Vibrant Neighborhoods Partnership

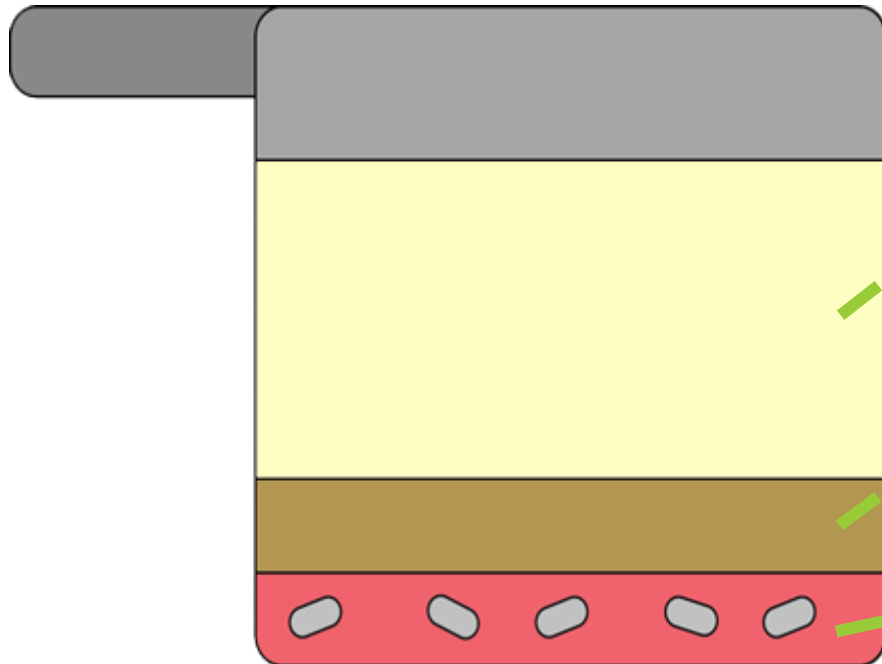THE MOTHER SAUCE MODEL FOR NEIGHBORHOOD PROJECTS

The "Recipe"

The Mother Sauce Model for Neighborhood Projects
Examining resources for VNP

The "Recipe:"
The Mother Sauce Model for Neighborhood Projects

Soubise Sauce

Public/Private Resources (Liquid):
Gives the project *volume* – capital to make the project as big or as small as available

Milk

Community Partners (Thickener):
Gives the project *expertise and skills* - the ability to create unique projects (i.e., what makes Mother Sauces uniquely French)

Flour Roux

Neighbors (Seasoning):
Gives the project *character* - defines the sauce and ensures it matches the taste of the community. (These are often the Neighborhood **Champions**).
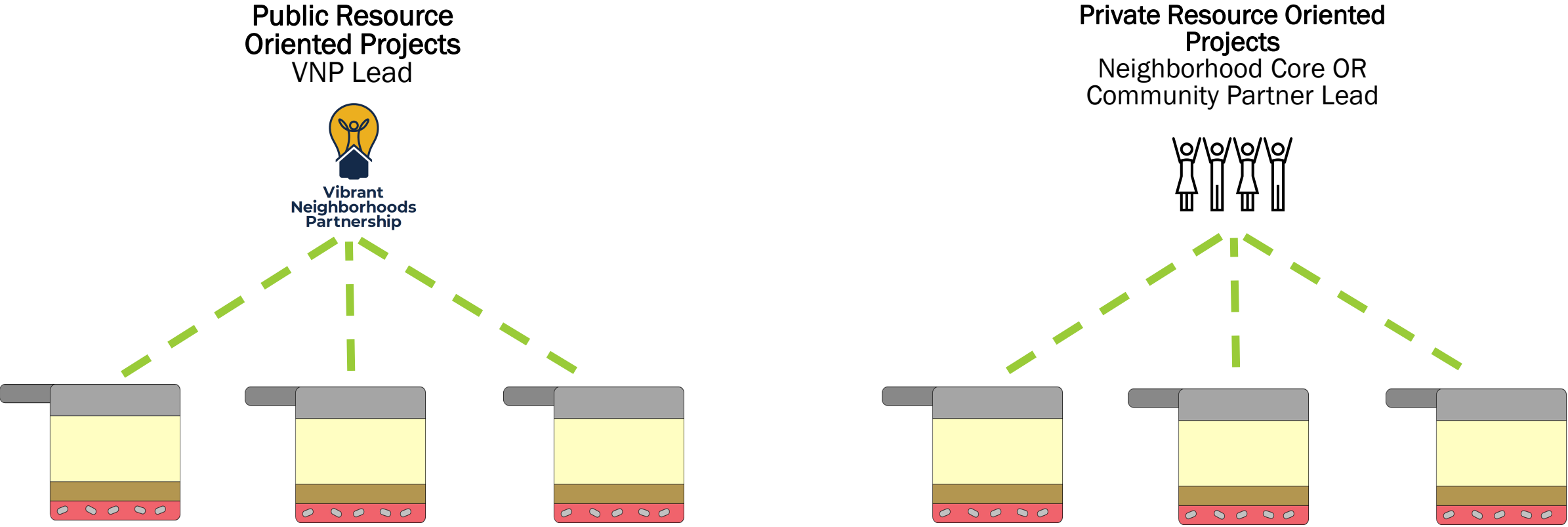
Onions and Tomato Paste

Recipe Outcomes
***Not every project needs to be a Mother Sauce

Recipe Outcome:	Resources (Liquid):	Partners (Thickener):	Neighbors (Seasoning):	Comments:
Liquid	Y	N	N	
Flour Roux/Thickener	N	Y	N	
Seasoning	N	N	Y	
Bland	Y	Y	N	Without neighbors, feels lacking or inappropriate.
Dry Spice	N	Y	Y	The project doesn't materialize – not a sauce.
Watery/Basic Sauce	Y	N	Y	The project happens, but limited type of projects.
Mother Sauce	Y	Y	Y	Unique and effective project.

Management of Work and Projects – "The Chefs"
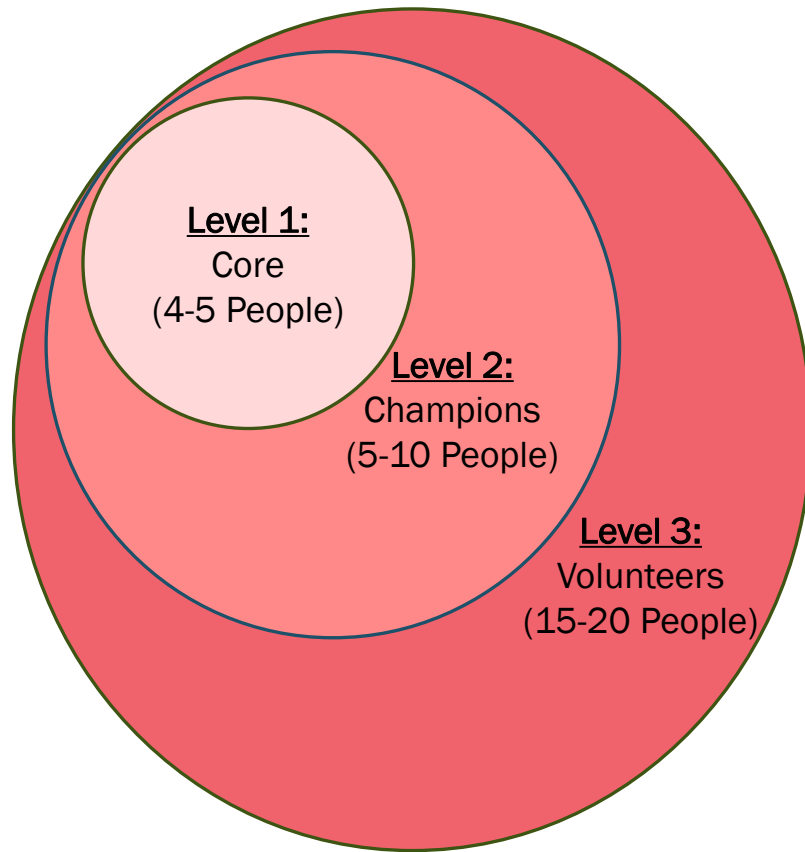

Public Resource Oriented Projects
VNP Lead

Private Resource Oriented Projects
Neighborhood Core OR Community Partner Lead

Vibrant Neighborhoods Partnership

Crafting the Recipe

A breakdown of how to bring it together.

Review: Adding in Community Partners

Identify any additional partners
(Consult group or conveners)

Step 1: Identify
Community Partners
Master Sheet

Step 2: Organize
Vertical and
geographic area

Step 3: Challenge!
Community partners
(thickener) and key
neighbors (seasoning)
collaborate and seek
resources (liquid)

Step 4: Replicate
Similar community
partners/different
neighbors tweak the
recipe for a different
neighborhood

Review: Types of Partners and Neighbors

Neighbors:
Organize
and engage

Level 1:
Core
(4-5 People)

Level 2:
Champions
(5-10 People)

Level 3:
Volunteers
(15-20 People)

Level A:
Hyperlocal

Level B:
Priority

Level C:
External

Community Partners:
Bring Skills
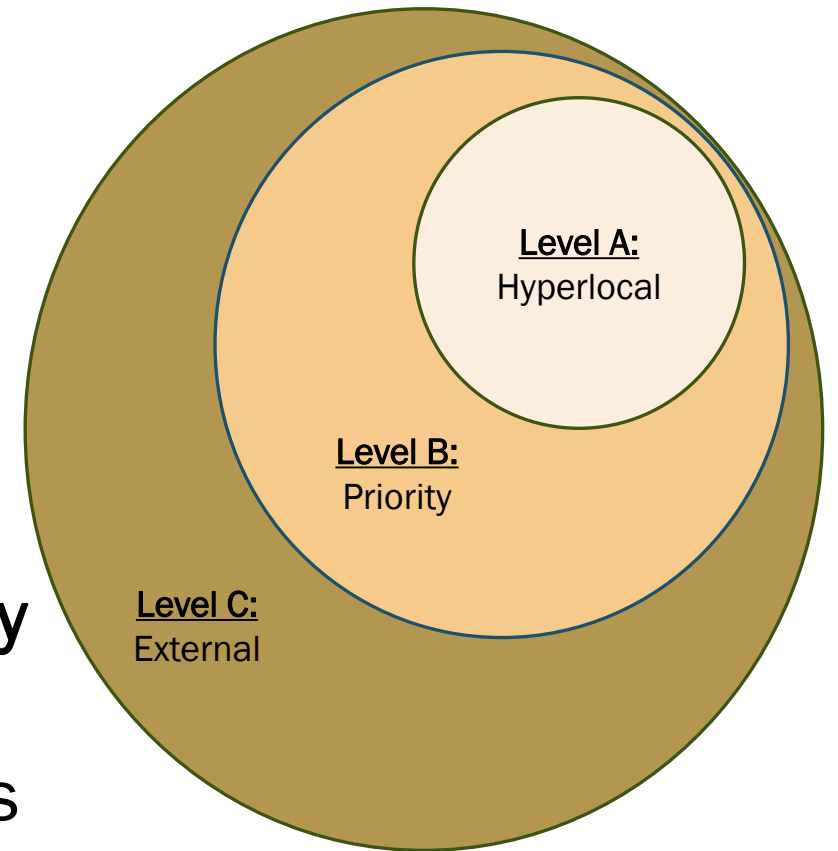
The Types of Neighbors Involved in VNP Neighborhood Work

Level 1:
Core
(4-5 People)

Level 2:
Champions
(5-10 People)

Level 3:
Volunteers
(15-20 People)
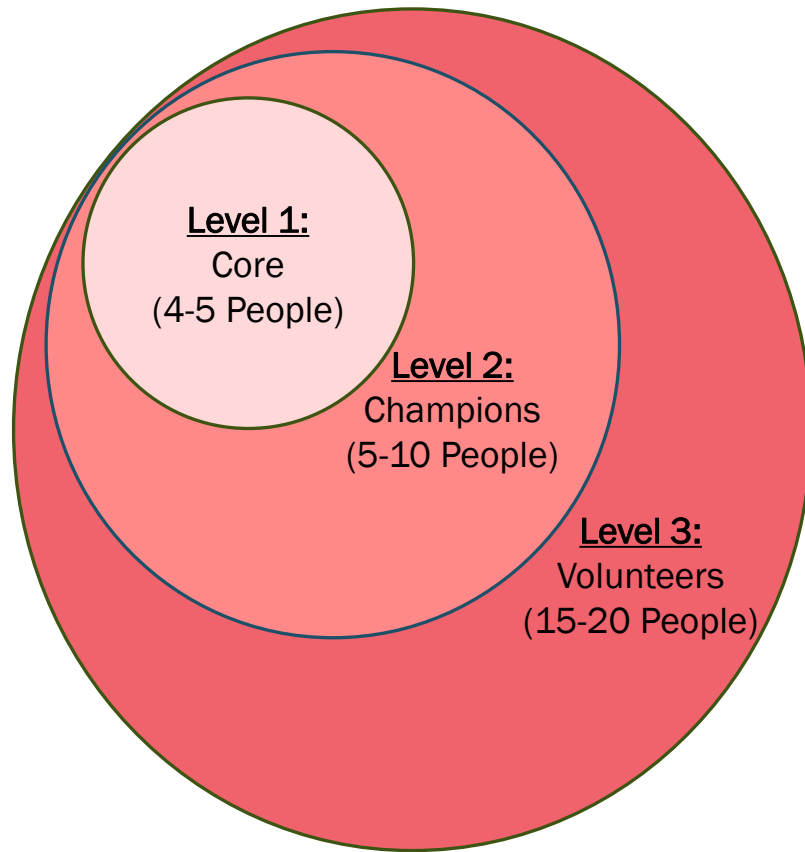
Level 1: Core
- Usually neighborhood officers, but also anyone else actively doing work
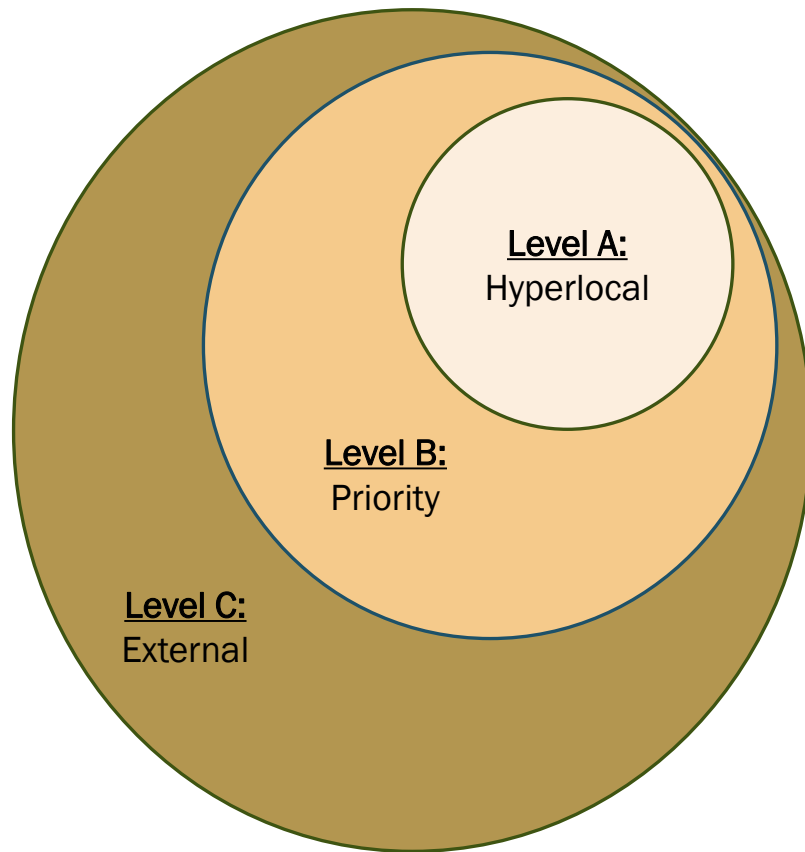- Do most of the organizing work

Level 2: Involved
- Usually involved at neighborhood events as volunteers

Level 3: Informed
- People that consistently stay informed on neighborhood news, but may volunteer or work only occasionally

The Types of Community Partners per VNP Neighborhood

Level A: Hyperlocal
- Organizations located within the neighborhood (e.g., churches, social services, community development orgs)

Level B: Priority
- Has some reason to prioritize the area despite being headquartered outside of it (e.g., health disparities in North Tulsa -> St. John Ascension)

Level C: External
- All organizations that operate in City of Tulsa. May not have a specific reason to serve a specific area, but still provides a service (e.g., 36 Degrees North business resources)

Level A:
Hyperlocal

Level B:
Priority

Level C:
External

The Neighborhood Culture Shift

What does it mean for revitalization to be "Neighbor Driven?"

The Roles of Neighbor Involvement

Level 1:
Core
(4-5 People)

Level 2:
Champions
(5-10 People)

Level 3:
Volunteers
(15-20 People)
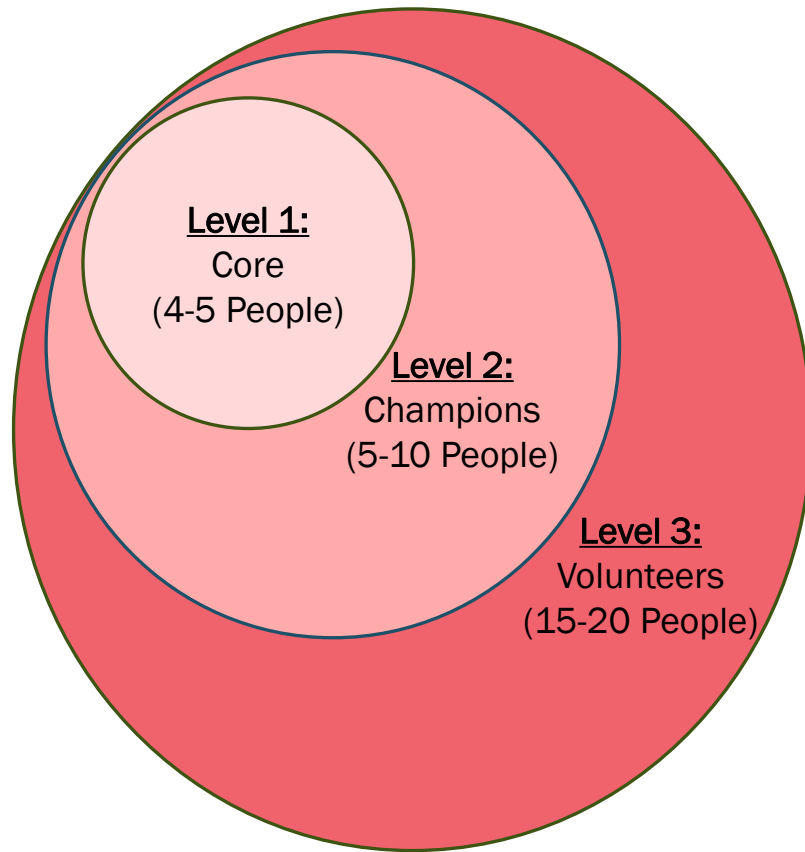
- **Level 1 Neighbors (Core):**
  - Organizing project leaders (Level 2 Neighbors) and the association as a whole
  - Minimize the amount of projects they lead to avoid burnout

- **Level 2 Neighbors (Champions)**
  - Lead projects
  - *A neighborhood should aim to have as many Neighborhood Champions as possible*

- **Level 3 Neighbors (Volunteers)**
  - Informed but not contributing substantially yet
  - *A neighborhood should strive to turn as many Volunteers into Champions as possible*

- **Champions will naturally become Core through enough experience*

Crowning Neighborhood Champions

Level 1:
Core
(4-5 People)

Level 2:
Champions
(5-10 People)

Level 3:
Volunteers
(15-20 People)
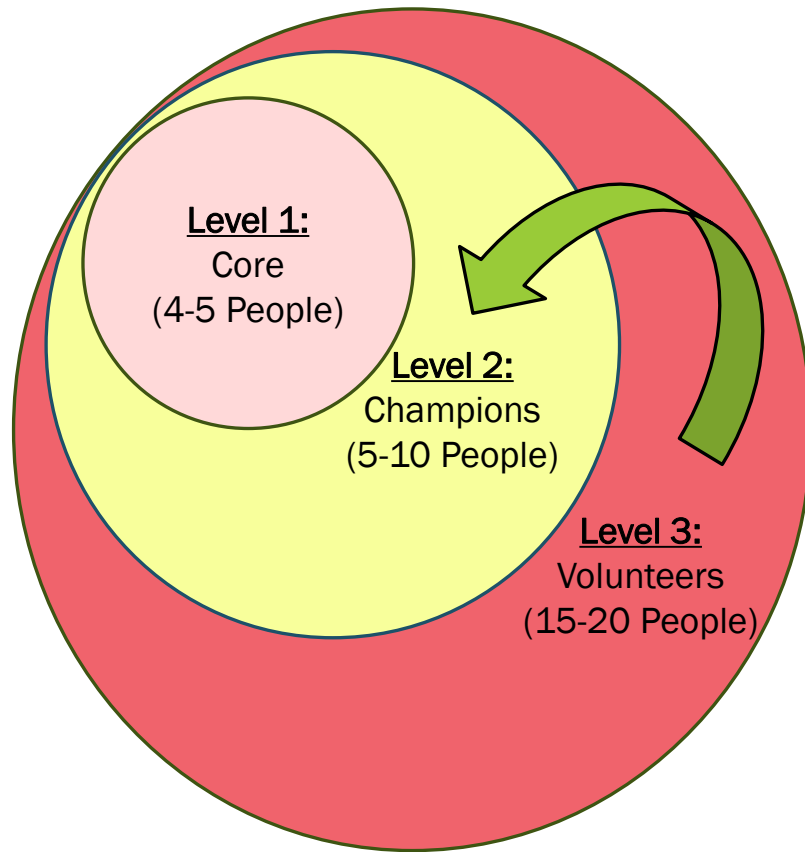
- **Method 1: Neighborhood Academy**
  - When developed – enhancing skills or leadership ability

- **Method 2: City of Tulsa Authorities, Boards, and Commissions**
  - Very high commitment – but valuable experience

- **Method 3: Assigning Projects through VNP**
  - Public resource oriented projects

- **Method 4: External Community Partner Trainings**
  - E.g., Up with Trees Citizen Forester trainings
  - *More community partners should do these – increases commitment to both your organization and the neighborhood too*

- **Method 5: Assigning Projects through Community Partners**
  - <mark>This requires a culture shift</mark>
  - Partners to shift focus from engaging Core or engaging opinions from Volunteers – to working alongside Champions
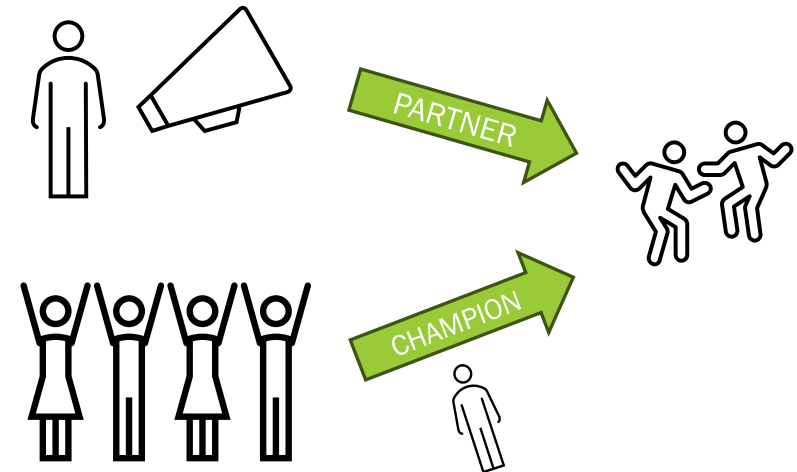
The Neighborhood Meeting Culture Shift

Traditional Neighborhood Meeting:
Authorities/partners give updates and residents ask questions
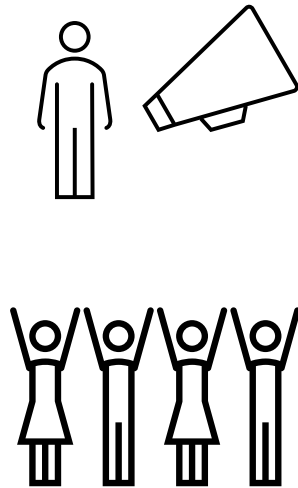
"The Recipe" Meeting:
Authorities/partners give updates, work with neighborhood for consensus on improvements, AND designate a CHAMPION to co-design and facilitate the solution

PARTNER

CHAMPION

The Neighborhood Meeting Culture Shift: Committees

If more support needed, neighborhood adds more champions with different skills through the project...

And this forms a **Committee!**
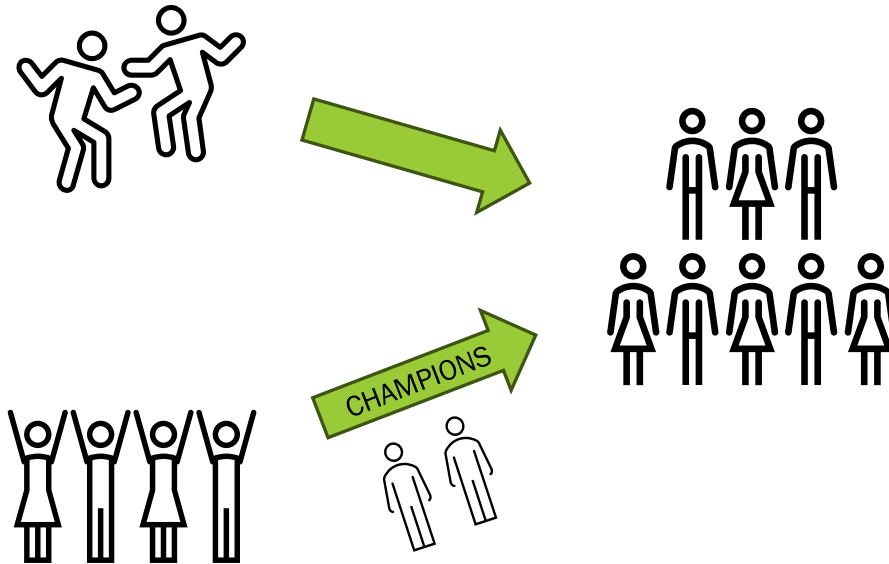
CHAMPIONS

The Neighborhood Culture Shift: Recommendations

- **Principle 1: At the end of neighborhood meetings, designate 1-2 Champions to stay in contact with**
  - Champion should preferably not be someone in the Core
  - Cc the Core in emails to keep them informed, but not responsible
  - Overall project vision can be designated by the neighborhood during meeting, but the Champion does the work
  - If additional champions needed – this organically creates *committees*.

- **Principle 2: Collaborate with the Champion for co-design and facilitation**
  - Engage the Champion through additional meetings, emails, phone calls
  - Have them DO things – schedule a meeting room or a park, research best practices, or re-engage the neighborhood for further ideas

- **Principle 3: Have a deliverable**
  - Don't just engage for opinions – that makes people feel like getting broken promises
  - Deliver something tangible – a new policy, a specific project, a commitment – and share it back!
  - Have the Champion be part of creating this deliverable

- **Principle 4: Proactively reach out to neighbors/neighborhoods**
 - Introduce yourself and tell them that you're here for them – helps them get started!

Adaptive Leadership

What does it mean to be a leader in neighborhood work?

Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE TOWARD CHALLENGE	BEING RIGHT	BEING CURIOUS

-Values
-Loyalties
-Losses
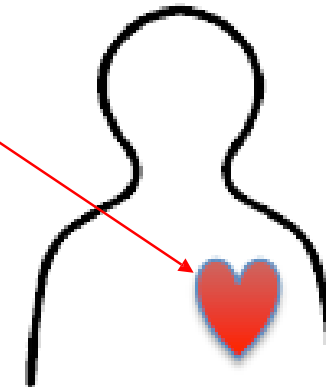
From: Charles Page presentation by Christianna Loza, Leadership Tulsa
Source: Kansas Leadership Center

Leadership Principles

1. Leadership is an activity, not a position.

2. Anyone can lead, anytime, anywhere.

3. It starts with you and must engage others.

4. Your purpose must be clear.

5. It's risky.

From: Charles Page presentation by Christianna Loza, Leadership Tulsa
Source: Kansas Leadership Center

Adaptive Leadership in the Mother Sauce Model

1. Creating the Mother Sauce, while having technical elements, is ultimately an adaptive leadership exercise.

2. Seek leaders who embrace curiosity, and through the right supports, they can be as skilled as any technical leader.

3. Shift mindsets to empower and believe in the ordinary resident – build Champions through experience.

4. Embrace ambiguity, but don't forget to have a strategy, work consistently, and adapt accordingly.

Now, Get Cooking!