

Jose: We could do that, we could do announcements on the stage.

Reyna: I would be willing to staff a table.

Rachel: Weren't you going to do certificates for the volunteers?

AC: Yes, I requested that committees give me list of members so that we could make these certificates, so we can set aside time at Chile Fest to give those certificates.

Jose: It'll be a really good time to talk about WU.

Isabel: Let's conclude by saying why we enjoy working in the neighborhood.

Reyna: Email me if you'd like to be involved in the radio announcements.