



# SHAKER HEIGHTS

## Memorandum

To: City Council Members

From: Colin Compton, Neighborhood and Housing Specialist, Economic Development

cc: Mayor David E. Weiss  
Chief Administrative Officer Jeri E. Chaikin  
Economic Development Director, Laura E. Englehart

Date: January 24, 2022

Re: Request to contract with Kay Coaching for 2022 Community Network Building work

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The Economic Development Department requests approval to enter into a contract with Kay Coaching in the amount of \$65,000 to provide Community Network Building learning and support services during the period of January 1, 2022 through December 31, 2022.

This memo provides: (1) brief background and progress indicators on our neighborhood engagement work in Moreland (2) an overview of and takeaways from our 2021 long-term planning process, (3) our proposed direction for network building work in 2022, and (4) resident narrative on the impact of this work.

### I. **Background: Neighborhood Engagement in Moreland**

Since September 2015, the City has conducted Community Network Building work in the Moreland neighborhood to better connect residents to their neighbors, build on neighborhood assets, and support resident-led projects and ideas. At that time, Kay Coaching was selected through an RFP process. The Economic Development Department took on management of neighborhood engagement work in 2017 and has contracted with Kay Coaching annually to assist with management of this work. We propose continuing and shifting our work with Kay Coaching in 2022 in response to a network that continues to grow and that we wish to maintain long-term.

### **Progress Indicators**

Below is a snapshot of overall network progress that we have documented since 2017. A detailed summary of network progress in 2021 is included in the slide presentation that accompanied this memo.

#### **Since 2017:**

- **The Moreland network continues to grow in size.** From a list of 79 Moreland residents in 2017, we now have contact information for over 234 Moreland residents (an increase of 196%) This represents residents who have attended events, conversations, and gatherings and who now receive regular updates on what's happening in the neighborhood and how they can participate.
- **The network continues to grow in complexity,** from a small group of resident stewards focused primarily on Neighbor Night to a robust group of resident stewards at deeper levels of involvement in Moreland and beyond. In 2022 alone, there were approximately 221 individual Moreland network gatherings (an average of about 18 gatherings per month).
- **Moreland residents' perception of and pride in their neighborhood has changed,** as evidenced by the resident testimonials we continue to document (see addendum).

- **Outsiders' perceptions of Moreland are changing** as a result of the vibrancy and storytelling unleashed by this work and evident through community events and written features.
- **The neighborhood is more resilient**, most strongly evidenced by the network's continued reaction to the COVID-19 pandemic. Using the foundation of relationships built through this work, Moreland residents have stayed connected, provided mutual support and resources during isolation, and even brought new neighbors into the network.
- **New and different relationships are being developed between residents and staff throughout the City** through ongoing and expanding touch points with City departments, proactive and collaborative work to respond to and support residents ideas and concerns, new resident-City conversation spaces, and much more.
- **The City has begun to shift its processes to be more people-centered** by beginning to integrate principles and practices of Community Network Building (for example in the Moreland traffic calming planning), by developing new and more equitable conversation spaces between residents and the City, and more.

## II. 2021 Long-Term Planning Process overview

In January 2022, we began a year-long process to reflect on and plan for the future of Community Network Building work in Moreland and in Shaker. This was, first and foremost, about ensuring sustainability and longevity in Moreland before considering if, how, when, and why we might expand the work.

This process sought to address sustainability of the work, how we're supporting and staffing the work, and how we respond to continued growth of the work. I provided updates on this planning process at both the October and December Neighborhood Revitalization and Development Committee meetings.

The 2021 long-term process provided a period of both reflection and proactive planning. Whereas in previous years when City staff time and energy was singularly focused on reacting to and maintaining the network as-is, the long-term planning process provided staff the opportunity to consider, research, and have discussions regarding the network farther ahead in the future. This surfaced a number of opportunities and challenges that must be addressed beginning in 2022. These were highlighted in my December 2021 memo to this committee.

In 2022, in addition to maintaining support of Moreland resident ideas and concerns, we will begin to shift and grow how we staff and support this work in response to these opportunities and challenges. The most primary of these shifts are reallocating network duties and growing the number of people throughout the community supporting network building in Moreland and in Shaker.

Since the inception of our partnership with Kay Coaching, their time under our contracts has included both high-level network coaching and guidance as well as day-to-day logistical and maintenance support of the network. Over time, as the size of the network has grown, both these areas of work have grown as well. In 2022, we will begin taking steps to address the growing need by using Kay Coaching in the areas where their expertise is most needed and building new support for those ongoing network maintenance tasks that may be better suited for others in order to achieve a more sustainable working structure moving forward.

Elements of these shifts and growth include:

- Expanding learning opportunities relative to network building, including beyond just Moreland residents
- Expanding, augmenting, and aligning support of network building throughout the community
- Using Kay Coaching in the areas where their expertise is most needed
- Growing capacity of both residents and City and institutional staff to maintain the network

### **III. Neighborhood Engagement in 2022**

In addition to shifting and growing network support as described above, in 2022 we heard that residents:

- Want to spend time on:
  - o Meeting and involving more neighbors
  - o Having more opportunities to connect with neighbors
  - o Deepening their learning relative to network building
- Are curious about how to involve additional partners and supporters in the work
- Want to have an increased role in maintaining and even pursuing funding for the work in order to rely less solely on City financial support
- Are committed, now and into the future, to sustaining this work

#### **Approach**

We are at a place of transition and growth for network building in Moreland and in Shaker. In 2022, we plan to shift and grow how we do this work day-to-day in order to both maintain network support and momentum and grow the number of people supporting this work and the ways in which they are doing so.

In aid of this approach in 2022, Kay Coaching's time will be focused primarily on where their value is best added: high-level network coaching and guidance on the philosophy and practices of Community Network Building. This guidance will come in the form of cohort-based learning teams that will meet over the course of the year to build their capacity to assist in maintaining this work long-term. We have the direct intention to invite both Moreland residents and City, institutional, and nonprofit staff throughout Shaker Heights to participate. We recently began to set the stage to move in this direction with early discussions in our Shaker Engagement Collaborative meetings. Participants in the learning teams will take part in learning and discussion and receive the grounding and skills needed to continue maintaining and growing this work day-to-day. Simultaneously, residents and institutional representatives will be provided with the continued opportunity to forge and deepen the relationships needed to sustain this work long-term.

In aid of this approach, City staff will take on more day-to-day network maintenance, assist in identifying and working with residents to determine the network maintenance tasks they can take on, spend time connecting City and institutional partners into these learning opportunities, grow cross-institutional alignment around the work, and more.

#### **IV. Recommendation**

Staff recommends that the City contract with Kay Coaching in 2022 in aid of our work to sustain and grow Community Network Building work long-term in Moreland and in Shaker, as described above.

Since 2017, the Economic Development Department has executed four twelve month contracts with Kay Coaching that have ranged from \$55,000 to \$65,000 annually.

The Economic Development Department requests approval to enter into a contract with Kay Coaching in the amount of \$65,000 to provide Community Network Building learning and support services from January 1, 2022 through December 31, 2022. This cost been allocated for in Economic Development's neighborhood engagement budget. This item is requested on first reading and as an emergency in order to allow our work to continue uninterrupted.

The Neighborhood and Economic Development Committee discussed this recommendation as well as a year-end report of network progress at their January 12 meeting and voted in favor of recommending a contract to City Council. Two committee members, both of whom are Moreland residents, expressed their

excitement in this direction for network building and in the value of ongoing relationship-building among not just Moreland residents, but also between residents and staff.

The Finance Committee discussed this request at their January 18 meeting and voted unanimously to recommend the request to Council. Discussion at that time included the potential structural forms for continued support of this work that were discussed as part of the 2021 planning process and about what non-narrative data points are being explored as further documentation of this work's impact and what partnerships may be needed to successfully identify and gather that data.

### Addendum: Resident Narrative

Below are two examples of discussion prompts and subsequent resident narrative responses from the 2021 long-term planning process. For the sake of brevity, only a portion of this narrative is included herein.

#### I. Network Impact

**Prompt:** In your words, what would you like the City to hear about how Community Network Building work impacts you and your neighborhood?

- **C:** *...This has been an encouragement as a long-time resident. To be among other residents, to participate in what's going on. But also, I'm looking around and seeing the difference it's making [in the neighborhood]. Flower gardens, lawns, houses. Everything else is being improved. I even see improvements in the mannerisms of kids [in the neighborhood].*
- **M:** *The City needs to hear that it's definitely of value. Quite frankly, I think it's completely indispensable. How would we have survived everything shutting down due to COVID without the foundation of connections to stand on? Without the work we had done prior, we would have been isolated.*
- **D:** *What I think about is post-foreclosure crisis and how it impacted Moreland and how I perceived the neighborhood differently at that time. What the City knows is that time has moved on and because of this network, our commitments and pride in our community has been re-energized. It was not always there. Our work with the City on traffic calming have been very productive and we will see the outcome of that. It has enhanced our communication with the City in certain ways.*
- **R:** *The network is working. We're learning a lot and have learned a lot. There's a lot more to learn. We just keep growing and learning at the same time. We still need it. There's lot more work to be done.*
- **S:** *This work has helped me connect with other networks. A few years ago, I posed a question about the history of Moreland. From there, it grew to include work with the Library and Historical Society. This year, I saw SHS was doing a tour in Moreland. Due to my work in the neighborhood, I called them to ask for more information and then was asked to be the tour guide. I don't know if I would have done without this work.*
- **M:** *This community, this gathering of people we've established is extremely important to me. It's a way for me to get to know my neighbors, to know what's important to them, for them to know what's important to me. ...It gives me the opportunity to share information that's not always being fully communicated to the community. I want and need my Moreland neighbors to really know about the things going on.*
- **M:** *One of the things that has impacted me the most is what we're able to get done without the usual "politics." It doesn't take that long to do things if you have a group of people who want to get things done. There are a lot of people in Moreland who want to get things done and are willing to do the work. That's very important for Council to hear: there are people willing to do the work. [For example,] sometimes you look at the condition of some housing and you assume people don't want to do the work [to fix it]. That's not it. You haven't talked to the people. The work's not getting done because you have long-term residents who don't have the resources. We're learning more about one another [through this work]. There's a larger level of empathy and consideration that's happening. People are welcome here. Our arms are open to welcome new people.*
- **I:** *The increased sense of pride in the community. Every one of us who participates in any action to improve community conditions is seen by all of our neighbors. Not all our neighbors can be physically involved, but they watch and pay attention. I've noticed it. You drive down our street in the summer and the lawns are manicured, there are flowers out there. People take pride in their homes. They are paying attention because we've passed out information on meetings, events, etc. People may not be able to get involved, but it changes how they participate as neighbors. Most important: the City has been brought to the table and they are involved in continuing to do what we need to do. We appreciate them and their support.*

- **I:** *There are countless little things. The sunflower patch [at Hildana Park, for example]. These make this a homey neighborhood. There's a lot going on and people are paying attention and appreciate it. It takes time. The City needs to know this is a work in progress and we're committed.*

## **II. Network Visioning**

**Prompt:** Picture the Moreland network and neighborhood in 3 years: What does it look and feel like? What's happening? What has been a major accomplishment of the network?

- **M:** *Being more proactive to get things done. More in your face. Some superstars just emerged and we know them more intimately [in the future].*
- **M:** *Moreland as a national model. We have all the elements in place and people are asking us "how did you do that?"*
- **V:** *A place that's inviting and exciting. Not just a place to visit, but a place you want to be... A place to live and a place to grow. To do more than just survive, but to thrive.*
- **V:** *[I would like] each entry to Moreland from Cleveland and other areas of Shaker having a "welcome mat" letting you know you entered Shaker or Moreland and a "we'll miss you" sign when you're leaving. Let people know they've entered an extraordinary area that they want to protect and respect.*
- **C:** *Moreland area has a sustainable livelihood and has access to more cultural activities, healthcare, commercial businesses, etc. And have them give us what the neighborhood needs; to [have businesses] that are about meeting our needs as a community, not about just making money.*
- **V:** *It looks neighborly. It looks diverse. There are teenagers and middle schoolers playing and gathering and interacting on the streets in fun ways. It looks warm. It looks cared for. It's protected and respected.*
- **V:** *Moreland residents being considered leaders in Shaker overall. Moreland as a neighborhood where you can draw on leadership.*
- **V:** *Major accomplishment down the road t: there is a Moreland resident as Mayor of Shaker Heights!*
- **D:** *To keep work going in Moreland, but also branch out. Like a train: you hook up onto other neighborhoods.*
- **P:** *The types of housing will change and is already changing. More apartments and apartment areas for seniors, condos, townhouses, etc. Families moving in, but that we still have single people moving into the neighborhood. New thing: once a year, all-City meet-and-greet so people from different areas can meet one another, form connections, and have fun.*
- **I:** *A thriving commercial district. Chagrin and Lee filled with successful, thriving businesses. A vibrant community where people want to buy a house in and get told there's a waiting list. People walking their dogs and not feel fearful. People walking and talking to neighbors. That's my vision and I think it's going to happen. It may come sooner than we think.*

ORDINANCE NO.

BY:

Authorizing a personal consultant services agreement with Kay Coaching, LLC for professional community engagement and capacity building to continue the City's neighborhood engagement work for the period January 1, 2022 through December 31, 2022, in a total amount not to exceed \$65,000, and declaring an emergency.

WHEREAS, the City entered into an agreement on September 1, 2015, with Kay Coaching, LLC (Kay Coaching) to provide a community engagement and capacity building program; and

WHEREAS, since September 2015, the City has conducted neighborhood engagement work within the Moreland neighborhood in order to better connect residents, build on the neighborhood assets, and support resident-led projects and initiatives and Kay Coaching has helped to facilitate the neighborhood engagement work in the Moreland area; and

WHEREAS, the City wishes to maintain its commitment to the neighborhood engagement initiative and build on the success already achieved in the Moreland neighborhood; and

WHEREAS, this Council has determined that the City should enter into a personal services contract for the period January 1, 2022 through December 31, 2022 with said consultant in an amount not to exceed SIXTY-FIVE THOUSAND DOLLARS (\$65,000).

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Shaker Heights, State of Ohio:

Section 1. Pursuant to Section 141.03 of the Codified Ordinances, the Mayor is hereby authorized to enter into a personal services consultant agreement with Kay Coaching, LLC, for professional community engagement and capacity building to continue neighborhood engagement work for the City for the period January 1, 2022 through December 31, 2022, in the total amount not to exceed SIXTY-FIVE THOUSAND DOLLARS (\$65,000). Said agreement shall be in the form as approved by the Director of Law.

Section 2. This ordinance is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health, safety and welfare for the reason that it is necessary in the current operation of the City and further, so that the contract can be entered into as soon as possible to continue the neighborhood engagement work that is ongoing and, therefore, this ordinance shall take effect immediately upon its enactment and approval by the Mayor.

Enacted

Approved this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

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DAVID E. WEISS, Mayor

Attest:

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JERI E. CHAIKIN  
Clerk of Council  
coun22/0120kaycoaching