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STRATEGIC SUSTAINMENT REPORT: NOURISING POWER NETWORK

SUBMITTED BY DR. IVORY J. SIMMS



**CASE WESTERN RESERVE
UNIVERSITY**
Mary Ann Swetland Center
for Environmental Health

Table of Contents

Strategic Executive Summary	2
Recommendations	3
Sustainment Timelines	6
Addendum 1	8
Listening Session 1 & 2 Feedback Report.....	8
Feedback Summary	10
Listening Session Raw Notes	14
Glossary of Terms.....	23
Graphs	23
Addendum 2	27
Group Action Planning Report	27
Feedback Summary	28
Group Planning Session Raw Notes	30



NPN Strategic Sustainment Recommendations

Strategic Executive Summary

On October 16, 2024, the Nourishing Power Network submitted a request for a proposal (RFP) for a consultant to develop a 12-month strategic plan to support its targeted and tailored networking approach to grow momentum for Nutrition Zones in Cuyahoga County. This includes recommendations for the \$35,500 sustainment budget (the original sustainment funding amount, which has now increased to \$38,500). The scope of work focused on the following deliverables:

Deliverable 1: Inform Stage

- Facilitate at least 2 listening and feedback sessions with members of Nourishing Power Network (NPN) to prioritize actions for the strategic plan.

Deliverable 2: Action Plan

- Develop a detailed and actionable 12-month strategic plan for Nourishing Power Network (NPN) on implementing targeted and tailored networking events to grow momentum for Nutrition Zones (NZ) in Cuyahoga County.

Deliverable 3: Sustainability Recommendations

- Identify potential funders to sustain the networking approach beyond June 2026
- Explore shared leadership model to sustain networking approach by leveraging existing resources

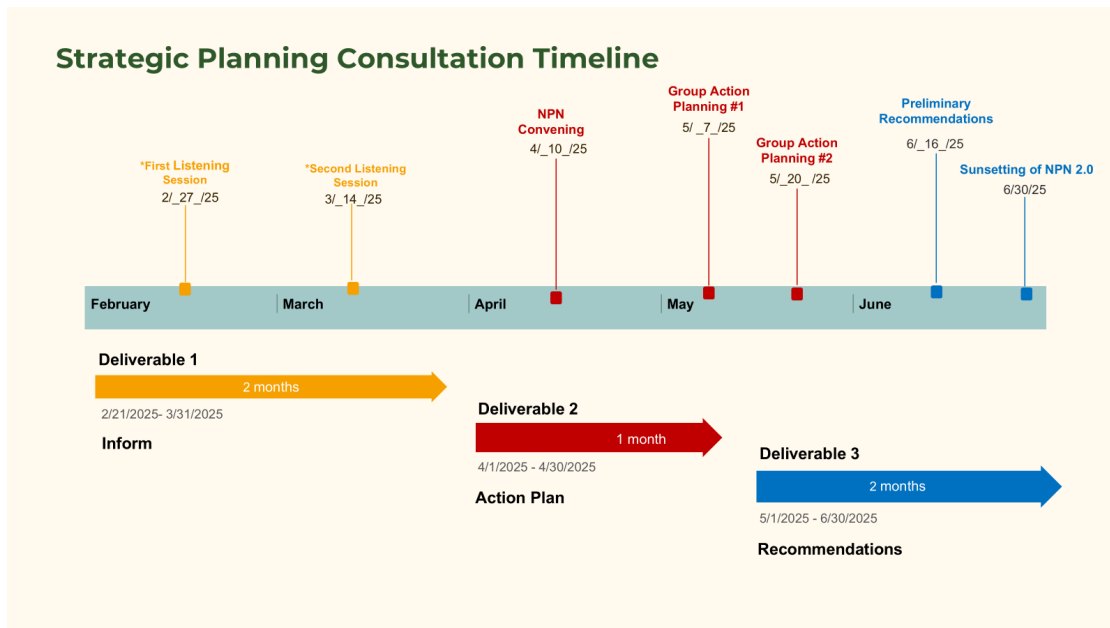
Consultation:

Dr. Ivory Simms served as the strategic planning consultant for this work. The following activities were facilitated to develop the sustainment recommendations. The timeline for work accomplished is summarized below.

- Listening Sessions (2)
- Convening (1)

- Group Action Planning Sessions (2)

Strategic Planning Consultation Timeline



Recommendations

The following are key themes discussed during the sustinment sessions:

- Leadership Model
- Networking
- Coordination Support
- Funding & Partnerships

<p>Leadership Model</p> <p>Proposed Budget: \$10,000 to \$16,000</p>	<p>Principles</p> <p>Combination of Circular, Collaborative and Collective Impact leadership practices (see addendum 1 page 26 for definition of models).</p> <p>Bylaws: The group should establish bylaws that clearly define and encompass the following tenants:</p> <ul style="list-style-type: none"> • Shared vision for local systems changes
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	<ul style="list-style-type: none"> • Group norms and respect for different opinions • Group ownership of resources • Adaptability of commitment <p>Formation: 5-8 Leadership Team Members Service 12 months</p> <ul style="list-style-type: none"> • Stipend \$2,000 each per year • Meetings: Leadership (monthly) General Membership (monthly) <p>Subgroups: (3 total) Relationship building, Skill building, Policy building</p> <ul style="list-style-type: none"> • Vote for a liaison or champion for each subgroup from the general NPN membership
<p>Networking</p> <p>Proposed Budget: \$4,800</p>	<p>Purpose</p> <p>To develop support and momentum for Nutrition Zones in Cuyahoga County</p> <p>Formation: Curate 12 events (6 in-person 6 virtual)</p> <ul style="list-style-type: none"> • Cost: \$800 (for each in-person event) this includes catering, supplies, etc. • Series 4: Relationship building, Skill building, Policy building, Wellness <ul style="list-style-type: none"> ○ 3 specific themes for each of the series ○ Vote on topics that are authentic to NPN <p>Host: Rotate responsibility amongst NPN subject matter experts and voted liaison.</p>

	<ul style="list-style-type: none"> • Partnership: to expand participation co-host with a partnership organization, i.e. Food Policy Coalition
Coordination Support Proposed Budget: Negotiate fee with selected organization	Purpose To provide part-time advisory support as needed around activities during the 12-month plan sustainment plan Organizations: Neighborhood Connections and/or FARE <ul style="list-style-type: none"> • Manage NPN resource library • Manage shared storage platform of branding resources: <ul style="list-style-type: none"> ○ Marketing materials ○ NPN logo ○ Multimedia
Funding & Partnerships	Potential Funders Equitable Food Oriented Development Fund (EFOD). Living model of community-controlled financing in food systems. <ul style="list-style-type: none"> • Fund has been instrumental in transferring more than \$8.3 million into 40 grassroots organizations. • EFOD Playbook Potential Partnerships Key partners to engage are the following listed below: <ul style="list-style-type: none"> • Soil in Cleveland, Hawken Mastery, Food Recovery Group, Oberlin Food Hub, Good Food Zones, Food Policy Coalition

Sustainment Timelines

The following is a proposed 12-month plan to assist with coordination and support for delivering sustainment goals:

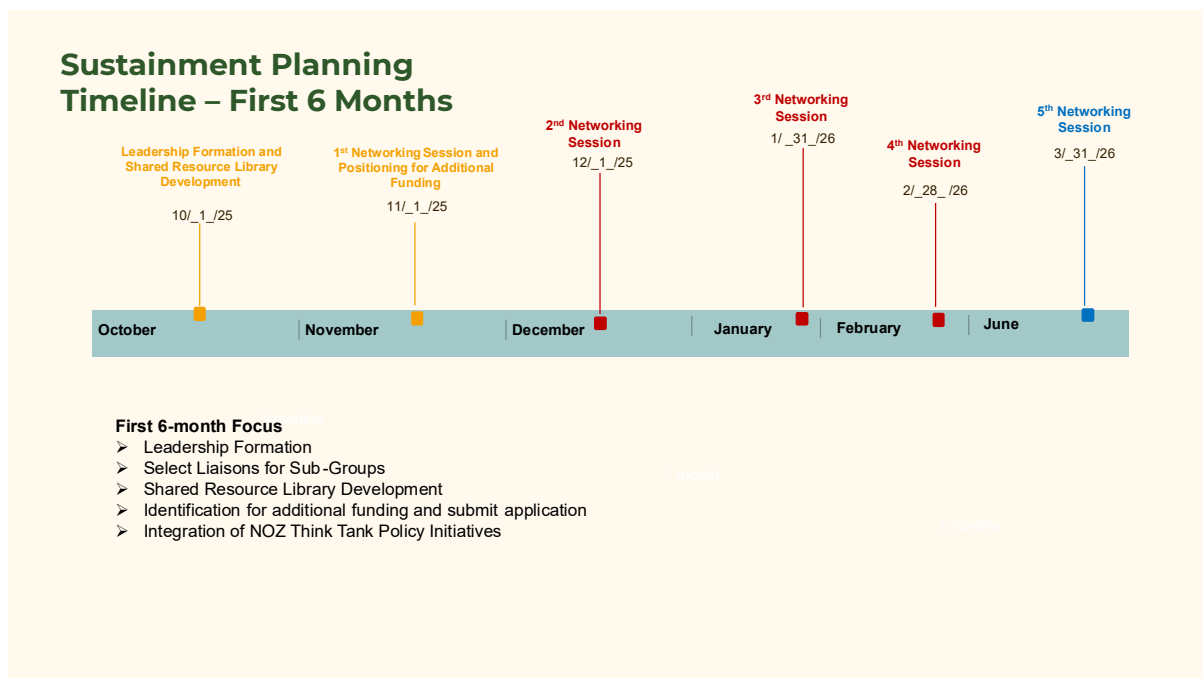
First 6 Months

- Leadership formation and shared resource library development
- 1st Networking session and positioning for additional funding
- Host 4 additional networking sessions

Focus

- Leadership Formation
- Select Liaisons for Sub-Groups
- Shared Resource Library Development
- Identification for additional funding and submit application
- Integration of NZ Think Tank Policy Initiatives

Sustainment Planning Timeline: First 6 Months



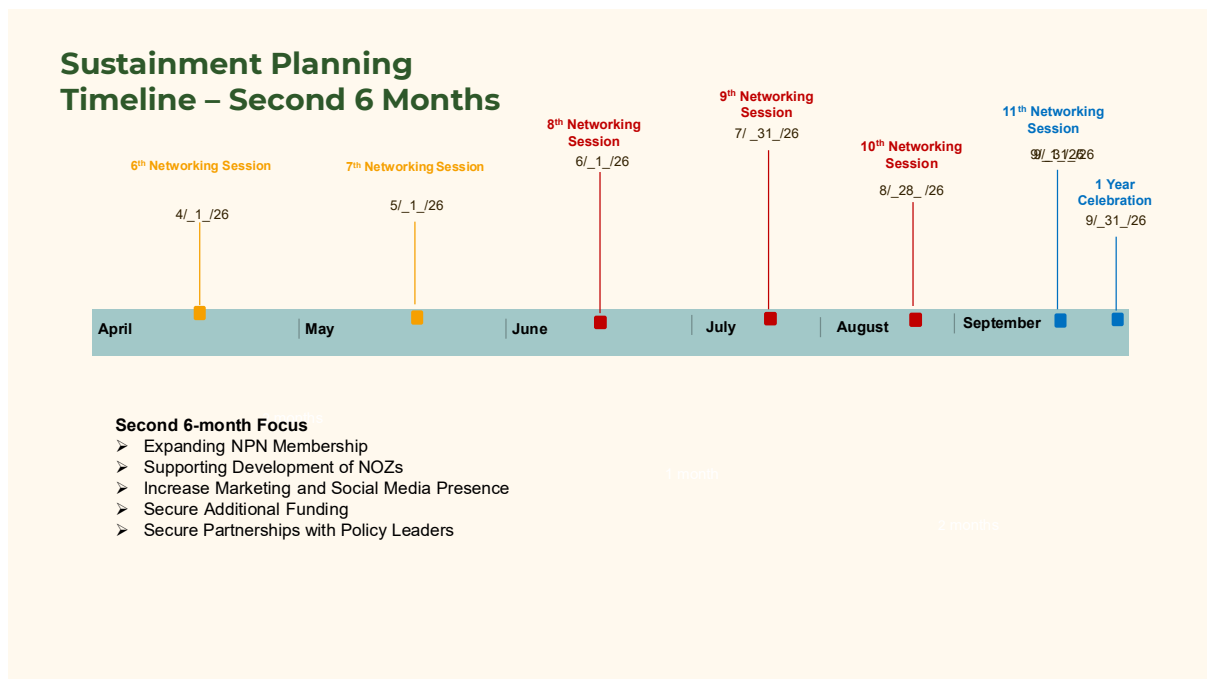
Second 6 Months

- Host 6 additional networking sessions
- Celebrate 1 year of success

Focus

- Expanding NPN Membership
- Supporting Development of NZs
- Increase Marketing and Social Media Presence
- Secure Additional Funding
- Secure Partnerships with Policy Leaders

Sustainment Planning Timeline: Second 6 Months



Addendum 1

Listening Session 1 & 2 Feedback Report



NPN Listening Sessions

Feedback Report

Listening sessions occurred: February 27, 2025 with NPN Leadership Team, Advisory Council 2.0 and the NZ Think Tank Planning Team and March 14, 2025 with members from NPN 1.0 and 2.0

Report Date: April 10th , 2025

On February 27th, 2025 and March 14th, 2025, listening sessions were held with the Nourishing Power Network (NPN) leadership team, advisory council, and participants from 1.0 and 2.0 to solicit feedback on the form and function of NPN beyond its initial launch from July 2022 to June 2025. The listening sessions consisted of a brief presentation from Dr. Ivory Simms on the purpose of the session followed by facilitated discussion among participants.

Presentation:

Dr. Ivory Simms presented about the purpose of strategic planning and the transition phase of NPN, including:

- Aspirations for NPN beyond June 2025
- Strategic Planning Deliverables
- Strategic Planning Timeline

Questions Asked:

Participants discussed the following questions during the facilitated discussion:

Secret Sauce:

- What unique assets does NPN bring to achieve its transformational proposition?
- What is the distinct advantage of NPN in the local food ecosystem in Greater Cleveland?

Leadership Model:

- What type of leadership model will best support the next phase of NPN?
- Who are the key players to have on the leadership team during NPN's transition phase?
- What unique role does each player offer to NPN?
- What resources are needed to make this leadership model work?
 - E.g. are they voluntary, do they require stipends, is anyone paid staff?

Networking & Outreach:

- What networking events might support NPN's transformation proposition following the Think Tank event in June?
 - These events would take place July 2025 through June 2026.
- What do we hope to accomplish from these networking events?
 - Who do we hope to engage?
- Who should be responsible for organizing the events, including scheduling, coordination, marketing, set up, follow up, etc.?

Marketing & Communications:

- How should the branding of NPN be managed?
- Who should manage the ownership of branding?
- Who is responsible for managing marketing and communications of NPN?

Funding & Partnerships:

- What is the best use of these funds to support:
 - General coordination
 - Community engagement
 - Networking
 - Communications

- Future strategic planning and grant writing
- How can we maximize the \$40k by linking it with other resources? Such as:
 - Volunteer support
 - Other grants or projects
 - Other programming or initiatives
 - Anything else

Final Thoughts - Round Robin:

- Imagine it is June 2026 and someone asks you “what has NPN been up to lately,” what is one thing you hope you could say?

Feedback Summary

The following boxes discuss summary points from the feedback received during guided discussion. The left column of the table contains identified themes while the right column contains subthemes (numbered 1, 2, 3, etc.) as well as specific examples of or talking points from these subthemes (bullet points). Points that were emphasized by **multiple participants throughout conversation have been bolded**. The raw data is available below. It is important to consider some voices may be less represented in the group, yet their insights are critically important as we seek to envision the future of NPN.

Importance of Collaboration	<ol style="list-style-type: none"> 1. Bringing together individuals from very different sectors <ul style="list-style-type: none"> • Benefits of being connected to a research institution • Everyone has a common goal: bettering the community • Strong network to share information/resources/new ideas • Connections will continue outside of the program • NP offers an aerial view of work in Cleveland • We have more power together 2. Fluidity/adaptability of NPN <ul style="list-style-type: none"> • Collaborators can come and go • Aims/actions are being adapted as we learn from our work
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	<ul style="list-style-type: none"> • Even with discourse/disagreement, we stick together • We are going to keep doing the work whether Case is here or not <ol style="list-style-type: none"> 3. Circular/Cooperative Leadership Model <ul style="list-style-type: none"> • Important to have the right environment for building trust • Everyone should be contributing equitably—top-down leadership won't work • Communal sharing of marketing/communications/branding—CWRU currently holds all of this 4. Disconnect between leadership and 1.0/2.0 <ul style="list-style-type: none"> • If we can't be in the same room for these listening sessions, are we really on the same team? • NP is a waste of time if leadership is just going to do what they want, need to collaborate on decision making more • NP/Swetland/Case has been steamrolling all of NP and will continue to do that
Mechanisms of Outreach	<ol style="list-style-type: none"> 1. Office hours for the public <ul style="list-style-type: none"> • Specifically, after the think tank event in June • Virtual meeting spaces/in-person meetings/working together 2. "Focus board" to work on networking/outreach throughout the year <ul style="list-style-type: none"> • Consistent planning meetings • Some large-scale program-wide meetings to share ideas 3. Large-scale events ~once per year to expand audience <ul style="list-style-type: none"> • Establish a membership base and use these events to expand 4. Connect with existing collaborators/local names for marketing & communications <ul style="list-style-type: none"> • Arts assembly, Sheely Reeves, and Malena Grigoli were examples of potential collaborators
Distribution of Responsibilities/ Involvement	<ol style="list-style-type: none"> 1. Need to know who wants to continue working with NPN <ul style="list-style-type: none"> • Who will be responsible for arranging meetings and other logistics

	<ul style="list-style-type: none"> Recruiting new partners: Food recovery groups, AmeriCorps, Soil in Cleveland, Hawken Mastery, Oberlin Food Hub, Good Food Zones, etc. <ol style="list-style-type: none"> Need to be intentional about spending <ul style="list-style-type: none"> Money market account, potential program manager, finding additional sources of funding Establish a working board for funding—these members will need to be compensated Swetland should not have been making any decisions/driving the agenda <ul style="list-style-type: none"> Maybe NP is not the best vessel to form this coalition The power behind the work we are doing might be coming from the connection to Case, how will we sustain without it? We have to be able to leverage each other/other partnerships Does Case need to be involved after June? <ul style="list-style-type: none"> Would need to redistribute responsibilities around branding/marketing/communications Need a backbone for advising support that is not driving the agenda If Swetland completely disengages, they are not taking ownership of what they have created People heavily involved in the community should be key players Use the collective impact model <ul style="list-style-type: none"> Suggested workshop to train participants in this model Should be using a voting model to decide next steps—provide all options for a particular vote but only vote on the top 3
Long-Term Goals	<ol style="list-style-type: none"> Get more people talking about NZs <ul style="list-style-type: none"> More discussions/understanding of food access, backyard growing, etc. Move into policy work and action Richer collaborative partnerships <ul style="list-style-type: none"> Establish a resource library of knowledge for those interested Need living, breathing examples of NZs Should be investing some of the leftover funds into applying for more funding

	<ul style="list-style-type: none"> • Need to set realistic goals to ask funders/organizations to provide resources/funding • Need to be engaging state level orgs for resources and funding- example: HHS • Need to sustain our work after the 40k runs out <p>5. Think Tank event should be planned by NP participants, not just leadership</p> <ul style="list-style-type: none"> • Funders and politicians will not really be working to support us during this event <p>6. We should not be establishing NZ without firming up the ones we already established</p>
Participant Benefit	<p>1. NP created a strong network of support</p> <ul style="list-style-type: none"> • “You can call me if you’re from NP” <p>2. Move beyond collecting network mapping info into sharing resources</p> <ul style="list-style-type: none"> • One of the biggest values of NP is networking—should be sharing the info/connections from network mapping with participants <p>3. Need more intentional networking events</p> <ul style="list-style-type: none"> • More networking/participation at the beginning of NP • Plan networking events at more reasonable hours <p>4. Need to compensate those that are remaining involved</p> <ul style="list-style-type: none"> • 10-12k salary for anyone serving on the leadership team • More diversity in leadership—community leaders, Latino, etc.

Listening Session Raw Notes

Notes from Listening Session #1 (February 27th, 2025) Miro Board:

Secret Sauce:

- Creative
- Being attached to a research institution has advantages.
- Unique advantage is innovation and new ideas. Learning and adapting as we go.
- diversity of individuals and experience in the network, experience of the members
- Wisdom and lessons learned
- Multiple groups can claim benefit. It is a space where people can come and go, (fluidity).
- People outside of the network that are outside of the funding
- Different perspectives and skill sets from different levels of community. From the institutional level and community.
- Adaptable and flexible
- The network of members, community members, organizations and leaders that have influence, to push the mission forward
- Can do attitude, everyone has the best interest, community in mind. Wanting to see community flourish
- Good job at not gatekeeping information for those who need it. Freely sharing resources with people in the community.
- The shift from can do to can be. Shifted from what can to what has happened. The level of engagement in making that happen.
- Understanding roles and skills. Moved to operating in gifts. Learning from the tension-growing in that process.
- Mutual benefit opportunities and different things people are getting.
- I agree the diversity of the group life, community involvement and work experience
- Diversity of perspectives, well-funded work that add more depth and space.
- Learning environment being coupled with academia.
- Gives room for learning in theory. In practice the alignment taking place in real-time to buy into it. The institutions, others, community members.

Leadership Model:

- Reflective of different parts of the spectrum. To be able to serve different nuances. Balance of experiences and skillset.
- Someone who is doing the work- who has an NOZ established to share their knowledge.
- Consulting Model
- Rust Belt - circular and cooperative model
- Environment matters - what is the environment for leadership.
- How is the environment setup so everyone can contribute.
- Shared leadership, communal, collective, circular. Not top down- round. Very fluid
- Is it a physical space, equipment

- Value neighborhood connections leadership model. It creates depth and breadth. Everyone learns and grows.
- People will be able to build trust with the right environment.
- Someone who has a role in supporting moving deliverables for NPN 3.0
- Shared leadership model and paid project management position.
- Needs- diversity, autonomy, financial support, barrier breakers, creativity
- soldiers on the ground willing to make connections. Spreading the word of NPN.
- skillsets needed- food policy, land policy. These insights for leadership is important.
- Keeping some things fresh. We need to have a time of rest and reflection before becoming 3.0.

Networking & Outreach:

- Utilizing membership for revenue and reaching out to sponsorship
- Office hours after the event- continue to engage participants.
- A one stop shop of office hours for questions.
- How do we weave in all of the threads within Cuyahoga County
- Focusing on one big thing, instead of a lot of mini things throughout the year
- It is a working board, with examples with meetings throughout the year. 20k received from the Cleveland Foundation.
- Focus Board to work on it throughout the year.
- Think Tank Planning Meetings. How do you ensure the nuance of community with big ideas
- Do we need to caucus together to share ideas with one another
- What are some of the smaller events that are needed- how do we ensure this space is available.
- Monthly virtual meet spaces- turned into in-person meetings to working together on funding.
- Focus on one time of the year with the fiber shed- the skill share is important. So everyone can learn what is the strength of everyone.
- Continued connection, knowledge and resource sharing, marketing
- Becoming a non-profit, setting up a membership base then expanding audience.
- I agree. A space for following and digging deeper and even more networking where leaders can continue to discuss among themselves
- I'm hearing that the Fiber Shed expanded within bounds (here geographically) without mission creeping
- I agree. A space for following and digging deeper and even more networking where leaders can continue to discuss among themselves

Marketing & Communications:

- Converse with neighborhood connections to see how they have executed marketing. Those who are marketing in a collective way.
- Who is managing it now? CWRU holds all of the branding materials now.
- Supporting local artist. Community Commons and licensing. Shared ownership of assets.
- Build a role for communal sharing of branding to exist.
- Communal shared way to hold assets.

- Arts assembly- we have these in our ecosystem
- this skill set is needed
- Shelly Reeves - Human Centered design on policy issues -outside the box very community based
- Malena Grigoli - artist to work with
- NOZs--will they will branded differently than NPN? - Yes!
- What does an NPN website look like? Right now, it is a NPN site on Swetland's website. The NPN library and NPN newsletter - there is a high open rate.

Funding & Partnerships:

- Are there currently positions that exist that could share a role part-time that could lend a role for NPN 3.0
- I think we should see who wants to continue. Who would lead the application process arrange meetings ..
- Swetland center, Neighbor UP
- Maintaining what is already here.
- Any match dollars lying around?
- 20k base line for a good event.
- What other conversations do we need to have?
- What are the existing ROIs at with NPN? Can we focus on these areas with grants.
- How can we position the funds to make sure the expected ROIs exist.
- It depends on which model we utilize regarding payment for services.
- Money Market account, do we want this? - they have private donors and funders by making smart strategic decisions.
- A working board will be needed - with a payment or stipend.
- How do we leverage our immediate relationships. What haven't we looked into.
- It gives others the opportunity on how to learn how to generate wealth.
- This will take buy-in from people to serve on a volunteer board.
- Pay a program manager
- How can we leverage the money? Are there ways to invest to receive more money.
- Food recovery group
- AmeriCorps groups
- In the city - current roles or interns
- Soil in Cleveland - local soil sampling business
- Discretionary funds from council members that may want to support this work
- Hawken Mastery
- Private businesses and foundations
- How much if at all do we talk to Oberlin Food Hub? They're moving ops into Cleveland. Not to own this work, but as a partner.
- Good Food Zones - it is an economic based zone
- Local soil lab
- FARE being the holders of the library
- Institutional Buyers - Cold Chain Storage
- Cleveland food policy coalition. - not the Ohio Food Policy Coalition

Final Thoughts- Round Robin:

- Depending on who you ask you get a different answer. However, everyone is working on advancing NOZs relevant to them.
- NOZs are growing and more people in the city are involved in NOZs. We have more backyard growers. People talking about access to healthy food.
- Moving more into policy work and action.
- Working closely with the Cleveland Food policy coalition.
- More clarity around what people are working on and living breathing examples of NOZs.
- We all have a deeper understanding of what NP means in action.
- More people involved in action and activities to create a healthier Cleveland.
- I would hope that NP will be heard of. So that the explanation of it does not have to be so long
- We've established our resource library of knowledge for those interested in better food accessibility in their respective neighborhoods
- It feels good to know I am heard and valued. I have a deeper understanding of what NPN is.

Notes from Listening Session #2 (March 14th, 2025) Miro Board:

Secret Sauce:

- Connections were made by NPN that will advance equitable local food outside of the program
- Even with discourse/disagreement we can stick together
- Brings together people that wouldn't have been connected otherwise
- NP offers an aerial view of what is going on in the work- we may not otherwise see what others are doing around us
- Exposes lack of trust on the part of those that are not here-- they may not trust the ability of others to speak without them
- The ability to expose what is still missing-- no one is afraid to share
- There has been instances of community voice being dismissed outside of NPN-- what is the best way that community orgs can move this work forward
- Some of those that aren't here may have not been able to put up with the BS-- it is a waste of my time because they re going to do what they want
- If we are not all invited into a room together, we are not really partners
- We need to be taking the time to listen to the community-- what are they saying/what do they need
- Platform that NPN has is helpful-- connected to university and eager to get work done
- We are going to keep doing the work whether case is there or not-- we have been doing this, case had the opportunity/money to support
- Networks/coalitions are difficult to build and sustain
- The vision for NPN is super important right now-- disconnect the vision from the host
- We are so connected to the community, we need to connect to each other as a coalition too-- we have more power together
- The branding company works for case western-- the next step is already planned, this just feels like a formality

- We remember people that did big things-- people that created the organizations that are at the forefront of Cleveland food justice
- NPN represents pulling the big players out of the community
- We want to form this coalition but NPN may not have been the best vessel to do that
- How are we sustaining this connection/community without case there? without the NPN structure?
- The power we need to do the work in our community might come from our connection to case
- We need to be broader minded-- we have to look outside of ourselves and put some things aside to work with each other
- To what extent do we have to compromise?
- I'm concerned about MY community-- there is power in being connected to case, we can leverage that
- We have to leverage each other/partnerships-- not interested in getting into nitty gritty
- This is just another strategic piece-- NP has been steamrolling and will continue to do that (puppetry)
- Presence of leadership may hinder participation
- Should audio record these sessions to make sure we are really listening/interpreting correctly

Leadership Model:

- Decentralization of networking diluted our connections-- move beyond research of network mapping to sharing resources
- It is the nature of the people we are speaking with for us not to be seen
- Fellowship 2.0 has a database of hundreds who are connected and support each other-- you can call me if you're from NP
- Network mapping looks like Case is creating a map to know where the resources are, we aren't being given a map that will help us-- lack of network exchange
- People who are directly affected-- I don't have a retirement plan from working on SDOH, the work continues until it is done
- Networking events at the beginning had more people
- How can I partner to make sure that the work we are doing is making change in the real world?
- We need a backbone for advising support that is not driving the agenda like Swetland was
- People that are heavily involved in the community should be key players, we are doing the work
- Different types of orgs-- black health equity (yvonka), Waltons, the people in the room
- We need a chance to see the macro view-- need more networking beyond small-scale events
- Need to be mindful about planning networking events- rest and rejuvenate was during the day and middle of winter
- Businesses for profit, non-profits, school programs, rec centers, community leaders (people that represent the work we are doing)

- 10-12k to participate as member of leadership team-- we are already doing so much with so little resources
- Organizations that represent SDOH-- not just people in the food system, anyone doing the work
- Need to transition power to people who get paid but don't do it just because it is their job
- We should be provided with a resource map-- how will I find someone with expertise I need?
- Paying people shows that you value them-- community members should not be unpaid when others are being paid, the work is being done off of our backs
- NPN has not leveraged the leaders in the room to the extent that they should have-- NP should have catapulted these leaders
- Focus on "we" over "I"-- needs to be people that will be directly impacted to hold onto collective work
- Needs to be stipend-- volunteering will not stand
- Collective impact model-- using for NOZ (NEZ), need to hold this near for strength
- There were participants (funders/leadership roles) that were not actually within the community, more stakeholders in leadership
- More diversity in leadership-- community leaders, Latino,
- The people in the program should've been catering to the next cohort-- there should've been a greater influence for participants
- We change our tires often, we need to remind ourselves of these models/what works
- How are we engaging with young people? This work will be passing on
- Leadership is not Darcy-- represents Case. Leadership is Morgan-- represents the community
- We trust people that look like us, we need representation from those people-- Morgan is an exception
- Darcy has a motherly affect, is not over-bearing, asks questions, takes feedback well-- this is the working part of NPN

Networking & Outreach:

- What about the local people? Mayor, city, county
- NOZ group plan is to make a pitch to funders to ask for support/funding for sustainability-- not focusing on networking
- Events should be in the evening
- NOZ group is already doing an event similar to think tank-- we should be combining, not doing them separate
- Local philanthropy is not investing in this work-- they didn't see a return when they did previously
- The whole idea of the think tank should change-- if we are going to be leaders, we should be running it and deciding what is important
- We should engage community in collective impact model training-- similar to asset training thru neighbor up
- **We should be involved in planning what these events look like**
- Funders are in the same boat as politicians -- what are they really doing to support us? Grants run out and we don't have support after

- We need to know what the ask is for people coming into the room-- we want them to come in knowing that we have an ask for them
- Need to bring in people that have expertise in collective impact model-- Morgan, Don, Jennifer (food policy coalition)
- First listening session was leadership (advisory council)-- some ideas were different
- Voting mechanism to make decisions/next steps?
- Having politicians involved doesn't mean there will be new/useful knowledge, we are just adding more people to the room
- Common themes from listening sessions will be shared
- Voting should be anonymous
- Taking out top 3 options and voting on them
- These politicians are the same ones that are speaking on racism as a public health crisis, etc. but are not doing real work to back it up-- don't want to listen to politicians pontificate on things they know nothing about
- All options presented from both groups should be up for voting
- What are politicians being asked to do? We want their buy in to build legislative/policy structures to support NOZs
- Where did the 40k come from??
- If case actually believes in the sustainability of the work, they should be funding more-- currently band aid over a bullet wound
- Think tank will have funders, grassroots orgs, politicians,
- What is the legacy of NPN?
- We should not be establishing more zones without firming up the ones already established
- We have 0 and want 10-- how are we supposed to do that?
- 2 grants- one for planning, one for actual implementation
- Need to set realistic goals for funders/organizations to provide resources and funding
- Case just dropped 70k on planning grants, no money for implementation
- Need to firm up the zones established and work towards establishing 2 more with organizations that really do the work

Marketing & Communications:

- Weird that NOZs has new marketing firm without discussing with 1.0 and 2.0
- Met with Austin on Monday-- firm selected by NP leadership to do branding for NOZs
- We are not a team-- Austin came in talking about the tree logo-- that is not ours; clearly not well informed
- It is up to participants if Swetland is part of the continuation/sustainability of NPN at all
- NPN is making decisions without involving 1.0 and 2.0
- For sustainability, is Swetland looking to be the admin back office?
- Do we want Swetland involved? In what capacity? Just admin? As involved as we currently are?
- If Swetland is no longer involved, it would be our responsibility to do branding/networking/communication
- Swetland should be the backbone but is not driving the mission/vision/agenda

- I'm already maxed out-- who is going to do the extra work?
- NP funds are supporting the involvement of Swetland
- Swetland shouldn't do any of the fun stuff- back office stuff only
- If Swetland backs off, need to pay someone to take over the back office positions-- representative
- Swetland needs to remain engaged/involved or they are just disappearing-- need to own NP and take care of it
- You started something, now finish it
- How are we going to keep our work going? You gave us money for 6 months, what is that in the long run?
- You gave us money for 6 months and now are considering running
- Do local politicians even care about this stuff? We want everyone in the room to help support NOZs
- State level health orgs should be involved-- HHS, etc.

Funding & Partnerships:

- Not a lot of money to do the amount of work we want-- we don't have funds for 10 NOZs
- Need to be investing some amount into getting more money-- grant writing, partnerships
- Initiatives exist without clear futures-- real sustainability is making the things that exist keep existing
- Federal dollars impact local dollars- if they go away, state dollars will not fund poor people-- we are a red state
- Clinics are getting money from Medicaid but Medicaid is being defunded, school lunch programs are being defunded
- Need to support what we already have-- if I can't take care of one plant, why would I dig up my back yard?
- We can't say black, women, equity, justice, etc.
- Who gets an opportunity to sit at the table?
- Organizations that have done none of this work are going to get the money because they're well connected
- We still have money in the community- we haven't seen the impact locally yet
- We need funding that doesn't come from big orgs (case)-- look at smaller banks, philanthropic organizations, private funding
- People are getting dollars but cannot explain their impact on the community
- Who is responsible for distributing resources? What is their plan for the community?
- Why are you receiving money if you're not having the impact you're supposed to be having?
- Why are we moving backwards? Who is responsible for that?
- People are in positions of power that have no skin in the game
- We are a reactive community-- need to be proactive

Final Thoughts- Round Robin:

- They found the money to fund 3 NOZs
- We are recording models to define and create a template
- We are trying to find funding for 10 NOZs-- we found it!!!!

- Use some of 40k to maximize teaching people the collective impact model-- change the culture
 - Cleveland is very separated-- Collective model can help start to change that
- We are paying people equitably for their time
- Hebrew free loan association partnership to support community members who aren't able to get traditional lending-- increases credit score with lenient repayment
- We have a directory of the network-- Swetland has collected that info already with network mapping
- Swetland should support organizations doing the exact same thing instead of establishing their own-- think tank should include those already doing work
- Swetland is doing the work now, should be supporting people and helping them to do it

Glossary of Terms

Leadership Models

Circular: Emphasizes collaboration, interconnectedness and shared responsibility, fostering a holistic and inclusive decision-making process to drive sustainability and innovation.

Key distinction: creates a culture of sustainability and resilience within an organization.

Collaborative: Known as cooperative leadership, emphasizes teamwork, shared responsibility and the involvement of all team members in decision-making and goal achievement.

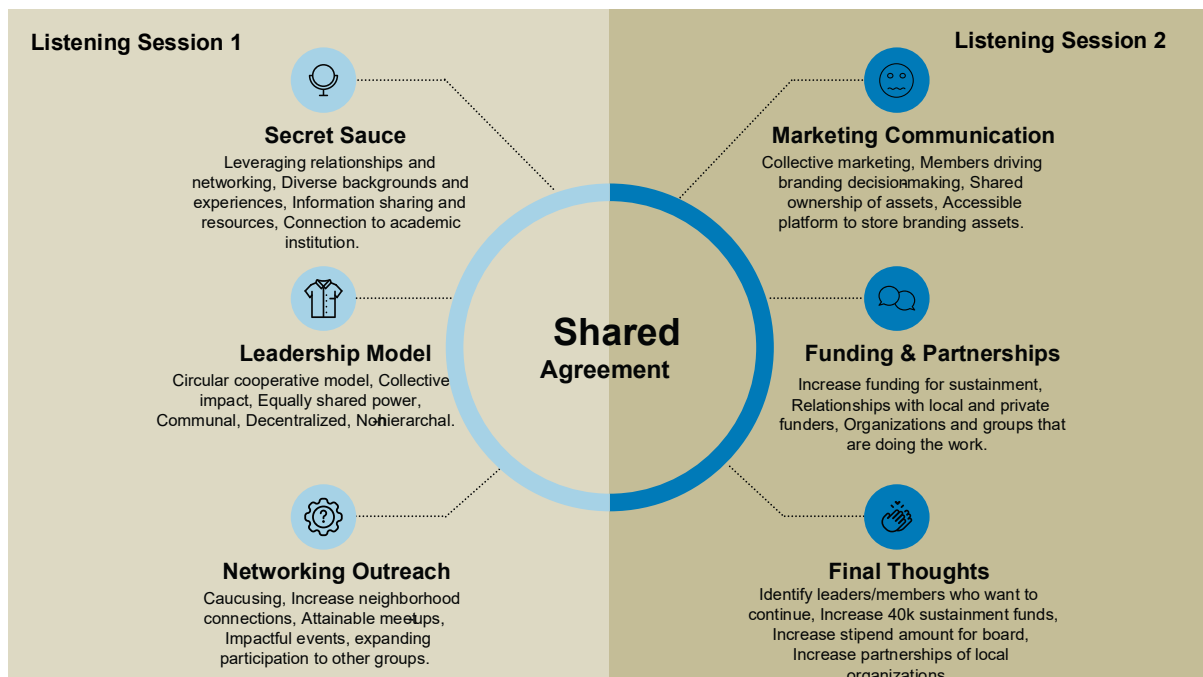
Key distinction: encourages mutual accountability with team members holding each other accountable for collective goals and outcomes.

Community Impact: focuses on empowering individuals and organizations to drive positive change within their communities. Additionally addresses community needs through strategic initiatives and partnerships.

Key distinction: a commitment to creating sustainable, meaningful improvements in the community.

Graphs

Listening Session 1 & 2 Shared Agreement



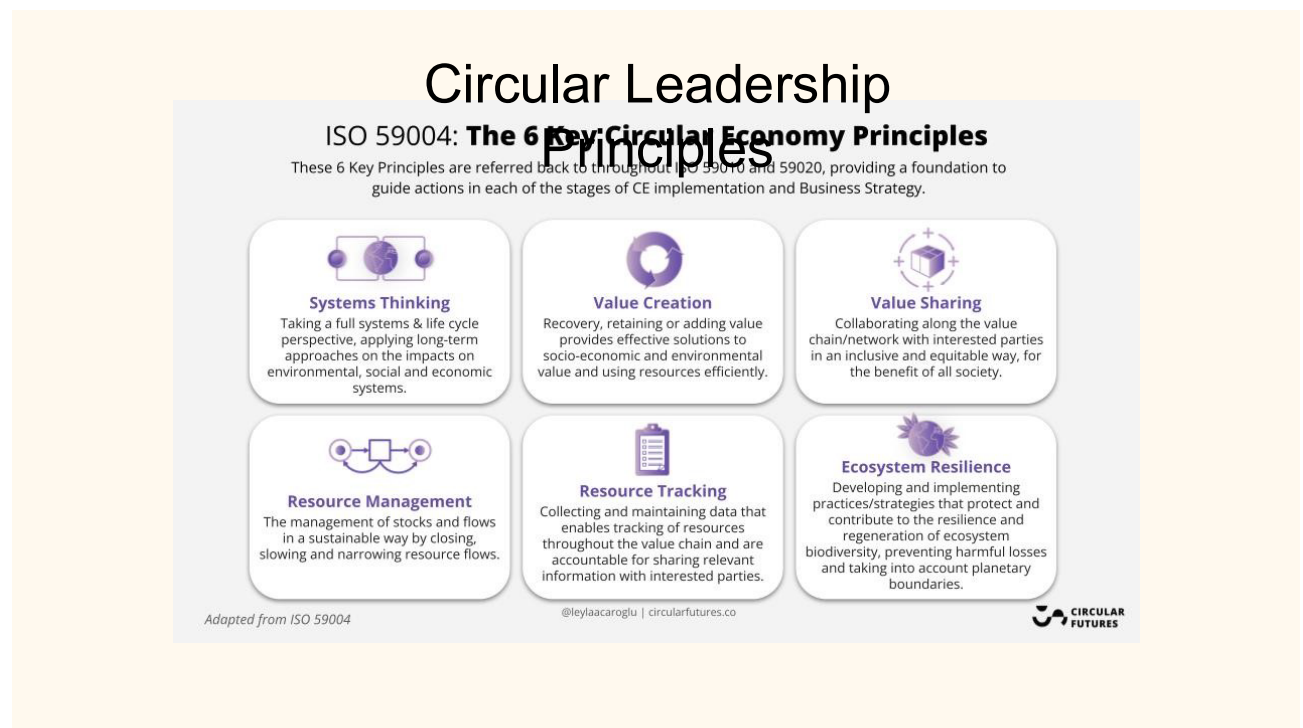
Listening Session 1 Top Themes



Listening Session 2 Top Themes



Circular Leadership Model



Collaborative Leadership Model

Difference Between Team Leadership And Collaborative Leadership

Aspect	Team Leadership	Collaborative Leadership
Decision Making	Often top-down, with decisions made by leaders and communicated to team members	Emphasizes shared decision-making, involving team members in the decision-making process and considering diverse perspectives
Communication	Typically involves one-way communication from leaders to team members	Prioritizes open communication, encouraging dialogue and feedback among team members
Empowerment	Leaders may delegate tasks but retain authority and control	Involves collaborative goal-setting, with team members contributing to goal development and alignment
Goal Setting	Goals are set by leaders and cascaded down to team members	Empowers team members by delegating authority and fostering a sense of ownership and responsibility
Problem- Solving	Leaders take the lead in problem- solving, with limited input from team members	Encourages collaborative problem-solving, leveraging the collective intelligence and creativity of team members
Accountability	Leaders hold team members accountable for tasks and outcomes	Encourages mutual accountability, with team members holding each other accountable for collective goals and outcomes



Five Conditions of Collective Impact

The Five Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action.

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies.**

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Addendum 2

Group Action Planning Report



NPN Group Action Planning Report

On May 8th, 2025, and May 20th, 2025, group action planning meetings were held with the Nourishing Power Network (NPN) leadership team, advisory council, and participants from 1.0 and 2.0 to plan for the future of the NPN after June 2025. The group action planning meetings consisted of a brief presentation from Dr. Ivory Simms on the purpose of the session followed by facilitated discussion among participants.

Presentation:

Dr. Ivory Simms presented about the purpose of the group action planning meetings and the transition of NPN including:

- Planning for the Future
- Strategic Planning Deliverables
- Listening Session Themes Recap

Questions Asked:

Participants discussed the following questions during the facilitated discussion:

Leadership Model:

- What themes from each model are important to you?
- Who are the leaders you would like to see involved?

Networking & Outreach:

- What specific events or platforms of outreach are important to you?
- Who would you like to connect with?

Marketing & Communications:

- How should the marketing of NPN be managed? What platforms should be utilized?
- Who would you like to collaborate with to sustain NPN branding?

Funding & Partnerships:

- What funding activities are a priority for NPN?
- What partnerships are needed for sustainment?

Feedback Summary

The following boxes discuss summary points from the feedback received during guided discussion. The left column of the table contains identified themes while the right column contains subthemes (numbered 1, 2, 3, etc.) as well as specific examples of or talking points from these subthemes (bullet points). Points that were emphasized by multiple participants throughout conversation have been bolded. The raw data is available below. It is important to consider some voices may be less represented in the group, yet their insights are critically important as we seek to envision the future of NPN.

Shared Leadership Model	<ol style="list-style-type: none">5. Bringing together individuals from very different sectors<ul style="list-style-type: none">• Make sure we are engaging those who have already been involved• Important for everyone to be working towards the same clear goals• Need to create an environment of trust• Bringing together students, professionals, individuals already doing the work6. Compensation for involved roles<ul style="list-style-type: none">• Convenor/facilitator
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	<ul style="list-style-type: none"> • Needs to be clear who the leaders are • Who is in charge of branding and marketing? <p>7. Meeting time and space</p> <ul style="list-style-type: none"> • Ideal to have a meeting space on the east side and the west • Need to consider bringing children along • Set aside money for catering? Community donations? Pot-luck style? • Meetings should be twice a month—one in person, one virtual
Networking/Maintaining Relationships	<p>1. Important to be supporting each other</p> <ul style="list-style-type: none"> • Schedule of events that fellows/participants have so that members can attend <p>2. Events need to be aligned with the “why” of the group</p> <ul style="list-style-type: none"> • Engagement needs to be intentional • Need to identify what the main purpose of NPN is for the next year <p>3. Need to maintain engagement with those already in touch and reach those that aren’t</p> <ul style="list-style-type: none"> • “Sectors not well represented right now” <p>4. Methods of communication</p> <ul style="list-style-type: none"> • Maintain NP Gmail • Identify someone in charge of social media/communications
Funding and Partnerships	<p>7. Need to establish a management policy for existing NZs</p> <p>8. Establish shared decision-making framework</p> <ul style="list-style-type: none"> • Advisory council can vote on behalf of the people • Start by including those that have already been involved in decision-making

	<ul style="list-style-type: none"> • Important to focus on engaging people with boots on the ground experience
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Group Planning Session Raw Notes

Notes from Group Planning Session #1 (May 8th, 2025) Miro Board:

Leadership Model:

- Having a convenor is this a compensated role?
- Facilitation is a process
- Different people from different industries working together toward a common cause.
- Diverse group of people with different interest points
- Right environment for trust
- Action oriented processes
- Have the skills to raise awareness know who the leaders are
- Currently NPN Meets twice a month, advisory meets once a month
- Time? How are the people compensated?
- Hold meetings at Loiter
- Fast-paced and slow at the same time
- Creating the organization that would understand the call. Building a coalition
- I think the point about change management is key to this. Having someone on the team who can walk from where we are to where we want to be. It won't happen on July 1st
- Having people who are connected
- Central location for east and west
- Recently met with Sran. TPL internally is kind of interesting to say the least
- Rotating meeting from both sides east and west
- Different members representing different backgrounds to address food issues
- Centro Villa (meeting site?)
- It may make sense that the community owned/curated.
- Yes. Local catering venue sometimes especially for me I'm coming in right after work with my children
- Cleveland Foundation/ MCC
- Part of being a member of the leadership team, you have to host the meeting at your site as a resource
- In-person meetings can be a pot luck or a budget for food and the community donates to the budget
- Trust for public land can be utilized as a potential partner or resource support – infrastructure
- Action with flow of group/community need
- Continued momentum

- Input from organizations are valued - from a coalition building platform
- Meetings-- twice a month, one virtual one in-person
- A group of leaders identified to guide the next phase or convener

Leadership Model—who should be involved?

- Neighborhood Connections
- Tom O
- Youth voices are important
- Morgan T
- Divya Sridhar
- Vernon
- Mike W
- Someone who was connected with gov't
- Cheryl
- The fellows 1.0 & 2.0
- Zainab
- Ohio Means Jobs Platform
- Rainey Institute
- Cultivating Cleveland's Next Generation
- Tanisha's students!!
- E 39th St Community Garden
- Hawken School
- Danie
- Ismail (Loiter)
- Angela Y (Laurel School)
- Funding & Business: HFLA, MBAC, HBC
- Darcy F
- Shirley B
- Angela Yaegar from the Laurel School has been engaged on and off and would probably love to involve her students
- I would like to see Hebrew loan association involved.
- I would also like to see some business resources like MBAC, HBC, - for getting state, national and international accreditation - also the Hispanic business center

Networking & Outreach:

- Supporting events that fellows have-if they need community support
- Mushroom cultivation-Herbal, Arts, Entrepreneurship
- Schedule of Fellows events for members of NPN and community to support
- Youth and community educational workshops
- The group managing social accounts is doing great-- good outreach method
- Dani would like to host an NPN meeting - as an invitation for the June 6th Think Tank
- Building on the policy ideas from the Think Tank to build policy ideas
- Driving tour with Arrow Project
- What is the "why" the convenings are happening
- Going out and meeting farmers (Chesterland)
- Identify what is the main purpose for the next year - to ensure capacity.

- The why will be defined per event - as it informs everything else, the purpose
- **Events need to be aligned with the "why" of the group**

Networking & Outreach—who to connect with?

- Unified Food Co-Op - have events across the state of Ohio, every other month. Could be good from a policy perspective. The Maslow Fest.
- Previously stated "sectors not well represented right now" -- who is that?
- Reference people mentioned in leadership section-- there are some we haven't connected with
- Farmers markets
- Concerned Citizens Community Council in Kinsman - politically inclined. Juanita Gardner
- Glenville- Kingdom Corner associated with Bethany Baptist Church- they work with CCBH. They have weekly events-- Ms. Dee
- Past Medina - on the west side, he works with the county libraries and county board of the health. (Veronica recommendation)
- Greater Cleveland Works

Notes from Group Planning Session #2 (May 20th, 2025) Miro Board:

Marketing & Communication- how should marketing be managed?

- Team Based Marketing
- Nourishing Power Gmail
- RFA process to work with marketing vendors
- NPN Gmail Account
- Google work space
- Wanting to have the ability to have the NPN logo on personal websites
- Utilize Canva
- social media manager/team members in charge of marketing
- Square
- Constant Contact
- Develop a non-profit structure
- MailChimp
- Google work space

Marketing & Communication—who to collaborate with?

- Jamal (marketing for Fresh Fest and EHW)
- Iota Labs

Funding & Partnerships:

- Website and Marketing support
- need an all encompassing policy and support for the existing NZs
- Resources that need to be made available
- New people from the NZ event should not be part of the final voting

- Getting the people in the room who have the boots on the ground experience
- Leave room for the people that have the skills to make decisions on operations
- Criteria is for those who show up
- Collective decision making - framework to get started. Advisory Council
- The advisory Council can come from the voice of the people and make decisions from raw data.
- The vote should be on the who and the how
- Start with the partners that we already have been working with