



CITY OF KIRKLAND
Department of Parks & Community Services
505 Market Street, Suite A, Kirkland, WA 98033 425.587.3300
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Jennifer Schroder, Director
Michael Cogle, Deputy Director

Date: May 7, 2014

Subject: Funding Request for Nourishing Networks Central

RECOMMENDATION:

That Council approves the attached resolution authorizing the City Manager to allocate \$25,000 from the Council's Special Projects reserve fund to provide operational support of Nourishing Networks Central.

BACKGROUND DISCUSSION:

At the May 6, 2014 City Council Meeting, Linda Benson, CEO of Nourishing Networks Central (NNC), requested funding assistance from the City to support the operations of the organization. City Council directed staff to propose an allocation from the Council Special Projects reserve fund to be considered at their May 20, 2014 meeting.

NNC supports the development and sustainability of local volunteer grass-roots networks addressing hunger through ongoing coaching and trainings, connecting the networks through regional gatherings and online tools, applied research, and professional network development support.

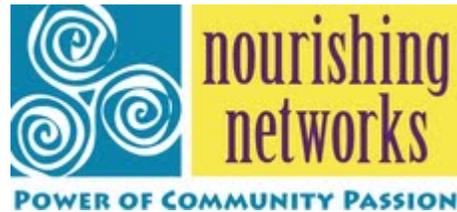
Kirkland is one of six local communities thus far to establish a Nourishing Network. The Kirkland Nourishing Network is an active and diverse group of citizens which meets monthly at Kirkland City Hall (1-3pm on third Friday) with a major emphasis on a concentrated collaborative response to feeding Kirkland's most needy residents. A recent offshoot of the Kirkland network, Edible Kirkland, is working towards expanding urban agriculture opportunities in our community.

If approved, funding assistance from the City of Kirkland would be used for website development, community outreach, and technical support to local networks. More information about NNC and the requested funding is included in the attached letter from Ms. Benson (**Attachment 1**).

The funding source for this request is proposed to be from the Council's Special Projects reserve fund. A fiscal note is attached (**Attachment 2**).

Attachments

- 1 – Request Letter from Linda Benson, CEO, Nourishing Networks Central
- 2 – Fiscal Note
- 3 – Resolution



May 8, 2014

The Kirkland City Council
c/o City Manager
Kirkland City Hall
123 Fifth Avenue
Kirkland, WA 98033

Dear Madam Mayor and members of the Kirkland City Council:

We are deeply grateful for the opportunity to submit a formal request of support for Nourishing Networks Central in the amount of \$25,000. If funded, this timely support will allow this work to continue unimpeded toward our goals to:

- Deepen and broaden the impact of existing networks;
- Capitalize on the momentum that has begun by creating the tools and technological support needed. These tools will allow for a more rapid and consistent spread of new relationships, emerging best practices, and innovative efforts on the ground, while decentralizing and distributing the leadership and knowledge across many more communities;
- Expand the reach of this model to new communities.

Nourishing Networks Background

In 2011, the idea and concept of Nourishing Networks began to be realized within five N/E King County Communities – Bellevue, Issaquah, Kirkland, Northshore and Redmond. The effort began as an initiative of Hopelink to find new ways to “inspire and engage our community to end poverty.” Under Hopelink’s umbrella, the networks were launched with the expertise and resources needed to help lead, develop the model, and to provide ongoing support to the networks as they struggled to move into a “networked” way of working together. In July, 2013 Nourishing Networks moved from Hopelink to The Center for Ethical Leadership for a new kind of support and an environment that would allow the further incubation of this new approach. During the next 18 months, we began to develop the initial tools that would allow the networks to find ways build sustainability and the practice of shared leadership. The main purpose of the incubation period was to determine if Nourishing Networks was a viable approach that could be grown and sustained within the initial communities and replicated successfully in other communities.

In December of 2013, the founders and developers of this model determined that Nourishing Networks could be sustained with careful stewardship, professional coaching support, and the development of technology that would allow for the replication and distribution of leadership, ideas, best practices and new relationships across the region. And it was determined that the best way forward was to establish a formal organization to serve as the backbone of all

Nourishing Networks. This organization—Nourishing Networks Central – would create the infrastructure needed to allow the local networks to stay focused on building relationships and working together cross-sector to solve complex problems that matter most in those communities.

Nourishing Networks Central is a new non-profit registered with the State of Washington and has file an application for a 501c(3) IRS determination. The Center for Ethical Leadership is serving as our fiscal agent while we await our charitable designation.

Kirkland City Council Support

Below is a summary of how we would use Kirkland’s support of Nourishing Networks Central to accomplish our goals along with an estimate of where these dollars would be spent.

1. **The launch of the first phase (of three) for a multi-functional website** essential to both existing networks and to new and emerging networks. This phase will lay the foundation and include educational tools, a knowledge base of emerging best practices and initial functionality for local networks to share their work. The second and third phases will quickly follow with relationship networking capabilities and search functions. We are working with pro-bono network and web architects to develop the plans but need financial support to build the site.
 - \$9,000
2. **The creation of educational tools and assessments:** Nourishing Network founders have begun to develop critical tools and guidelines to help launch and sustain our initial networks, but there are many components of the Nourishing Network approach that have not yet been formally documented and translated into working tools. This requires special expertise and time, but once created, will provide the level of support all communities need to establish, grow and sustain a network.
 - \$5,000
3. **Ongoing coaching and support of existing networks:** We are still learning how to do this kind of work and most of the networks still need consistent coaching and support to successfully navigate the uniqueness of what it means to work in networks. As those involved will attest, this work requires a difficult shift in how we think about the problems, resources and solutions, as well as, how we work together differently to make impact on the ground. The professional staff of Nourishing Networks Central also need to be a part of the networks to continue to learn what is needed and what support might look like. The ability to work reciprocally is the key to the next phase of evolution of these networks.
 - \$5,000
4. **Outreach to new communities:** There is growing interest in other communities to explore the possibilities of establishing a Nourishing Network. Your support will allow us

to begin those assessments and conversations that will result in more networks across the region.

- \$3,000

5. **Networking together all networks:** In addition to technology solutions needed to network the relationships within and between communities, NNC also convenes two regional gatherings each year to allow for the sharing of work and the learning of new ways to work together. Kirkland's support will provide a much needed fund to allow for the best possible events we can produce.

- \$2,000

6. **Administrative support** of a small office

- \$1,000

Results for Kirkland

The City of Kirkland will be the first entity to step forward to fund the specific work of the new organization—Nourishing Networks Central. It has been difficult to find those who can see the value in investing in the capacity building function of the infrastructure itself when the work on the ground is so exciting and real. The irony of the situation is that with the infrastructure in place, we can exponentially grow the impact on the ground, but getting the first commitment to do so has been most challenging.

There will be direct support for the Kirkland Nourishing Networks as a result of this funding but let me start by letting you know that one of the first impacts will be the hastening of our ability to bring on more supporters. There are many interested parties who are waiting for more evidence before investing. One of the pieces they are looking for is evidence that a reputable entity will step forward to make that first gift. A special gift from the Kirkland City Council is as strong of an endorsement as one could expect.

It is also important to share that because of the uniqueness and assertiveness of the Nourishing Network process in Kirkland, I will be spending the majority of my coaching and support time within Kirkland. Specifically, the launch of Edible Kirkland is a very interesting network distribution action. It will require more on the ground time, not only because it is a new network, but because it is such a unique network that will teach us much about how to decentralize and increase connections within a single community while focusing on a slightly different shared purpose. It was a joy to work with Bobbi Wallace in the creation of this new network and I look forward to working with her and other strong Kirkland leaders in the future.

The original Kirkland Nourishing Network is also teaching how networks can evolve in purpose and process. I have been and will continue to spend a significant amount of time helping co-convene and move this network into a new phase of work.

In summary, the majority of the \$5,000 we are estimating to spend in the next six months in the coaching and support work will be spent in Kirkland. It is also important to note that I will also

be spending time in the Kirkland networks in the documentation the documentation and tools development aspect of our work as well.

Other Sources of Funding:

With the lead of the City of Kirkland, we will be in a favorable position to approach other eastside Cities for their consideration of start-up support. The most likely prospects are Redmond, Bellevue and Issaquah. Foundation and individual grants and contributions will provide another layer of support; and lastly, we will seek contract support from communities interested in establishing Nourishing Networks. There is one proposal pending for contract funds to establish three to five networks in Pierce County. If this is funded, the work would begin in early Fall.

In Closing: It is becoming increasingly clear that hunger and other challenges of poverty are growing in our local communities. It is also becoming evident that our country's current systems for addressing basic human needs, like food and housing is not getting the job done. The truth is, we are falling further and further behind because these systems were simply not designed to meet the changing realities that are plaguing our communities today.

Nourishing Networks was created to turn around this trend by helping communities find and unleash untapped resources that are limitless when harnessed within a different structure, but complementary system – networks.

Support from the City of Kirkland at this time will provide vital resources allowing us to grow and deepen the impact of this approach. It will also inspire and motivate those funders who are sitting on the fence to give serious consideration to the building of the infrastructure for this promising model.

Thank you for your consideration at this crucial moment of development and please let me know if I can provide anything additional

With gratitude,

Linda Benson
Executive Director
Nourishing Networks Central

Attachments:
NN Overview document
High level budget
NNC One Pager



Nourishing Networks Central Overview

I. Introduction

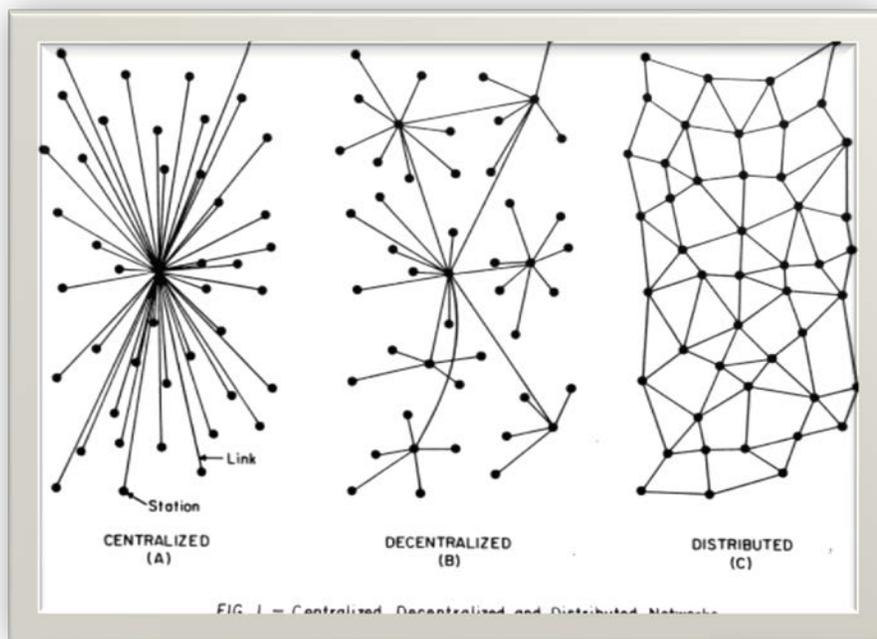
Purpose

Nourishing Networks Central (NNC) develops, supports, and networks together the formal and informal networks within communities; these networks forge cross-sector, purpose driven efforts that leverage local untapped talent and resources to create sustainable solutions to basic unmet needs. Using Nourishing Network methodologies and professional expertise we support communities in building collective ownership for community wellbeing.

Networks

A “network” refers to a group of individuals connected through a common cause and sustained by relationships.

A “Nourishing Network” is an intentional network of cross sector and diverse individuals that systematically incorporate the Principles, Practices, and Roles (*Attached in the Additional Materials Section*) of a new model for social change. The Nourishing Network effort is designed to create and/or link together local networks and begin the journey toward a decentralized and ultimately, a fully distributed network of networks. This process includes the linking together of the existing human services system with the growing connection of local-driven community-based networks. The ultimate vision of our existing Nourishing Networks is that “together we are creating a safety net so tightly woven that no one can fall through.”

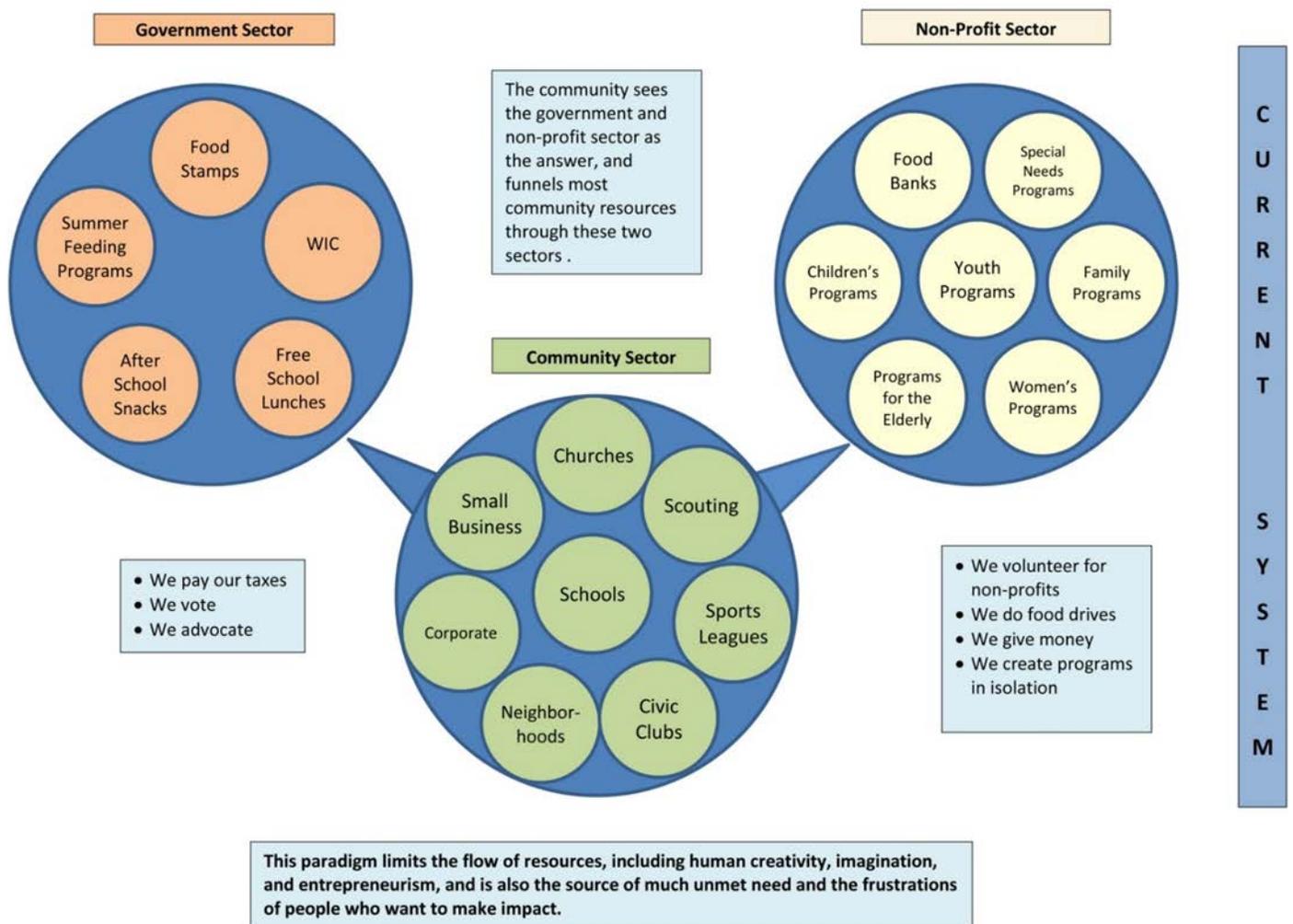


Evolution of networks from “centralized” to “distributed”

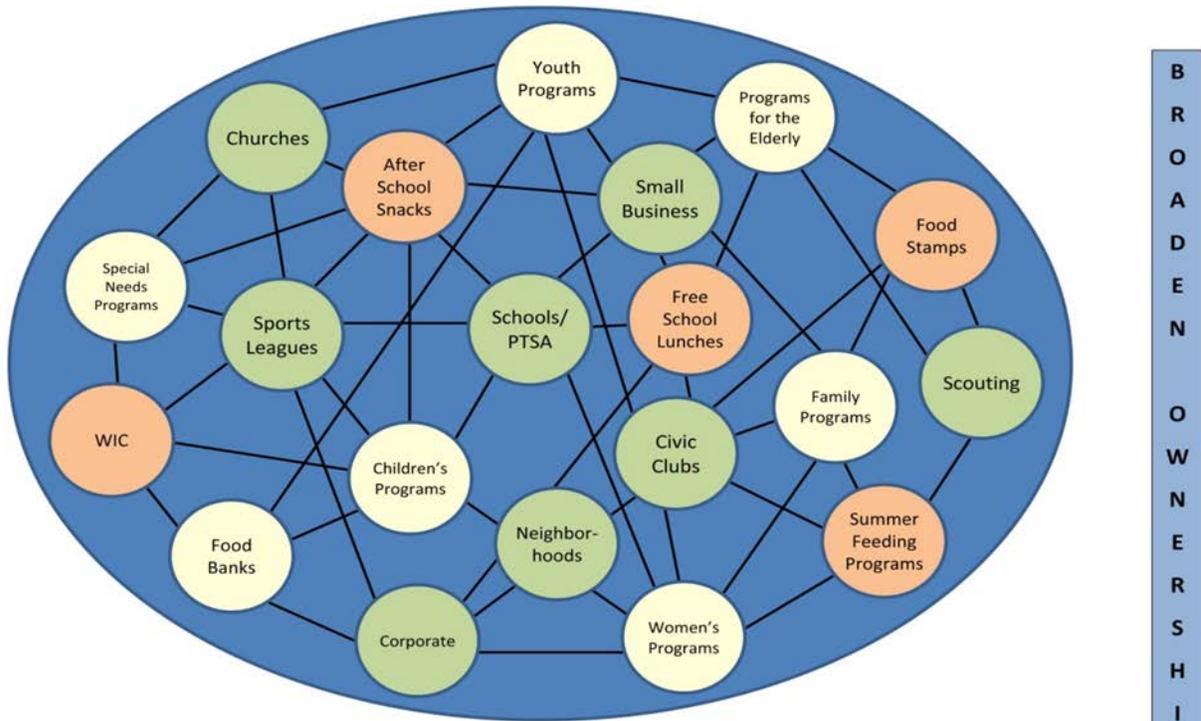
Nourishing Networks Central Philosophy and Systems Approach

Current Human Service System in our Country: Centralized systems (like the collection of organizations and institutions that make up the present human service structure in our country) work on a hub and spoke model. Hubs allow for control of information and alignment of tasks since everything flows through a central source. Some of the challenges of the centralized model include the layering of responsibility to one or a few people. This often leads to the collapse of a very helpful effort when the central person leaves, particularly in community-driven initiatives. Centralized systems also are not designed to naturally connect with other centralized structures, which inevitably leads to the creation of gaps in service for those in need and the inability to understand where gaps are forming.

Below is a graphic representation of various programs offered for hunger relief in our communities. They are a compilation of separate programs/organizations within three separate sectors (government, non-profit and community) that form a highly disconnected response to hunger.



The Nourishing Network System creates the structure, environment and methodology to connect passionate individuals from all sectors and programs to gather together, learn together, expand existing good work, and create the conditions for new innovations that can fill the gaps that have been created because of the very centralized and disconnected approach that undergirds our country's existing human services system.



Step 1: Broaden personal ownership to all those who live/work in the community. Expand personal perspective of hunger to acknowledge that everyone is hungry for something, and when we work together, we are all nourished.

Color Key
 Orange – Represents government solutions
 Yellow – Represents Non-profit solutions
 Green – Represents Community-based solutions

Nourishing Networks Central is developing the infrastructure for decentralized and distributed networks to grow and connect. The founding networks are organized at the grass roots community level and operate using a shared leadership approach. This kind of network approach stimulates and expedites the creation of dynamic self-organizing efforts that both link and strengthen existing human service work in the formal system to the informal system. This evolving networked approach is proving to unleash a whole new level of possibilities and innovation.

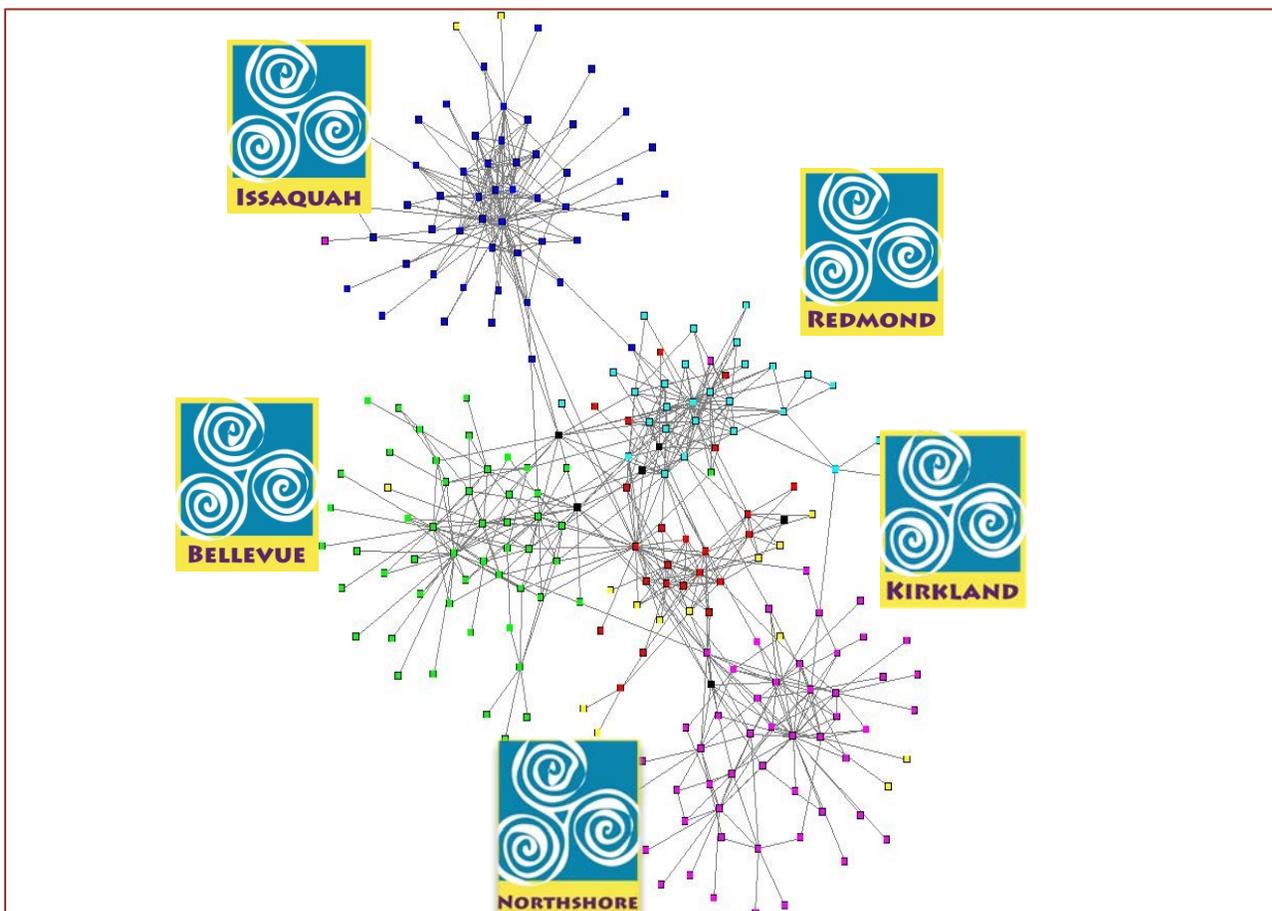
Over the past two years, the initial Nourishing Networks have begun to decentralize across the region, with dramatic results in the integration of the formal human service structure and real impact and change on the ground in filling some of the growing gaps within these communities. (A report to a local funder with results of one year's work along with stories that demonstrate some of the exciting changes can be found in Additional Materials Section.)

II. History & Current Background

The model and methodologies of Nourishing Networks were developed and incubated with four years of philanthropic program support provided by two highly respected non-profits, Hopelink and the Center for Ethical Leadership, and the guidance of many community leaders and funders. (See *List of Nourishing Networks Leadership Advisory Council—Additional Materials Section.*)

It was determined that when the Nourishing Networks concept and actual application of its evolving “working in networks” research was proven as a successful new model, a new non-profit would be formed with a board and an organization that would expand and replicate Nourishing Networks. This new non-profit, Nourishing Networks Central, would provide the infrastructure and support needed to develop the operational and technical tools that would enable the emerging Nourishing Network system to connect cross region, and to successfully move through the processes toward decentralization and a dynamic network of fully distributed cross-sector and purpose driven community networks.

A snapshot of the first network map of the initial five Nourishing Networks in July 2012



As seen above, there were five founding networks formed in 2011 that are thriving throughout N/E King County today: Bellevue Nourishing Network, Issaquah Nourishing Network, Kirkland Nourishing Network, Northshore Nourishing Network, Redmond Nourishing Network, with a new one which formed in 2013 – the Sammamish Nourishing Network. Each network includes passionate and dedicated people from many networks, including non-profits, churches, schools, local governments, businesses, neighborhoods and civic organizations. Using the principles, roles, and practices developed by Nourishing Networks Central’s founding organizations, they are working together in new ways to understand and grasp the extensiveness of the local need and to leverage the experience, the existing good work of that community, and the emerging new ideas and resources of the group.

Currently Evolving Nourishing Networks: While the founding networks were formed with a shared purpose of finding and filling gaps in *hunger*, the model is proving that it can be used for many complex community challenges. There are several new communities in Puget Sound exploring this model. These include a new Domestic Violence Nourishing Network that is launching in February 2014 and three to five new networks comprised of communities and organizations in the Pierce County Food Coalition which is organizing to launch in April 2014.

During 2014 Nourishing Networks Central anticipates adding these currently planned networks to this growing network system as well as others that express interest. It will also begin its work to connect and link the best practices and new innovations that will be occurring in both King County and Pierce County efforts and support the evolving decentralization of the original networks.

III: Nourishing Networks Central Key Activities

Nourishing Networks Central (NNC) provides the infrastructure that allows local networks to stay active in finding and filling gaps in need. Here is a summary of the key roles and plans to accomplish this.

- I. **Professional Network Development Support:** To access the full potential of working in a network structure requires a shift in the traditional way of thinking and working together. NNC provides the unique knowledge, experience and skill sets that are necessary to help communities make this shift.

Professional Support services provided to existing & emerging networks include:

- Community assessment & readiness
- Facilitation
- Meeting design services
- Coaching
- Planning and Problem Solving

- II. **Education and Training Support:** To effectively launch a Nourishing Network that can decentralize and be sustainable with evolving leadership, communities must fully understand the methods and processes of the network model. This includes incorporating the research-proven principles, roles, and practices that lead to a robust network.

Education and Training Support activities include:

- Curriculum Development
- Tailored training to individual networks
- Train the Trainer sessions that move the expertise directly into the community and away from NNC

III. Systems Changing Work and Ongoing Applied Research: Nourishing Networks Central has explored and incorporated exciting new and cutting-edge network theory developed by experts throughout the world into its work. Learning how to work in cross-sector networks to create solutions to complex community problems is counter to our current human service system.

Systems Changing Work & Ongoing Applied Research activities include:

- Documenting the lessons learned in the initial Nourishing Network research phase
- Supporting ongoing research processes to expand the Nourishing Network model and to answer evolving questions
- Sharing lessons learned and best practices in publications and on-line resources

IV. Networking together cross-sector, purpose driven Nourishing Networks: To ensure that the greatest level of impact can be achieved in Nourishing Network communities, it is vital that these networks are connected to each other in an environment that encourages new thinking, innovation and grounded action. Nourishing Networks Central works to provide the venues and the methodologies to allow these connections to be made and information and stories shared.

Networking together Tools & Technology activities include:

- Hosting and facilitating Networking Summits
- Connecting network leaders cross Nourishing Network communities
- Creating and maintaining a multi-purpose website for Nourishing Networks Central tools and support along with individual Nourishing Network Pages that can be managed by the local networks to share work
- Providing open-source access to all Nourishing Network tools, assessments, publications and methodologies

V. Building and Supporting the Nourishing Network Central Infrastructure: To accomplish our purpose, we will build the administrative and operational functions that will ensure our ability to develop, support and network together a dynamic Nourishing Network society.

Administrative and Operational Functions include:

- Fundraising to support all administrative and operational work
- Marketing and branding to ensure the integrity of the Nourishing Network approach
- Fiscal oversight
- Management of all organizational goals

IV: Sustaining this work

Nourishing Networks Central evolved first as a concept and theory to build on a strategic initiative of Hopelink – a large and well supported human services in King County. The strategic initiative was to find ways to “inspire and engage the community to end poverty.” The initial two and one-half years of research and development was funded by a broad array of individual and foundation philanthropic support developed by Hopelink. As the founding Networks were launched to test the theories and develop the model, Hopelink turned to another non-profit, the Center for Ethical Leadership (CEL), to move this initiative to the next level. CEL possessed the unique knowledge and community-engagement expertise that was essential to the full development of Nourishing Networks. CEL supported the evolution of this effort with their general fund and the support of The Seattle Foundation, United Way of King County, and the Kalliopeia Foundation, along with volunteer professional support of many others.

As a new non-profit, Nourishing Networks Central will continue the evolution of this new system of building local community capacity to build collective ownership for community wellbeing. Just as its founder organizations relied on philanthropic support to develop the model and the first networks, so will NNC need the philanthropic support of all sectors to sustain, replicate and expand the Nourishing Networks to communities everywhere.

Founding Partners and Supporters of the Research, Development and Incubation Phases:

Hopelink

Center for Ethical Leadership

The Seattle Foundation

United Way of King County

The Kalliopeia Foundation

The Hartman Group

Nourishing Networks Central
Budget Forecast
June 2014 – June 2015



Expenses

Salaries	\$ 45,000
Benefits	0
Contracting	10,000
Rent	3,600
Cable/Phone	1,600
Event Costs	4,000
Website (Three Phases)	25,000
Copying/Printing/Postage	800
Insurance	500
Americorps Expenses	250
Office Supplies	150
Total	\$ 91,000

Sources of Support

Municipal	\$35,000
Foundations	20,000
Individual	11,000
Contract	25,000
Total	\$ 91,000

Nourishing Networks At a Glance

We've only Just Begun

In the fall of 2011, several hundred passionate people from all sectors began gathering at tables throughout N/E King County to begin to answer a different kind of question in a new kind of way.

"If ending hunger in our community were up to us, what would we do?"

This question was directed to any person who cared deeply about the growing gaps of local hunger and food insecurity within their neighborhoods and towns.

Here's who answered: teachers, principals, coaches, PTSA parents, pastors, gardeners, civic leaders, neighbors, business owners, elected officials, police and firefighters, human service professionals and young people!

The result is seven Nourishing Networks at play throughout N/E King County, filled with caring people from diverse sectors and backgrounds, who are coming together to listen, learn and leverage the power of relationships and a shared purpose.

Our time together is spent connecting our interests with each other to expand existing good work, to initiate new solutions, and to tackle larger system questions.

What we all have in common is a passion to find and fill gaps of local hunger and food insecurity and other serious community challenges.

Highlights of our Networks' Collective Impact

- The support in food and volunteers to **pack and deliver more than 700 weekend food backpacks for children** attending Eastside schools
- The engagement of **hundreds of community members regularly delivering food boxes to help support families** through the long school breaks
- The creation of **nine new summer meal programs on the Eastside**
- The **dramatic growth of community garden support** for low income families and fresh food donations to local food banks
- New **community kitchens and expanded meal programs** throughout region
- The regular delivery of **thousands of granola bars and snacks to help kids get through their school day** by community groups, PTSAs and neighbors
- A much-needed **food pantry in an isolated area** through a new collaboration between a church and Hopelink
- The launch of community-directed **awareness raising efforts to educate and enlist support** from all interested people
- Dozens of **new collaborations between informal community efforts and our formal non-profit support structure**
- **New advocacy efforts** to educate our elected officials of the reality of food insecurity within their districts
- The **expansion of formal service and the decrease in duplication** due to new relationships and collaborations among human service providers

We know it works. Let's grow it!

Nourishing Networks Central – the backbone organization developing, supporting and networking together this promising and dynamic effort – is ready to deepen the impact of the existing Nourishing Networks and to expand the opportunity to work together in this new way.

Together, with financial support, we can:

***Fully develop the website that will connect people, offers of support, asks for help, tools to engage and leverage, and a venue to share the stories of success and lessons learned.

***Deepen and Increase the impact of existing Nourishing Networks

***Expand Nourishing Networks to communities throughout the region that are asking to become a part

Our vision is to create a safety net so tightly woven, that none of us can fall through.

We're on our Way. Let's keep going!!!

Thank you!!

FISCAL NOTE

CITY OF KIRKLAND

Source of Request							
Jennifer Schroder, Director of Parks & Community Services							
Description of Request							
Provide funding of \$25,000 to provide operational support for Nourishing Networks Central from the Council Special Projects Reserve.							
Legality/City Policy Basis							
Fiscal Impact							
One-time use of \$25,000 of the Council Special Projects Reserve. The reserve is able to fully fund this request.							
Recommended Funding Source(s)							
<i>Reserve</i>	Description	2014 Est End Balance	Prior Auth. 2013-14 Uses	Prior Auth. 2013-14 Additions	Amount Request	Revised 2014 End Balance	2014 Target
	Council Special Projects Rsv.	250,000	107,128	0	25,000	117,872	250,000
	2013-14 Prior Authorized Use of Council Special Projects Reserve: \$71,628 to fund Human Services Option #2, \$7,000 for the 4th of July Fireworks, and \$15,000 for Kirkland Performance Center Storage Loft reimbursement. Council is also considering additional funding of up to \$13,500 for the aquisition and installation of the Spirit of America 9-11 Memorial Sculpture; the reserve balance assumes approval of this request.						
<i>Revenue/Exp Savings</i>							
<i>Other Source</i>							
Other Information							

Prepared By	Neil Kruse, Senior Financial Analyst	Date	May 9, 2014
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RESOLUTION R-5056

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE CITY MANAGER TO ALLOCATE \$25,000 FROM THE CITY COUNCIL SPECIAL PROJECTS RESERVE FUND TO PROVIDE OPERATIONAL SUPPORT OF NOURISHING NETWORKS CENTRAL.

WHEREAS, at the May 6, 2014, City Council Meeting, Linda Benson, CEO of Nourishing Networks Central requested funding assistance from the City to support the operations of Nourishing Networks Central; and

WHEREAS, Nourishing Networks Central supports the development and sustainability of local volunteer grass-roots networks addressing hunger through ongoing coaching and trainings; and

WHEREAS, Nourishing Networks Central connects networks of volunteers through regional gatherings and online tools, applied research, and professional network development and support; and

WHEREAS, the City Council wishes to allocate funds to provide operational support for Nourishing Networks Central;

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The City Manager is authorized to allocate \$25,000 from the City Council Special Projects Reserve fund to provide operational support of Nourishing Networks Central.

Section 2. The funding assistance from City Council Special Projects Reserve fund shall be used for website development, community outreach, and technical support to Nourishing Networks Central local networks.

Passed by majority vote of the Kirkland City Council in open meeting this ____ day of _____, 2014.

Signed in authentication thereof this ____ day of _____, 2014.

MAYOR

Attest:

City Clerk