Kris Nelson Community-Based Research Program

...a program of the Center for Urban and Regional Affairs (CURA)

CAPI in the Brooklynys: A Strategic Plan for Asset-Based Community Development

Prepared in partnership with CAPI

Prepared by
Ashley James
Jonathan Truong
Research Assistants
University of Minnesota

2013

KNCBR Report # 1359

This report is available on the CURA website:
http://www.cura.umn.edu/publications/search
The Kris Nelson Community-Based Research Program is coordinated by the Center for Urban and Regional Affairs (CURA) at the University of Minnesota, and is supported by funding from the McKnight Foundation.

This is a publication of the Center for Urban and Regional Affairs (CURA), which connects the resources of the University of Minnesota with the interests and needs of urban communities and the region for the benefit of all. CURA pursues its urban and regional mission by facilitating and supporting connections between state and local governments, neighborhoods, and nonprofit organizations, and relevant resources at the University, including faculty and students from appropriate campuses, colleges, centers or departments. The content of this report is the responsibility of the author and is not necessarily endorsed by the Kris Nelson Community-Based Research Program, CURA or the University of Minnesota.

© 2013 by The Regents of the University of Minnesota.

This work is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License. To view a copy of this license, visit http://creativecommons.org/licenses/by-nc-sa/3.0/ or send a letter to Creative Commons, 444 Castro Street, Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “© The Regents of the University of Minnesota. Reproduced with permission of the University of Minnesota’s Center for Urban and Regional Affairs (CURA).” Any derivative use must also be licensed under the same terms. For permissions beyond the scope of this license, contact the CURA editor.

This publication may be available in alternate formats upon request.

Center for Urban and Regional Affairs (CURA)
University of Minnesota 330 HHH Center
301—19th Avenue South
Minneapolis, Minnesota 55455
Phone: (612) 625-1551
E-mail: cura@umn.edu
Web site: http://www.cura.umn.edu

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.
# Table of Contents

Executive Summary……………………………………………………………………………….pg. 4

Demographic Profile – City Overviews for the Broklyns........................................pgs. 5-9

Demographic Profile-API Population in the Broklyns...........................................pgs. 10-20

Community Outreach....................................................................................................pgs. 21-23

Asset Based Community Development – An Overview........................................pgs. 24-44

Asset Based Community Development – Case Studies........................................pgs. 45-47

Recommendations and Roadmap................................................................................pgs. 48-50

Bibliography................................................................................................................pg. 51

Appendix 1 – Interviews............................................................................................pgs. 51-69

Appendix 2 – Community Forum Notes....................................................................pgs. 70-72
Executive Summary

This report provides an analysis and evaluation of the current demographic profile of the Asian and Pacific Islander (API) community residing in the Brooklyns (Brooklyn Center and Brooklyn Park), along with asset based community development approaches to increasing economic assets within the community. The methods of analysis include Census data, interviews, and a literature review. All interviews can be found in the appendices. Results of data analyzed show that the API community living in the Brooklyns appreciates the strong school system, affordable homeownership opportunities, and safety of the cities. The API community living in Brooklyn Park is more secure in terms of the economic indicators analyzed than the API community living in Brooklyn Center. Further, Brooklyn Park anticipates a significant increase in employment opportunities over the next few decades, while employment in Brooklyn Center is expected to remain constant.

The report finds multiple opportunities to implement asset-based community development programs within the Brooklyns that supports existing community interests while increasing economic assets. The recommendations discussed include:

Programs to Increase Economic Opportunity-
- Bundle Asset and Wealth Building Services
- Mobile Food Shelf
- Community Advocate and Convener

Place-Based Community Development -
- Community Garden
- Farmer’s Market
- Community Commercial Kitchen
- Northwest Hennepin County Global Market

The report also investigates the fact that the recommendations presented have limitations. Some of the limitations include:

- Resources for this work have been constrained in recent years.
- Implementing new programs requires additional human and financial resources.
- Asset based community development, specifically the creation of a financial opportunity center (FOC), requires that trust be established between the providing organization and participants.
- Interviews with community-based organizations with community gardens have identified land acquisition as a barrier to implementing programs because of the high cost and/or complicated property ownership situations.
- In order to increase the likelihood that asset-based community development in the Brooklyns is successful in the long-term, multiple partnerships between CAPI, community members, and other organizations engaged in this work are required.
The Cities of Brooklyn Center and Brooklyn Park are located northwest of Minneapolis in Hennepin County. Each city has similarities and yet is unique in terms of its characteristics in the following areas: Population, Education, Income, Employment, and Housing. These areas will be explored by contrasting the cities and includes all races unless otherwise indicated.

Population

The Metropolitan Council provides detailed community information, which is shown in chart 1. The city of Brooklyn Center was more populous than Brooklyn Park in 1970. The population of Brooklyn Center has remained constant since this time, and has even decreased slightly. The future population projection estimates the population will continue to hold constant with a slight decline through 2030. The city of Brooklyn Park has experienced a dramatic increase in population since 1970, with the majority of its growth occurring between 1970 and 2000. Future population projections estimate the population will again increase significantly through 2030, after a period of stability between 2009 and 2011.

The Asian and Pacific Islander population today is steady at about 15% of the total city population in the Brooklyns. The fastest rate of growth for this population occurred between 1990 and 2000, as the share of total population increased from 2% to 10%. This growth occurred at an equal rate between the cities until 2007. After this time, the growth rate continued to increase in Brooklyn Park, while the opposite was happening in Brooklyn Center.

Chart 3 depicts the country of origin- within Southeast Asia- for the foreign born population residing in the Brooklyns in 2010. The most notable difference is the concentration of Lao and Vietnamese populations in Brooklyn Park. Further, Brooklyn Park contains Korean and Bangladeshi populations, while Brooklyn Center is home to a Philippine population. The number of Thai residents is about the same in both cities.
Demographic Profile – City Overviews for the Brooklyns

Chart 4 depicts selected characteristics that compare multiple types of information. The dark colors compare the cities’ overall population, and includes all races. The light colors compare the cities’ Asian and Pacific Islander (API) population. The API race has a larger percent of its population who are under the age of 18 than the cities as a whole. Further, Brooklyn Center has the highest under 18 population. More residents are homeowners in Brooklyn Park, and the API population within the city own homes at the highest rate. Brooklyn Park residents also have the highest share of Bachelor’s degrees, although the API homeownership rate is at a lower level than other races. The API population in Brooklyn Center has the lowest share of residents with Bachelor’s degrees, at approximately 10%.

Income

Residents of Brooklyn Park are slightly wealthier in terms of income and assets than Brooklyn Center. In 2012, the average early wage in Brooklyn Center- for all races- was $45,000, while residents of Brooklyn Park made about $50,000. This translates into a higher median household income, as Brooklyn Center households earn about $46,000, while those in Brooklyn Park earn $60,000. The median house in Brooklyn Park is valued at just under $200,000, while in Brooklyn Center the median value is $153,000 (2012).
Employment

Chart 6 depicts the differences in employment: More Brooklyn Park residents are employed in Manufacturing and Educational Services industries, while those in Brooklyn Center are employed in Health Care and Retail. In both cities, manufacturing accounts for the highest number of jobs. This information helps explain maps 1-2 below, which show the locations where residents of each city work. The dot size represents concentration of employment, and it can be seen that Brooklyn Center residents work in a more concentration pattern along major transportation routes. Brooklyn Park residents are more likely to work in the northern suburbs, while those in Brooklyn Center are more likely to be in Minneapolis or St. Paul.

![Map 1](image1)

![Map 2](image2)
Demographic Profile – City Overviews for the Brooklyns

Another point of interest within the theme of employment is the mismatch between workers and jobs. The following charts explain this mismatch for residents of the Brooklyns. Chart 7 shows that in both cities, there is a net outflow of jobs, meaning that more residents leave the city to work than residents of other cities commute in for work. The outflow is slightly higher in Brooklyn Center, which could indicate there is an opportunity to attract jobs to the city. Chart 8 shows the inflow/outflow of workers earning more than $3,333 per month, or about $40,000 per year. More of these high paying jobs located in both cities are filled by workers who are not residents, but commute in from other cities to work in the Brooklyns. This pattern could indicate that the skills of residents in the Brooklyns do not match the skills required to fill these jobs.

Previously, it was noted that a majority of residents in the Brooklyns do not hold a Bachelor’s degree. Therefore, increasing employment within this population should be focused on those occupations that are growing and match the skills set of residents. The Minnesota Department of Employment and Economic Development maintains a database of these jobs, shown in Chart 9. Demand for the occupations depicted here are expected to grow at an above average growth rate over the next decade. A workforce development strategy could begin by locating where these jobs are in relation to the Brooklyns, and then seeking out opportunities to connect residents to these in-demand jobs.

Chart 10 shows that Brooklyn Park is expected to double its employment to 60,000 jobs by 2030, while Brooklyn Center will remain steady at about 30,000 jobs.
Housing

The average household size in the Brooklyns has increased over time, and is approaching three people per household. Chart 11 shows this growth over time. It is interesting to note that Brooklyn Park has a higher average household size than Brooklyn Center, which could influence the median household income statistic.

The map below shows the median year of home construction for the Twin Cities metro. The age of the housing stock could influence affordability, and it is clear that the housing stock is older in Brooklyn Center than Brooklyn Park. The median year of construction in Brooklyn Center is between 1950 and 1957 and between 1975 and 1980 in Brooklyn Park.
Demographic Profile – API Population in the Brolylons

Executive Summary

This demographic profile includes information about the Asian population who reside in northwest Hennepin County, specifically within “the Brolylons” (Brooklyn Center and Brooklyn Park). The information is presented here by topic, including: Population, Education, Income, Employment, and Housing. Graphics illustrate the statistical comparisons of these topics across three places: the Brolylons, North Minneapolis, and Hennepin County. The final table shows how the demographic profile for this community compares to the overall population living within these geographies in order to highlight differences and/or similarities between the two populations. The information presented here is gathered from the US Census’ ACS 2005-2009 Community Survey, 2010 Census, and Greater MSP.

Population

The Asian community is concentrated in the Brolylons, as the population is 8% higher than Hennepin County, and 10% higher than the State of Minnesota. Within the Asian population, the majority identifies as Hmongs, and is primarily living in Brooklyn Center (70% of total Asian population).

The percentage of residents under the age of 18 living in Hennepin County is 29%. This percentage is much higher in the Brolylons, as 4 in 10 people are under the age of 18 in Brooklyn Center, and about 3 in 10 are under the age of 18 in Brooklyn Park. This statistic suggests that the Brolylons are younger than both Hennepin County and the State. In addition, the percentage of the under 18 population who are foreign born is higher in the Brolylons than Hennepin County, suggesting that the under 18 population are second-generation immigrants.

Approximately two thirds of the Asian population living in Brooklyn Center had not moved in the past year, which is 16% lower than Brooklyn Park and 5% lower than Hennepin County. Of the residents in Brooklyn Center who have moved within the past year, the majority have moved from another location within Hennepin County.

Education

School enrollment data shows that Brooklyn Center has the highest percentage of residents in grades 1 to 8. Additionally, the share of residents enrolled in college and graduate school is lower for the Asian population living in the Brolylons than Hennepin County. The majority of residents in Brooklyn Center hold a high school degree or less, which is much different from Brooklyn Park and Hennepin County. In Brooklyn Park, most residents have completed some college or hold a bachelor’s degree.

Income

Among the four locations analyzed, poverty is concentrated in Brooklyn Center and North Minneapolis. Nearly 1 in 4 residents in Brooklyn Center live in poverty, compared to less than 1 in 10 in Brooklyn Park. Per capita income within the Asian population in Brooklyn Center is $14,000 lower than in Hennepin County and $10,000 lower than all residents Brooklyn Center.
Demographic Profile – API Population in the Brooklyns

residents. Brooklyn Park has a slightly higher per capita income, but is $8,000 lower than the Asian population in Hennepin County.

**Employment**

Within Brooklyn Center, 15% of residents are unemployed, which is the highest percentage next to North Minneapolis. This statistic could partially explain the lower per capita income found within the city. Conversely, the unemployment rate in Brooklyn Park is lower than both Hennepin County and Minnesota. Of those residents who are employed and living in the Brooklyns, the majority work in the Production, Transportation, and Materials Moving industry. The median annual wage for Hennepin County workers in this industry is $30,250. In contrast, the majority of the Asian population living in Hennepin County works in the Management industry, where the median annual wage is $98,300.

The commute shed map, an analysis of where people who live in a given locality are employed, is presented on page 11 for the overall population (all races) in the Brooklyns, in order to show employment patterns. Within Brooklyn Park, the majority of residents are employed in the Education, Health Care and Social Service industry, and its commute shed is evenly distributed among the central cities and northern suburbs. Within Brooklyn Center, the majority of residents are employed in the Manufacturing industry, and its commute shed is more concentrated in Minneapolis and specific locations adjacent to the major county highway corridors.

**Housing**

The median rent and house value in the Brooklyns is compared to the median house and rent value of Hennepin County in order to highlight the push factors for residents from Minneapolis to this area. Analysis shows that housing values are lower in the Brooklyns than the County, however rent is higher. This information could indicate that families looking for larger housing units find that owning a home in the Brooklyns is more affordable than renting an apartment in Minneapolis. Another factor supporting this data is the level of homeownership among the Asian population in these areas. The percentage of residents who are homeowners in the Brooklyns is higher than Hennepin County. For Asian residents in Brooklyn Park, 78% are homeowners.

The household characteristics vary between Brooklyn Center and Brooklyn Park, although in both cities the percent of households living with family is nearly universal, which is about 10% higher than Hennepin County. There are a significant percentage of single parent households in Brooklyn Center, with the majority being female householders living with relatives. The vast majority of households in Brooklyn Park consist of married families, which can be an indicator of the differences in income and poverty rates discussed earlier.

The affordability of housing within the Brooklyns may be related to the age of the housing stock, which decreases in tandem with distance from Minneapolis. The housing stock in Brooklyn Center is older than Brooklyn Park, as 60% of homes were built between the years 1950 and 1969. Only 20% of the homes in Brooklyn Park were built during the same time period.
Demographic Profile – API Population in the Brooklyns

Snapshot Statistics

People

Share of Population - Asian and Hmong

Education

Bachelor's Degree Holders

Employment

Unemployment Rate
Demographic Profile – API Population in the Brooklyns

Income

Median Per Capita Income

Population at or Below Poverty Level
Demographic Profile – API Population in the Brooklyns

Housing

**Homeownership Rate**

<table>
<thead>
<tr>
<th>Location</th>
<th>Asian</th>
<th>All Races</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Mpls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henn Cty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Median Household Size**

<table>
<thead>
<tr>
<th>Location</th>
<th>Asian</th>
<th>All Races</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henn Cty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Mpls</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Median Rent**

<table>
<thead>
<tr>
<th>Location</th>
<th>$0</th>
<th>$200</th>
<th>$400</th>
<th>$600</th>
<th>$800</th>
<th>$1,000</th>
<th>$1,200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minnesota</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henn Cty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Mpls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Median Home Value**

<table>
<thead>
<tr>
<th>Location</th>
<th>$-</th>
<th>$50,000</th>
<th>$100,000</th>
<th>$150,000</th>
<th>$200,000</th>
<th>$250,000</th>
<th>$300,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Mpls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henn Cty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Demographic Profile – API Population in the Brooklyns

### Table 1

<table>
<thead>
<tr>
<th></th>
<th>Percent of Overall Population - All Races</th>
<th>Percent of Population under 18</th>
<th>Percent of Population Foreign Born</th>
<th>% of Asian Population Identified as Hmong</th>
<th>Percent Homeowner</th>
<th>Median Per Capita Income</th>
<th>Percent living at or below Poverty Level</th>
<th>Percent Unemployed</th>
<th>Industry employing highest number of individuals</th>
<th>Percent Holding a Bachelor’s Degree</th>
<th>Median Household Size</th>
<th>Median Rent</th>
<th>Median Housing Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asian Population</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Production, transportation, and material moving</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>14%</td>
<td>40%</td>
<td>70%</td>
<td>59%</td>
<td></td>
<td>$ 11,607</td>
<td>21%</td>
<td>15%</td>
<td>Production, transportation, and material moving</td>
<td>9%</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>14%</td>
<td>33%</td>
<td>39%</td>
<td>78%</td>
<td></td>
<td>$ 17,282</td>
<td>7%</td>
<td>6%</td>
<td>Production, transportation, and material moving</td>
<td>21%</td>
<td></td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>11%</td>
<td>43%</td>
<td>69%</td>
<td>52%</td>
<td></td>
<td>$ 8,507</td>
<td>45%</td>
<td>20%</td>
<td>Production, transportation, and material moving</td>
<td>10%</td>
<td></td>
<td>5.6</td>
<td></td>
</tr>
<tr>
<td>Hennepin County</td>
<td>6%</td>
<td>29%</td>
<td>22%</td>
<td>53%</td>
<td></td>
<td>$ 25,316</td>
<td>16%</td>
<td>8%</td>
<td>Management, business</td>
<td>49%</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td>4%</td>
<td>31%</td>
<td>27%</td>
<td>59%</td>
<td></td>
<td>$ 22,246</td>
<td>17%</td>
<td>8%</td>
<td>Management, business</td>
<td>22%</td>
<td></td>
<td>3.5</td>
<td></td>
</tr>
<tr>
<td><strong>Overall Population - All Races</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Manufaturing</td>
<td>Educational services, and health care and social assistance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>28%</td>
<td>23%</td>
<td>64%</td>
<td>$ 21,366</td>
<td>17%</td>
<td>9%</td>
<td>Manufacturing</td>
<td>18%</td>
<td>2.8</td>
<td>$1,058</td>
<td>$ 178,033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>29%</td>
<td>20%</td>
<td>73%</td>
<td>$ 25,024</td>
<td>12%</td>
<td>8%</td>
<td>Educational services, and health care and social assistance</td>
<td>29%</td>
<td>2.9</td>
<td>$1,037</td>
<td>$ 222,538</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>36%</td>
<td>16%</td>
<td>58%</td>
<td>$ 15,552</td>
<td>31%</td>
<td>17%</td>
<td>Educational services, and health care and social assistance</td>
<td>13%</td>
<td>2.9</td>
<td>$860</td>
<td>$ 164,895</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hennepin County</td>
<td>23%</td>
<td>13%</td>
<td>65%</td>
<td>$ 35,902</td>
<td>12%</td>
<td>7%</td>
<td>Educational services, and health care and social assistance</td>
<td>45%</td>
<td>2.4</td>
<td>$853</td>
<td>$247,212</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td>24%</td>
<td>7%</td>
<td>74%</td>
<td>$ 29,582</td>
<td>11%</td>
<td>6%</td>
<td>Educational services, and health care and social assistance</td>
<td>32%</td>
<td>2.5</td>
<td>$759</td>
<td>$206,200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Demographic Profile – API Population in the Brooklyns

Tables: Demographic Profile of Asian Population

<table>
<thead>
<tr>
<th>Geographic Mobility in the Past Year</th>
<th>Did Not Move</th>
<th>Moved within same county</th>
<th>Moved from different county within same state</th>
<th>Moved from different state</th>
<th>Moved from abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Park</td>
<td>87%</td>
<td>8%</td>
<td>3%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>77%</td>
<td>15%</td>
<td>5%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>76%</td>
<td>12%</td>
<td>3%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>71%</td>
<td>21%</td>
<td>4%</td>
<td>5%</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School Enrollment</th>
<th>Nursery School, preschool, kindergarten</th>
<th>Grades 1 to 8</th>
<th>Grades 9 to 12</th>
<th>College or Graduate School</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Minneapolis</td>
<td>44%</td>
<td>7%</td>
<td>44%</td>
<td>33%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>37%</td>
<td>4%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>36%</td>
<td>3%</td>
<td>19%</td>
<td>7%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>36%</td>
<td>4%</td>
<td>13%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Less Than GS HS Diploma</th>
<th>High School</th>
<th>Some College</th>
<th>Bachelor or Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Center</td>
<td>46%</td>
<td>25%</td>
<td>21%</td>
<td>8%</td>
</tr>
<tr>
<td>North</td>
<td>43%</td>
<td>23%</td>
<td>21%</td>
<td>13%</td>
</tr>
</tbody>
</table>
### Demographic Profile – API Population in the Brooklyns

<table>
<thead>
<tr>
<th>Location</th>
<th>20%</th>
<th>27%</th>
<th>26%</th>
<th>23%</th>
<th>18%</th>
<th>15%</th>
<th>18%</th>
<th>49%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minneapolis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>24%</td>
<td>27%</td>
<td>26%</td>
<td>23%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hennepin County</td>
<td>18%</td>
<td>15%</td>
<td>18%</td>
<td>49%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Household Income</th>
<th>Less than $10,000</th>
<th>$10,000 - $29,999</th>
<th>$30,000 - $49,999</th>
<th>$50,000 - $74,999</th>
<th>More than $75,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Minneapolis</td>
<td>20%</td>
<td>30%</td>
<td>18%</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>7%</td>
<td>16%</td>
<td>14%</td>
<td>21%</td>
<td>42%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>2%</td>
<td>11%</td>
<td>24%</td>
<td>18%</td>
<td>45%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>2%</td>
<td>11%</td>
<td>15%</td>
<td>27%</td>
<td>45%</td>
</tr>
</tbody>
</table>

### SNAP Benefits

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Minneapolis</td>
<td>46%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>25%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>14%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>12%</td>
</tr>
</tbody>
</table>

### Poverty

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Minneapolis</td>
<td>45%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>21%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>16%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>7%</td>
</tr>
</tbody>
</table>
### Demographic Profile – API Population in the Brooklyns

#### Unemployment Rate

<table>
<thead>
<tr>
<th>Location</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Minneapolis</td>
<td>20%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>15%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>8%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>6%</td>
</tr>
</tbody>
</table>

#### Industry where Residents are Employed

<table>
<thead>
<tr>
<th>Location</th>
<th>Production</th>
<th>Transportation</th>
<th>Material Moving</th>
<th>Natural Resources</th>
<th>Sales and Office</th>
<th>Service</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Park</td>
<td>42%</td>
<td>4%</td>
<td>18%</td>
<td>18%</td>
<td>9%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>30%</td>
<td>4%</td>
<td>28%</td>
<td>20%</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>18%</td>
<td>1%</td>
<td>22%</td>
<td>18%</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hennepin County</td>
<td>18%</td>
<td>2%</td>
<td>18%</td>
<td>13%</td>
<td>49%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Homeownership Rate

<table>
<thead>
<tr>
<th>Location</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Park</td>
<td>78%</td>
</tr>
<tr>
<td>Brooklyn Center</td>
<td>59%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>53%</td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>52%</td>
</tr>
</tbody>
</table>

#### Percentage of Households with More than One Occupant per Room

<table>
<thead>
<tr>
<th>Location</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Center</td>
<td>23%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>17%</td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>16%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>8%</td>
</tr>
</tbody>
</table>
## Demographic Profile – API Population in the Brooylns

<table>
<thead>
<tr>
<th>Household Type</th>
<th>Brooklyn Center</th>
<th>Brooklyn Park</th>
<th>North Minneapolis</th>
<th>Hennepin County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family households</td>
<td>99%</td>
<td>97%</td>
<td>95%</td>
<td>86%</td>
</tr>
<tr>
<td>Married-couple family</td>
<td>57%</td>
<td>78%</td>
<td>60%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Relatives</strong></td>
<td>57%</td>
<td>78%</td>
<td>99%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Nonrelatives</strong></td>
<td>0%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Male householder, no wife present</td>
<td>16%</td>
<td>7%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Relatives</strong></td>
<td>14%</td>
<td>6%</td>
<td>97%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Nonrelatives</strong></td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Female householder, no husband present</td>
<td>26%</td>
<td>12%</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Relatives</strong></td>
<td>23%</td>
<td>11%</td>
<td>93%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Nonrelatives</strong></td>
<td>3%</td>
<td>1%</td>
<td>7%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Place of Birth for Foreign-Born Population

<table>
<thead>
<tr>
<th>Place</th>
<th>Brooklyn Center</th>
<th>North Minneapolis</th>
<th>Brooklyn Park</th>
<th>Hennepin County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico</td>
<td>18%</td>
<td>Laos 26%</td>
<td>Liberia 19%</td>
<td>Mexico 17%</td>
</tr>
<tr>
<td>Liberia</td>
<td>16%</td>
<td>Mexico 17%</td>
<td>Vietnam 15%</td>
<td>Other E. Africa 9%</td>
</tr>
<tr>
<td>Laos</td>
<td>14%</td>
<td>Other E. Africa 13%</td>
<td>Laos 15%</td>
<td>India 7%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>9%</td>
<td>Thailand 12%</td>
<td>Mexico 9%</td>
<td>Laos 5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Children under 18 Living With Grandparents</th>
<th>Percent of Total Asian Population</th>
<th>Percent Responsible for Child</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn Center</td>
<td>5%</td>
<td>76%</td>
</tr>
<tr>
<td>North Minneapolis</td>
<td>4%</td>
<td>22%</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>3%</td>
<td>17%</td>
</tr>
<tr>
<td>Brooklyn Park</td>
<td>5%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Demographic Profile – API Population in the Brooklyns

Map 3: Distribution of the Asian Population

Source: U.S. Census Bureau, Decennial Census 2010 (Summary File 1 Data).
Community Outreach: Themes Heard from Interviews with API Residents and Business Owners in the Broklyns

In the month of April, CAPI USA sought to better understand the positive and negative perceptions of Asian Pacific Islanders living in Brooklyn Park. To do this, Palee Yang conducted a Hmong focus group and community forum and Jonathan Truong interviewed several Asian Pacific Islander owned businesses. Below are common themes:

Positives

- The K-12 school system is Brooklyn Park area has been one of the largest incentives for Asian Pacific Islanders to live in Brooklyn Park. Specifically, residents noted both Park Center and Champlin as excellent schools.
- Many API have moved from other areas —many from Minneapolis- to Brooklyn Park because of affordable and available housing.
- The migration of APIs to Brooklyn Park has encouraged the relatives and friends of the initial migrants to move to the area.
- APIs use their networks to help friends and family members to get jobs.
- Although crime exists in Brooklyn Park, it is not seen. People feel very safe.
- Some people moved from the Minneapolis and Saint Paul to the Broklyns because there were “too many people’ and “bad influences”.
- The area has a lot of racial and ethnic diversity. APIs especially seem to enjoy the diversity within the Asian Pacific Islander community.
  - Due to the high number of APIs that have moved into the area, it has resulted in the increased number of API businesses.
  - The area provides all the restaurants and grocery stores that APIs demand.
- Many business owners noted that they didn’t want or need any help from any organizations and the City of Brooklyn Park. This could be due to businesses either doing very well or distrust with the government.

Negatives

- Although many APIs live in the Brooklyn Park area, it does not have large community gathering events. For example, in comparison to Saint Paul and Minneapolis, the area does not have a space to hold Hmong New Year and funeral home services (Hmong specific).
- Even though there are some community gathering spots such as North View Junior High, very few of them exist.
  - This has resulted in a disproportionate number of API folks, like the Hmong elderly to become more secluded.
  - Many of the Hmong elders living by themselves need assistance; however, they are not receiving it.
- Many do not know what the city does in terms of providing services to the community. Even if the city did, they would not know how to access them.
- Many travel to Minneapolis for API-specific services such as healthcare, job training etc... at organizations such as Hmong American Partnership and North Memorial Hospital.
- Many community leaders are known from churches. Unfortunately, some elders do not attend church anymore which has resulted in less participation in community events. Many people noted that people like to keep to themselves.
Community Outreach: Themes Heard from Interviews with API Residents and Business Owners in the Brooklyns

- The city gets a bad rap for its violence, drugs, and number of gangs, even though it’s not as bad as people believe.
- Several API business owners noted that their landlords consistently fluctuate their rental rates, which makes it difficult for them to make financial projections.
- Many API business owners do not like interacting with one another and they were uninterested becoming involved in an Asian Pacific Islander business-owner network. Isolation is due to several reasons:
  - API businesses compete against one another.
  - Businesses gossip about one another, causing mistrust and disdain.
- Even though many APIs live in Brooklyn Park, there are no areas like Saint Paul’s “Hmong Village”.
- Some believe that moving to Brooklyn Park or Brooklyn Center entailed that a family was rich. That is not the case. The people living in this area also needed resources. Some specifically desired resources are:
  - Programs for youth and higher education
  - Education programs for nonspeaking English seniors
  - Clinics, especially for Mental Health and Depression
  - Homeownership and Financial Literacy Programs
  - Job Training
- Lack of resources from the county and city, which results in people traveling to Minneapolis and Saint Paul for resources. There’s also no “Go-To” organization for API living in the Brooklyns.
- Working adults and seniors who know how to drive use personal car only. They do not use transit or bus because they are not familiar with the routes, stops, and times. Because of inaccessible transportation, some are often stuck at home and become depressed.
- Elders look to Senior Homes for assistance; however, they are not as receptive as much to the API community. They also lack resources in comparison to senior homes in Saint Paul. Saint Paul Senior homes provided toilet paper, napkins, and blankets for free if you became a member.

Other Interesting Facts

- People keeping to themselves seems as both a positive and a negative. Some see it as a protection of privacy, others see it as a lack of community
- Reliance by elders and older adults for their children to interpret for them.
- Despite high illiteracy rates in Hmong communities, a lot of people get their information through the mail. If they can’t understand the mail, they end up tossing it.
- If Hmong families could change the way they receive information, they wish that there would be more
  - Images
  - Consistent logos to identify organizations by
  - Face to face outreach could be done so I can learn about upcoming events that I could participate in.
- Here is a consequence of this:
  - “I remembered a cousin who lived in N MPLS was fined for not reading or understand the information sent from the City about fixing the water and cutting water off for residents. When he noticed that his water was cut off, he called the police and City and was angry at them. He found out that it was part of the City’s work and a notice was sent several weeks ago to his house. He was fined and given a ticket for misdemeanor behavior.”
- For Hmong people, community is not necessarily placed based (where you live) rather culturally based (being Hmong).
- In the Hmong community, trust is better established if all parties are Hmong.
Community Outreach: Themes Heard from Interviews with API Residents and Business Owners in the Brooklyns

- Hmong people with limited English proficiency often use their children as aids to get resources from organizations and institutions.
- Will seek medical attention for only major health problems. For minor ones, APIs often do not go.

- **Overall Themes**

---

**Positives**
- Schools
- Affordable Housing
- Diversity, API Population
- API Businesses
- Safe

**Negatives**
- Government Distrust
- Stereotypes
- Lack of
  - C.G. Spaces
  - Youth Programs
  - Activities for Elderly
  - API Specific Organization
Asset Based Community Development- An Overview

Located within the School of Education and Social Policy at Northwestern University, the Asset Based Community Development Institute supports community economic development with a focus on supporting the development of community capacity, especially residents and informal groups, or associations.

Why an Asset-Based Approach can be successful for community economic development

A deficit or needs-based approach has serious flaws. First, residents may begin to accept that the map is the only guide to the reality of their lives. They think of themselves and their neighbors as fundamentally deficient, victims incapable of taking charge in their lives and of their community’s future. Other consequences of this thinking are;

- Viewing community as an endless list of problems and needs; it also denies the basic community wisdom which regards problems as tightly intertwined, as symptoms of the breakdown of a community’s own problem solving capacities.
- Providing resources on the basis of the needs map underlines the perception that only outside experts can provide real help. Therefore, the relationships, or informal associations, are weakened as relationships that involve the expert become more important. Rebuilding relationships offers the most promising route toward successful community development.
- Reliance on the needs map as the exclusive guide to resource gathering reinforces the cycle of dependence: problems must always be worse than last year, or worse than other communities, if funding is to be renewed.

The needs-based approach to community development may result in a maintenance and survival strategy targeted at isolated individual clients rather than a comprehensive development plan that includes the skills and capacities of an entire community.

There are two additional reasons why an asset-based approach can be successful:

- Authentic community development takes place only when local community people are committed to investing themselves and their resources in the effort.
- Outside help and resources are difficult to obtain for local community development work; relying on it will decrease the chances of success.

The Process of Asset Based Community Development

The process of asset-based community development (ABCD) can be summarized by these three interrelated characteristics:

- The community development strategy starts with what is present in the community, the capacities of its residents and workers, the associational, and institutional base of the area.
- It is internally focused, as the strategy concentrates upon the agenda building and problem-solving capacities of local residents, associations, and institutions. This focus is
intended to stress the primacy of local definition, investment, creativity, hope, and control.

- It is relationship-driven. One of the central challenges for asset-based community developers is to constantly build and rebuild relationships between and among local residents, associations, and institutions.

The ABCD approach involves pinpointing available local individual and associational assets, connecting them with one another in ways that multiply their power and effectiveness, and engaging local institutions that are not yet available for local development purposes. This approach assumes that social and economic revitalization start with what is already present in the community: the capacities of residents and the neighborhood’s associations and institutions.

In this context, associations are defined as smaller, face-to-face groups where members do the work and are not paid. Institutions, on the other hand, are organizations where paid staff does the work. Residents, associations, and institutions all have a role to play in the development process. To support these groups, community leaders must understand each of these assets and what they can do:

- Residents: Including those with low incomes, are people with talents and solutions. They are not just clients with problems. Identifying and mobilizing residents’ skills and capacities help build both community problem-solving abilities and economic power.
- Local citizen associations: Active in virtually every community as people organize around common cultural values, shared social problems, physical proximity, social movements, and specific tasks. Identifying associations and understanding what they do are important steps toward re-empowering residents and counteracting the dependency behaviors of needs-based strategies.
- Neighborhood Institutions: Traditionally defined as not-for-profit, for-profit, and government. Thus, they include non-profit agencies, businesses, libraries, and parks. Each neighborhood institution can bring many assets to support the community building initiatives of residents and their associations.

While all three assets are critical resources, the ABCD approach focuses on strengthening local associations. The reason for this special emphasis is that local associations are rarely inventoried at the neighborhood level. While there are often lists of social services, government programs, and businesses, neighborhood associations tend to be an unexplored community resource. Nonetheless, they are numerous in even the lowest income neighborhoods and perform many essential functions that support the health, welfare, and economy of local residents. These associations are the basic units through which residents empower one another and mobilize each other’s capacities to improve their lives and the lives of their neighbors.
Asset Based Community Development- An Overview

The Goal of Association Mapping

An important part of promoting a healthy neighborhood and local economy is finding out what neighborhood associations are functioning in the community. There are two main goals:

- To collect, organize, and make accessible information about a neighborhood’s associations.
- To identify community betterment functions of those associations and determine which additional community activities they might engage in.

What are neighborhood associations?

A group of two or more neighborhood residents joined together around a common activity, often sharing a common vision or goal. To achieve their goal, residents usually decide upon a common purpose, share in a plan to address that purpose, and implement their plan. Regardless of size, their key characteristic is that members always create the vision, and engage in the basic work to solve the problem or achieve the goal. Associations can be formal or informal, and are organized around issues as diverse as a neighborhood block club, athletics, culture, or age.

The following characteristics define an association:

- The primary work of the group is performed by local residents
- The primary functions of the group are carried out in the group’s neighborhood
- Members, whether self-selected, appointed or elected, serve voluntarily

What associations do.

Contribute to community building in three ways:

- Reach and involve many more people, as their members often represent a majority of people in the neighborhood. Therefore, they can greatly magnify the number of people reached with new information or the number who get involved in community action.
- They are usually the most significant vehicles for changing both the attitudes and behavior of people. They set norms and provide incentives for new forms of action, and can greatly shape community attitudes. They shape members’ attitudes and behaviors.
- While most associations are focused upon a particular goal or interest, they take on additional functions that reach beyond the members’ primary purpose for the benefit of the community. Thus, they represent a vital local vehicle for achieving community change or improvement. The mobilize members to act on many different issues.
Asset Based Community Development: An Overview

How can organizations implement this approach for community economic development?

There are five steps toward whole community mobilization:

- Map the capacities and assets of individuals, citizens’ associations, and local institutions
- Build relationships among local assets for mutually beneficial problem solving within the community
- Mobilize the community’s assets fully for economic development and information sharing purposes
- Convene as broadly representative a group as possible for the purposes of building a community vision and plan
- Leverage activities, investments and resources from outside the community to support asset-based, locally-defined development

Ways to mobilize local associations around community-building opportunities:

- Link associations with local businesses. Your organization can work with local association leaders to set up collaborations around purchasing, storefront beautification, or safety patrols with existing local businesses. Local associations could also consult with the local business council or individual business owners about recurring issues that negatively impact both businesses and the residents’ quality of life. Local associations can also work with local businesses to start ‘buy-local’ campaigns through cooperative buying clubs and frequent buyer programs.
- Encourage associations to localize job training and placement activities. Many residents could be interested in job training and placement, so associations should have access to job listings in order to post or announce at meetings. It might also be beneficial to work with local leaders to network with pertinent agencies and businesses to receive this information. Identifying residents’ employment skills and capacities is another significant component of job training and placement activities. You might want to work with local associations to conduct an Individual Capacity Inventory of formal and informal work skills of members and youth in the neighborhood.
- Prepare Associations for Microenterprise Development. Many associations may express interest in identifying, convening, and supporting local entrepreneurs. Your organization can involve association leaders and their members in a neighborhood effort to identify or nurture local entrepreneurship. Identifying what businesses are currently located in the neighborhood will help determine which products and services to focus on providing.
- Convene Issue groups. Your organization can provide the space and opportunity for interested associations to develop their own economic development initiatives. Specific activities might include a series of discussions exploring:
  - Peer support groups. Might consist of association members who discuss employment prospects and provide each-other with referrals.
  - Buy Local Campaigns. Might consist of neighborhood-wide marketing efforts designed to encourage residents to patronize area businesses. Associations can
cooperate with local businesses to establish buying incentives, such as discounts and coupons.

- Local purchasing councils with institutional partners. Local purchasing councils with institutional partners might consist of special collaboratives between local associations and formal institutions – schools or recreational centers– to purchase bulk consumer goods at discounted rates. A local buying cooperative or wholesale club is an example.
- Investment clubs. Might consist of associations and their members who have an interest in asset and equity development through group or individual stock purchases.

Support Initiatives around neighborhood improvement.

- Set the stage for a council of associations. This can be the vehicle for bringing together diverse interests within the community, and allow them to talk through issues. This group could become a partner in community development initiatives.
- Publicize the activities of associations that want publicity. Some associations may not want media or other attention. Some, however, may be doing excellent work and just never have thought that others might be interested. Through its network of contacts, your organization could provide opportunities for interested associations to use local cable access channels, radio, and print media to promote group events and successes. Another possibility is a community newsletter, which can be a vehicle to advertise resident skills and capacities, as well as association activities and challenges.
- Encourage the development of regular marketplaces for discussion of neighborhood improvement projects. As more associations are identified, a neighborhood marketplace – a series of weekly or monthly area gatherings– could become a mechanism for convening residents of all ages, professions, interests, and capacities. Individual skills can be showcased as retired residents sponsor training workshops, individuals become connected to trade support groups, and younger residents realize the value of work and community service.

Involve local associations in mutual support projects

- Encourage associations to recruit local youth into activities. These could include working with residents across generations with similar interests, such as gardening. Other possibilities include community service projects, and connections with adults such as mentoring and career fairs.
- Use technology to build relationships between associations and other community stakeholders. Your organization could work with associations to develop a dynamic neighborhood network. Your organization could help associations take the lead on how to use neighborhood information to strengthen both the commerce of groups and the individual capacities of residents.
Asset Based Community Development - An Overview

What is an asset within this community?

Organizations included:

<table>
<thead>
<tr>
<th>Category</th>
<th>Organization</th>
<th>Address</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K-12 Education</strong></td>
<td>Prairie Seed Academy</td>
<td>6200 West Broadway Ave</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Park Center Senior High School</td>
<td>7300 Brooklyn Boulevard</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Northview Junior High School</td>
<td>5869 69th Ave N</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td><strong>Community Center</strong></td>
<td>Zanewood Community Center</td>
<td>7100 Zane Ave N</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Northwest Family Center</td>
<td>7051 Brooklyn Boulevard</td>
<td>Brooklyn Center</td>
</tr>
<tr>
<td></td>
<td>Earle Brown Heritage Center</td>
<td>6155 Earle Brown Dr</td>
<td>Brooklyn Center</td>
</tr>
<tr>
<td></td>
<td>Buasavanh</td>
<td>7324 Lakeland Ave N</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Kashia Adult Day</td>
<td>5650 Lilac Drive</td>
<td>Brooklyn Center</td>
</tr>
<tr>
<td><strong>Church</strong></td>
<td>Hmong Community Alliance Church</td>
<td>6240 Aldrich Ave N</td>
<td>Brooklyn Center</td>
</tr>
<tr>
<td></td>
<td>New Life in Christ Worship Center</td>
<td>9000 101st Ave N</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td><strong>Supermarket</strong></td>
<td>Asia Pacific Oriental Foods, Inc</td>
<td>7982 Brooklyn Boulevard</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Phuong Trang</td>
<td>8072 Brooklyn Boulevard</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td><strong>Farmer’s Market</strong></td>
<td>Northwest Metro</td>
<td>8717 Zane Ave</td>
<td>Brooklyn Park</td>
</tr>
<tr>
<td></td>
<td>Farmer’s Market</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Asset Based Community Development- An Overview

The following is a description of how to operationalize asset-based community development strategies through the Annie E. Casey Foundation’s Center for Family Economic Success (CFES). This program is focused on helping to lift families and children out of poverty and move them toward economic stability and opportunity in supportive communities. The message is that families should be able to meet their basic needs and participate in some level of planning for the future. The strategies include:

- Find and keep good jobs
- Reach and sustain self-sufficiency
- Build assets for the future

The approach sequences and bundles these strategies to meet the needs of each family, recognizing that a single strategy will not be sufficient for achieving economic success.

A family has attained economic success when it has sufficient and predictable resources to:

- Meet basic family needs and provide for emergencies
- Qualify for, secure and keep a good job with opportunities for advancement
- Make ongoing investments in lifelong learning
- Effectively and confidentially manage family finances
- Build and keep assets such as a home and retirement savings that grow over time
- Live in safe, affordable and opportunity-rich communities

The FES approach employs three broad, complementary strands of strategies. Each relies on a variety of sometimes overlapping tactics, which may be bundled together or used individually, depending on the needs of a family. The strands are:

- Earn It – succeed in the workforce
- Keep It – increase and protect their income
- Grow It – acquire, keep and increase assets

**Earn it: Jobs, Education, and Work Supports**

Acquire the education and skills needed to become employed and advance in the workplace; Focus on job training and post-secondary credentials. A key goal is increasing access to work supports such as Food Stamps, EITC, and other tax credits and supportive policies

**Keep It: Income and Financial Management**

Help workers make ends meet, protect their earnings, and stretch their dollars; Access mainstream banking and low-priced financial products. Provide financial education, and address the high cost of goods and services in some communities, including credit counseling and predatory lending.

**Grow It: Asset and Wealth Creation**

Strategies to foster savings and build assets to allow families to pay off debt, establish credit, and secure fair priced loan product. A key component is one-on-one coaching to help families manage their money.

**Key Strategies for Communities:**
Asset Based Community Development - An Overview

- Using responsible development practices that give voice to residents’ needs
- Developing physical infrastructure and the skills of people living there
- Encouraging neighborhood economic development and new financing strategies for building sustainable communities
- Connecting families and communities to economic engines, anchor institutions, and regional opportunities

Center for Working Families Model

This model is built around a trusted neighborhood service provider – often but not always a workforce development program- and it expands families’ vision of what is possible, and encourages the practice of financial planning, budgeting, and careful choices. Intermediary organizations play a critical role in establishing and maintaining the programs, as the goal of achieving scale-ability to reach a significant number of residents in a targeted community-is facilitated by networks of community-based organizations supported by an intermediary.

Core Elements:

- Workforce and career services to produce quality jobs with benefits
- Work supports and access to publicly available resources such as cash benefits, child care subsidies for low-wage earners, the EITC
- Financial services and products geared to community and individual needs

Feasibility assessment of a community’s potential for a CWF

- Is there a platform – a viable, respected provider deeply rooted in the community? If so, is that organization (workforce development) open to shifting or expanding its approach, developing new skills or partnerships to deliver the other CWF components?
- Is there an entrepreneur who understands the concept and is able to lead the organization or partnership in a new way?
- Are there likely partners? The model represents a hybrid of traditional non-profit and for-profit systems, so most have found partners who complement their work
Asset Based Community Development- An Overview

- Is there an intermediary with the ability to open doors to funders and policy makers, provide technical assistance, and help take the project to scale?
- Are local funders interested in CWF goals?
- It is critical that the potential implementing organizations have the following capacities:
  - Entrepreneurial, able to take measured risks, innovate and adapt, based upon experience
  - Data-driven, with an emphasis on learning and continuous improvement
  - Seventy five percent of core services already in place, or available through partner organizations, so that the CWF can focus on bundling them for families
  - Rooted in community and seen as credible and trusted partner and service provider
  - Willing and able to provide sustained personal connections for participants through engaged and trusted staff who act as coaches
  - Organizational commitment to helping families move toward economic success and wealth
  - Commitment to broader policy and systems change on behalf of low-wage workers

Community-Specific Feasibility Assessment

- Interviews or focus groups with community members
- Earned income profile of the neighborhood
- Objective review of available banking and alternative financial services in the neighborhood
- Assessment of the local policy environment

Implementation Challenges

- CWF Leadership and staff must develop skills and willingness to meet people where they are in their financial lives
- Partnerships across the nonprofit and private sectors
- Data systems must be flexible enough so that information can be shared across services, staff, and partner organizations
- Sustainability is closely linked to addressing cost issues of the bundled CWF services
- Scale can be created through intermediary organizations that fill roles such as blender of local funds, technical assistance provider, and oversight and policy advocacy.

Case Study in Implementing a CWF-Based Financial Opportunity Center

Sparkpoint Centers: The United Way of the Bay Area

The Impetus for Creating Sparkpoint

The initiative was implemented 6 years ago with the goal of providing self-sufficiency and financial stability to low-income Bay Area residents. Sparkpoint was created to fully integrate the numerous programs and economic supports available to participants. The reason behind this strategic goal of integration was to increase the share of participants that achieved financial self-sufficiency and stability. Currently, Sparkpoint Centers connected to the United Way are located in Massachusetts, Denver, Las Vegas, Fresno, Los Angeles, and North Carolina. CFED has supported centers in Texas and Burbank.
The Implementation Process

The first step undertaken to implement the program was to define the terms ‘self-sufficiency’ and ‘financial stability.’ Many partners were involved in this process, so creating a common definition of the goals they sought to achieve was a critical success factor.

The definition of financial stability has four components:

1) A good credit score, which is a score that a traditional bank would approve a customer to qualify for a home loan. The credit score in this case is 750.
2) A manageable debt load. This is defined as a 30% debt-to-income ratio.
3) A livable Income. This is seen as the first standard in self-sufficiency, and the program uses Wider Opportunities for Women calculator to determine what that income level should be. (Data is not available for MN.) This calculator is preferred over Federal poverty guidelines because it factors in the cost of living index for a particular location and household type. http://www.wowonline.org/ourprograms/fess/sss.asp
4) The equivalent to 3 months of savings. This level is seen as sufficient according to CFED, and is based on total monthly expenses. For example: $2,000/month in expenses equals $6,000 in total savings.

The definition of self-sufficient: A participant is no longer supported by any public assistance (100% self-sufficient).

The second step toward implementation was to acknowledge among the partners involved that no one organization alone could successfully address all of the factors that go into making someone financially stable. This resonated with public agencies because the existing program silos were recognized as a barrier to increasing self-sufficiency. For example, different and conflicting eligibility criteria for housing, employment, and other assistance prevented participants from taking more than one service at a time.

United Way and partner staff looked at the Center for Working Families’ evaluation of bundled services, which found that a client receiving 2 or more services increased their chance of success in achieving self-sufficiency.

- If the client received only 1 service, their chance of success was 26%
- Received 2 or more services – 68%
- Received 3 or more services – 86%

The third step was to determine which model would work best to bundle the services, which required partnerships because one organization could not provide these services alone.

1. The existing situation – 15-25% of clients took 2 or more services. This was due to funding streams, which came from different sources and thus operated within bureaucratic silos along multiple sets of criteria. Thus, clients could not easily receive more than one service.
2. Intermediate step toward Sparkpoint: Co-Location collaboration from the CWF model - 20-35% of clients took 2 or more services. A lead agency was designated and then collaboration was formed between the supporting agencies through MOU’s. The lead agency then distributed program funds among the supporting agencies.
3. New model based on integration: Sparkpoint Model – 27-28% of clients took 2 or more services. The goal was to get 35%. The key characteristic that sets this model apart is the integration of cultures across partner agencies. Specifically, the program operates from a single system that tracks and manages clients at each Sparkpoint location. This system includes data for strategic planning and evaluation activities. In the process of implementing the program, it was agreed that each agency partner would agree on the same measures of success. In addition, the budget, marketing, intake and
Asset Based Community Development- An Overview

communications systems are all integrated among partners to create the Sparkpoint brand. A final key characteristic is the implementation of a single message: Sparkpoint centers help clients achieve financial stability according to the four criteria. The client benefits from this approach because the program’s values are holistic and long term, not transactional and short term.

Their success:

Prior to Sparkpoint, about 28% of clients were achieving their outcomes. Now, about 48% achieve them.

Their challenges:

Sparkpoint Centers work with the same family over time, but most funding sources are designated for single year intervals. The organization and its partners have been working to change the funding models that will support long term services by changing measures of success. In addition, there is a new focus on building a field of practice in order to increase support for this type of model at the Federal policy-making level.

Incorporating community engagement:

To date, three Bay Area Sparkpoint centers have implemented advisory committees with local resident leadership. However, residents felt intimidated by serving on the committee, and decided to set up a resident sub-committee of the formal advisory committee. Another approach has been the trusted advocate model: stipends are provided to community members who mobilize residents by educating them about the program’s value, and policy changes needed in order to support the program over the long-term.

Local Case Studies of Asset-Focused Community Building Organizations

The McKnight Foundation published a report in 2004, entitled “The End of One Way.” This report tells the stories of three organizations located in the Twin Cities who are focused on community development from an asset-based perspective. The key learnings from this report help frame the work that CAPI can do in the future to build assets within the API community in Northwest Hennepin County. At a high level, the following terms are common among all organizations. First, the words ‘victim’, ‘recipient,’ and ‘client’ are absent in their stories. Rather, they define the people they work with by the words ‘elders,’ ‘guides,’ ‘citizens,’ and ‘advisors.’ Second, each organization holds community based knowledge as their core strategy in organizational development. This next section summarizes the main themes common to all organizations.

The themes tying the organizations together are:

- Profound Connectedness: Community members’ self-knowledge is an indispensable resource.
- Vital Engagement: An ongoing process of learning and evaluation where community members continually identify and activate that knowledge.
- Interdependent Leadership: Decisions made about programs and actions spring from knowledge gained through lived experiences of community members.

Profound Connectedness –

- Hope Community: Building community means establishing a “relational environment” that breaks stereotypes of the isolation and anonymity of city living and provides an ever-widening, interdependent
circle of leadership. What they experience at Hope is deep listening to one another, envisioning the community they want, and working together to reclaim their neighborhood and power over their lives.

- **Cultural Wellness Center:** Increase their community’s capacity to systematically support the health and well-being of all of its members. The organization is an incubator for practices and activities that nurture connectedness and restore natural support systems.

- **Freeport West:** Changing lives of homeless youth by reconnecting young people and families to their culture and community. Their programs draw on the wealth of natural community supports that exist outside the formal social service structure. They provide services in ways that become part of the community rather than part of the social service system.

**Implications of Profound Connectedness on Social Service Delivery** –

Profound connectedness rests on the confidence that community members have self-knowledge and a strong impulse to better their lives. These are the seeds of empowerment and community change. The organizations work to augment the processes already in place, though often latent, in the community.

The organizations recognize how disconnected people can become from their inner resources and from one another. They work to strengthen individual responsibility within the context and structure of the community, and to promote change at a systemic level. They are working with, and not for, the people in their communities. The organizations have a core of respect for culture and an ever-present awareness of how culture shapes the dynamics of community interactions. They also help people claim their own cultural heritage as a source of identity and a platform for building authentic and respectful relationships with others.

**Vital Engagement** –

Each organization is engaged in the very animated and animating process of being attentive to many issues and people simultaneously. For example, community participants become involved in designing objectives and exploring possibilities for programs, which results in a holistic and creative menu of strategies for getting things done. Also, these organizations adapt to changing community circumstances and are continually prepared to take action that improves the well-being of their community. Deficits that exist in the community are not ignored but are regarded as important in the raw material of working together. They recognize these deficits and say ‘come as you are.’ Leaders of the organization are able to take what exists in the community and then bridge the gap between community members and larger economic, government, and social systems, teaching and listening in order to create something that challenges the status quo.

**Implications of Vital Engagement on Social Service Delivery** –

Challenges present for organizational leaders:

- They must assure that the various means of working are mutually reinforcing and integrated at the core. The means of keeping work integrated are: reflection on core values, continual communication among staff, and repeated reinforcement of the mission and principles for operating.

- The menu of strategies available for an organization to implement is not tightly controlled or predictable, so it can be drawn off course. The approach these organizations take to their work requires diligence about learning. Also, new strategies must be honestly examined to learn whether they advance the mission.
Asset Based Community Development - An Overview

- Another challenge is devising a strategy of communicating to others about the essential nonlinearity of the approach, which may be unfamiliar to peer or funding organizations. In order to overcome this challenge, the staff members are fully immersed in the work and informed by the total picture.

What base of knowledge informs direction?

People’s experiences are a valued source of knowledge. The participants in an organization’s community may develop a ‘voice’, identify lessons from their experiences, reflect on the meaning of events and actions, and become more self-directed. These processes allow knowledge for participants to be discovered, or recovered from which they have been disconnected. The organizations use this knowledge to take action, and then learn from that action. The work is a cycle of action-reflection-action.

Interdependent Leadership-

Leaders of all the organizations included in this report are immersed in the life of their community, and it is this deep connection that informs and enables action related to their core purpose. These leaders are willing to take action based on their grounding in community.

- Implications on Social Service Delivery –
  - External Leadership: The organizations work hand in hand with community members in virtually everything they do. Elders, youth, parents, and others are actively sought and encouraged to contribute their ideas and energies to share in leading one another. This results in a distribution of leadership among a wide range of people, and enables the co-creation of both strategy and vision. When people decide that they can shape the relationship with the forces that have historically had power over them, or even reclaim their own community structures in place of governmental or social service systems, they have connected to the vision.
  - Internal Leadership: All staff members share ideas, connect to the vision, and become visionaries and strategists themselves. A shared governance structure between staff and community members is common practice.

What is the place of the organization in community-based work?

Leaders view their organizations as vessels for conducting and nurturing the community’s work. They use the organization to create spaces and places where Community Engagement takes root. For example, Hope Community created ‘power spaces’ – opportunities for people to do positive, powerful things and create community together. The actions undertaken by these organizations are connected to something greater, thus any changes they help to bring about should live beyond the organization’s leaders and be connected to the community members for the long-term.

The leadership goals of these organizations are to create a larger vision of what can be accomplished in the community, rather than personal achievement. Essentially, the work they do is not about building their personal power, but about helping to create opportunities for people in the community to act out of their own, collective power.
Asset Based Community Development- An Overview

Freeport West Story Quotes:

We got rid of the term “client” and replaced it with “customer” to reflect the partnership between the organization and the people we serve. Culture is one of the assets to which we turned in our programs.

Worded in strong, positive language, our new mission statement moved us away from a deficit-based approach to our work. We no longer defined our work as the service necessary to eliminate abuse and neglect; instead, we were now supporters and partners in the creation of healthy families and communities. This lead to a discussion about how we watched for and marked the progress of participants’ growth, how we defined job responsibilities, and how we measured and determined the effectiveness of our efforts.

We had rewritten our job descriptions to identify the outcomes we expected staff to achieve rather than the services we expected them to offer.

The following principles guide our community efforts:

- Systems and strategies we devise are natural in the community
- Program dynamics must be shaped by community members
- Programs and activities must be sustainable within community
Asset Based Community Development - An Overview

Hope Community Story Quotes:

Our core work emerges out of our listening and living in our community.

**The following principles guide our community work:**

- We believe in people, in possibility, in potential, in surprise
- Citizens-not only “experts”-can shape the future
- Community revitalization demands significant capacity with bold strategies to make real change possible and deep community connection at the center.
- The dominant social service model has a potential to focus on individuals and negative assumptions-and can cause isolation rather than community
- We understand the institutionalized power of racism and classism, and believe in the power of people coming together around common goals

The organization’s Listening Project published a report that talks about the importance of public spaces and opportunities to come together and the power of relationships and working together toward common goals, which may be helpful to CAPI in the future.

Listening is critical to our power. Our history of accomplishment gave us credibility, and our connection to the people in the neighborhood gave us respect. Through a steadfast commitment to weekly meetings, we built personal trust and professional respect, along with a strengthened partnership. In order to sustain listening, a tight web of communication internally and externally is needed.

Cultural Wellness Center Story Quotes:

The Center began in 1996 to seek people’s understanding of their chronic conditions of poor health and limited well-being. Without culture and community as incubators, a family is increasingly vulnerable to sickness and death. No amount of outside help can replace this incubator or protect individuals from the damage of not having it. The Center’s work is about restoration, recovery, reconnection, and rebuilding. Members go beyond surviving to thriving, creating, and giving.

**Values:**

- Cultural reconnection, cultural integrity
- Self-support, self-correction, self-study
- Community-engaged scholarship
- Personal responsibility
- Collective action
- Community accountability
- Culture as a profound system of beliefs that emanate from the conditions of the people’s spirit
- Experiential study for knowledge creation

**Principles:**

- People are responsible for their own recovery and healing
- Community provides the container and the resources for living a healthy life
- Connection to culture and a sound identity transform the historical trauma of race
Asset Based Community Development- An Overview

Definition of Culture:

The totality of our spiritual beliefs, behavior patterns, attitudes, arts, knowledge, customs, practices, styles of communication, and all other products of human work and thought.

Success is tracked for the member and the guide according to visible signs of growth in self-worth, conversation with others, problem-solving skills, and personal lifestyle changes. An engaged member has more questions to ask himself or herself than to ask others. The groups are learning how to be in a foreign location and retain a sense of stability. This sense of stability is possible because of the cultural infrastructure of custom, rituals, ceremonies, and practices. To lose the cultural infrastructure means to lose your own well-being, with nothing to replace it.

Case Study: Mercado Central

This case study is based on a chapter from the book From Clients to Citizens: Communities Changing the Course of their Own Development entitled “Building the Mercado Central: Asset Based Community Development and Community Entrepreneurship in the USA,” by Geralyn Sheehan.

Context

Historically, Lake Street was the center of commerce for Minneapolis, Minnesota. In the 1960s, “older, established businesses began to close down, homeowners fled the city, city taxes were reduced, and city services could no longer keep up with the need to upgrade the aging infrastructure.” By 1970, the area surrounding Lake Street “was known as a ‘seedy’ district with adult sex businesses, pawn shops, bars, and liquor stores.”

While many residents fled throughout the decades of decadence and deterioration, Lake Street did see an influx of Latin American immigrants. The majority were from El Salvador, Nicaragua, Ecuador, and Mexico. Renowned political scientist Robert Putnam has pointed out that “increasing ethnic diversity and social heterogeneity [are some] of the greatest challenges currently facing the industrialized world. While immigration and diversity produce important cultural and economic benefits in the long term, in the short term, the impact tends to be a reduced sense of solidarity and social capital.” As he says in his article “E Pluribus Unum: Diversity and Community in the Twenty-first Century,” “[t]rust (even in one’s own race) is lower, altruism and community cooperation rarer, friends fewer.” He suggests that such fragmentation can only be overcome if immigrant societies create “new, cross-cutting forms of social solidarity and more encompassing identities.”

The Beginning

The story behind Mercado Central begins in 1990, when five Salvadoran immigrants asked Mexican Catholic Charities social worker Juan Linares for extended access to St. Stephen’s. Similar to other inner-city churches, St. Stephen’s was locked during the day, “depriving families in the neighborhood of a space to pray together.” With the assistance Isaiah, “a multi-denominational, congregation-based community organizing coalition,”
Asset Based Community Development- An Overview

this simple request for a prayerful space evolved into a campaign for Spanish Masses, which eventually garnered a regular church following of 750 Latino families.

Seeing the potential for even more initiatives, Juan Linares and Isaiah community organizer Salvador Miranda created a “Community Talent Inventory” (CTI) in order to identify entrepreneurial skills within the community. Several themes, based on 75 completed inventories, emerged: “confirmation of wide-ranging business expertise and entrepreneurial talent; a desire for targeted entrepreneurial training; and an interest in addressing immigration issues collectively as a community.” With the results publicized, local organizations specializing in entrepreneurial and business advice (including the Whittier Community Development Corporation and the Neighborhood Development Center) expressed investment interest. The community had key actors, and they just needed to pool their resources and establish a common vision.

Mercado Central's Development

With the help of these local organizations and the start-up power of local leaders, a 16-week entrepreneurial training course in Spanish began.

“At the individual level, the curriculum provided entrepreneurs with the technical information required to develop viable business and marketing plans. At the community-building level, the group talked about how to effect broader change in the community and play a role in revitalizing the local economy.”

Gradually, a spirit of cooperation, combined with “growing confidence and business acumen,” led to the “idea of a cooperative, a vehicle that would enable each business owner to achieve financial success while simultaneously working together and supporting others’ efforts.” Ideas for this cooperative took shape through community members’ realization of their common familiarity with the traditionally Latin American concept of a central marketplace. In many nations throughout Central and South America, mercados are informal gathering places at which a community gathers to socialize, shop, celebrate, and grieve. To make this common dream a reality, community members who had completed the entrepreneurial training formed a coordinating committee under the motto, “El pueblo vive como sujeto de su propia historia, no viva ya como objetos de una historia que otros han escrito” (translation: People live as the subjects of their own history and no longer objects of a history defined for them by others). From the outset, the group decided that they wanted to preserve local control over the project instead of “allowing well-intentioned external professionals to take on key roles.” This decision indicates a deviation from the typical business incubator model, in which an initiative is operated by a not-for-profit business developer.

The Business Plan

To get their expansive vision off the ground, community planners launched a three-phase, multi-pronged community economic development plan.
Asset Based Community Development- An Overview

“First, it would be a real estate development project, with a building to house the Mercado Central. Second, it would be a business development project, with support for 30 business start-ups, plus several expanding businesses occupying vendor space in the Mercado Central. Third, it would be a member-owned cooperative development project, with the establishment of a board of directors, an operating structure and the formulation of the Mercado Central Cooperativa as a legal entity.”

To fulfill these three phases, Mercado Central planners attracted $3 million in investments from 25 sources—banks, foundations, non-profit organizations, the City of Minneapolis, neighborhood corporations, and the Catholic Campaign for Human Development.

First and foremost, planners envisioned Mercado Central as a concept that would largely appeal to Lake Street Latino residents.

“The typical Latino shopper lives in the neighborhood and may stop in at the Mercado Central to send a package to relatives in Mexico through one vendor, buy fresh tortillas from another, a dozen tamales from a third, and a bag of dried peppers from another ... Most conversations will be in Spanish with people the shopper knows, and most shoppers will also make new acquaintances through the Mercado Central shopping experience.”

Planners also anticipated that Mercado Central would cater to Latinos in the larger metropolitan area, as well as non-Latinos seeking an international experience.

Results and Conclusions

To bring Mercado Central to fruition, the pioneering leaders knew they “needed to create a mechanism to continuously draw potential entrepreneurs into the project while also attracting outside resources ... Marketing the unique assets of the Latino community became the mechanism to bring both elements together.”

Once Lake Street residents were trained in the principles of effective entrepreneurship, they were invited to buy shares in the Mercado Central cooperative. Currently, 44 businesses and services employ 125 to 150 people in a variety of specialized trades—flower arrangements, music, sporting goods, Christian books and gifts, Latin American traditional crafts and clothing, natural products, clothing design and alterations, Spanish language translation, beauty services, and custom embroidery, to name a few.

Much of the consumer cash is recycled in the community—reconstruction efforts have featured “sidewalks with improved lighting, benches, signage, cameras along Bloomington Avenue to deter crime, and community murals in places of graffiti.” Mercado Central’s well-planned and well-managed financial success has attracted reinvestment in the district that is slowly being revitalized to its former glory.

Mercado Central is a good example of not only how “participatory involvement” and “ownership” look when properly put into practice, but also how external agencies and neighborhood associations—community non-
Asset Based Community Development- An Overview

profits, churches, investment corporations, funding and training groups—can contribute greatly without controlling the process. Despite cultural disparities, the residents of Lake Street were able to generate a communal purpose—one that incorporated plans for both economic stimulation, as well as a safe space for dialogue about the neglected and under-recognized needs of marginalized community members. And all of this, as ABCD mandates, resulted from the planners’ emphasis on appreciating the assets and cultivating the capacities of community members.

“The story of the Mercado Central is one of Latino immigrants who believed in their capacity to realize a collective vision of home and neighborhood. [It] offers an alternative vision for other inner-city neighborhoods, where recent immigrants are often marginalized and faced with serious challenges to integration with the wider American population”

Place-Based Strategies for Community Economic Development

We have talked about improving human capital through the CWF model of asset and wealth building and social capital through community engagement and relationship building that is the focus of the ABCD approach. Place capital, with an emphasis on the cultural capital of the AAPI community, can anchor these community development goals.

According to the Project for Public Spaces, place capital is defined as “the shared wealth (built or natural) of the public realm.” Place capital can leverage other types of capital by attracting people from within and outside of the community to support the value it provides. Examples of place capital are: public markets and town commons.

Placemaking is defined as “the empowerment and engagement of the individuals in a community to participate in, understand, and contribute to the evolution of the spaces that define that community.” Thus, place making is a process that people undertake to improve places that matter to them, with the goal of creating a comfortable, engaging, and social place for community building.

Placemaking Characteristics:

<table>
<thead>
<tr>
<th>Is</th>
<th>Is Not</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community-Driven</td>
<td>Imposed from above</td>
</tr>
<tr>
<td>Visionary</td>
<td>Reactive</td>
</tr>
<tr>
<td>Function before Form</td>
<td>Design-Driven</td>
</tr>
<tr>
<td>Adaptable</td>
<td>A blanket solution</td>
</tr>
<tr>
<td>Inclusive</td>
<td>Exclusionary</td>
</tr>
<tr>
<td>Focused on creating destinations</td>
<td>Monolithic development</td>
</tr>
<tr>
<td>Flexible</td>
<td>Overly accommodating of the car</td>
</tr>
<tr>
<td>Culturally Aware</td>
<td>One-size-fits-all</td>
</tr>
<tr>
<td>Ever Changing</td>
<td>Static</td>
</tr>
<tr>
<td>Multi-Disciplinary</td>
<td>Discipline-driven</td>
</tr>
<tr>
<td>Transformative</td>
<td>Privatized</td>
</tr>
<tr>
<td>Context-Sensitive</td>
<td>One-Dimensional</td>
</tr>
<tr>
<td>Inspiring</td>
<td>Dependent on regulatory controls</td>
</tr>
<tr>
<td>Collaborative</td>
<td>A cost-benefit analysis</td>
</tr>
<tr>
<td>Sociable</td>
<td>Project-Focused</td>
</tr>
<tr>
<td></td>
<td>A Quick Fix</td>
</tr>
</tbody>
</table>
Asset Based Community Development- Case Studies within the API Community

Case Study: Implementing a Financial Opportunity Center (FOC) within the API Community

The Chinese Community Center: Houston, Texas

The Impetus for an Organizational Shift toward an FOC model

The Chinese Community Center began as an English Second Language School for Chinese immigrants and refugees. The programs focused on adult basic education; however the recession of the late 2000’s significantly impacted community members, many of whom worked in the manufacturing industry. The organization experienced an influx of people looking for jobs and income supports, and decided to expand their programming to match this shift. Currently, the organization has job training and financial literacy classes, and well is small business development including technical assistance.

The Implementation Process

Staff describe the implementation process as a turning point for the organization, as community development programs were unfamiliar to most, however they have been focused on this work since it began about two and half years ago. The biggest implementation challenge has been to capture the influence they have on both the individual and community as a whole. Record keeping is a significant task, so they have created a comprehensive intake process that includes participants’ savings, income, and bills. Record keeping is crucial to their success because funding is directly tied to performance: how much is the organization able to increase financial assets within the community.

Keys to Success- Outreach and Engagement/Partnerships

The organization’s main goal is to get community members working, which is the first step in increasing assets. Thus, the “hook” for engaging people is job training, but participants must first complete financial literacy counseling. The intake process for this counseling is time consuming and personal, so in order to be successful there must be a certain level of trust in the community. As such, the organization is embedded within the community and is known for the high quality of services provided.

Financial institutions were under fire during the recession for lending practices and were interested in getting involved with the community, so they became both a partner and funder. The organization has also partnered with local companies based on existing professional networks of staff members. Another strategy has been to seek out partnerships with high growth industries. There are also partnerships across programs within the organization, as the FOC anchors their broader workforce development program. For example, there is a connection between housing placement and financial literacy coaches who help participants connect with jobs.

At a higher level, the organization partners with LISC and the United Way, and has a sister organization focused on policy advocacy and volunteerism. The regional body of organizations involved in asset building and workforce development is another great resource, and is supported by the United Way. Finally, local banks have been provided excellent support in the area of small business development.
Case Study in Gardening as a Community Development Tool

Interim Community Development Association: Seattle, Washington

The Impetus for an Organizational Shift towards Community Development

The Interim Community Development Association (CDA) is focused on providing affordable housing to recent API immigrants and refugees. The organization’s leaders felt that providing quality housing meant more than just a structure, and needed community engagement in order to build a sense of home. Staff reached out to the residents in order to listen to their interests and determine what changes they wanted to improve their quality of life. The unanimous interest among residents was in farming, so the staff searched for open plots of land nearby. Coincidentally, a local land owner who was familiar with the organization’s leaders had an open lot and agreed to a short term lease with the organization. Interested community members apply for a plot of land, and the response has been overwhelming, with numerous programs at the garden that shift in tandem with residents’ interests.

Current Community Garden Programs

The garden hosts monthly events, children’s and school-age youth programs. The monthly events focus on cultural celebrations, such as the Lunar New Year and a pig roast. The children’s garden began during a conversation among community elders, who were sad to see their knowledge of farming end with each passing community member. At the children’s garden, elders partner with youth in order to learn about farming techniques, which helps keep the cultural tradition alive. There are year-round programs for school age youth as well. During the spring and fall months, the organization partners with the local middle and high schools to learn about seed planting, and how to harvest and cook their own food. During the summer months, the organization holds a two week leadership development program with local high school students. The participants learn gardening skills and then teach younger children. The program has been successful because there is few youth leadership development programs focused on older teens in the area. In addition, the participants enjoy learning practical skills, are earning a stipend, and build new relationships with the younger children.

The organization is planning to build an outdoor kitchen within the garden space for additional programming. Specifically, the kitchen will host monthly community events where residents from different cultures can share the ethnic foods and cooking practices that are most important to them.

Recommendations

- Before implementing any programs, survey community members to determine the level and diversity of interest.
- Provide stipends for youth to work in the garden or participate in programs.
Asset Based Community Development- Case Studies within the API Community

Case Study in Place- Based Community Asset Building

Thai Community Development Corporation: Los Angeles, California

The Impetus for an Organizational Shift towards Place-Based Community Asset Building

Founded in 1994, the Thai CDC began as a direct service organization focused on the Thai cultural community in Los Angeles. In 2004, about 10 years after its establishment, the organization realized that the needs of their community members had shifted away from direct service. Many people had settled into their lives in Los Angeles, and did not need services such as ESL, child care, and income supports. What they did need was an established place to celebrate their culture and build assets.

Asset Building Programs

The organization has significantly decreased their direct service programs through partnerships with other service providers. The partnership consists of staff from Thai CDC referring those community members interested in services to local organizations with the capacity and technical expertise to provide them. Currently, Thai CDC supports numerous asset-building programs, such as IDA’s, financial literacy, and VITA (volunteer tax assistance).

Place-Based Community Development

As a community development corporation, Thai CDC was interested in solidifying their presence in the city of Los Angeles through bricks and mortar development. The first step in this process was the designation of Thai Town in the late 1990’s as a designated place within the city of Los Angeles. The next step was to create a small business incubator, named the Thai Market. The idea for this market came to fruition after 5-6 years of running an entrepreneur training program that was unsuccessful, as most participants were not ready to own a business. Thus, many promising start-ups failed within the first few years of opening. The market serves as a business incubator, and its goal is to grow businesses over a 3 to 5 year time span, at which point the business will move to a permanent location, providing space for a new start-up. The organization created a training program to accompany the market in order to help business owners succeed. The training program is 24 hours in length, and upon completion of the program, the participant can decide whether to take the next step and open a business. If they choose to do so, the organization provides 1 to 1 technical assistance, counseling, and a space within Thai Town Market.

The Thai Market has been a success, and the organization wanted to strategically position itself to attract tourists and provide a sense of place. The answer was a decorative gateway to Thai Town, which was completed in the early 2000’s and can be seen from the entrance to a nearby Los Angeles metro transit stop.

Acquiring Resources and Measuring Impact

In order to support their work, the organization looks to Federal resources such as The Department of Housing and Urban Development and the Small Business Administration, and national foundations such as CAPACD. There is also a strong network of peer organizations in the area that support each other. The organization measures their impact within the community in the following ways:

- The amount of money a client saves or additional income they are able to earn through programs
- Financial literacy - # of workshops held, attendance, amount of credit score increase
- Access to capital for business owners - # of loans, # jobs created, retained
**Recommendations and Road Map**

**Recommendations:**

The first step CAPI can take toward increasing economic opportunity within the API community of the Brooklyns is to meet with other Non-Profit and Community-Based Organizations. During the course of this research process, it was determined that there are many players in the area who have different perspectives on economic development. In addition, community members are interested in participating in future focus groups which is a good way to listen to community concerns and interests, which can build trust and help CAPI tailor programs to meet needs and support existing assets.

The second step CAPI can take is to partner with the City of Brooklyn Park on upcoming community development projects. For example, CAPI could leverage an existing opportunity within the City. Currently, there are about 12 acres of vacant land owned by the City that could be converted into agricultural uses. CAPI’s community garden program has significant interest among community members, and the additional land could be productively used by these interested community members. In the near future, CAPI could connect with the Asian business owners identified through this outreach and research process to supply restaurants with local produce from the community garden. Over the long-term, CAPI and its partners could create a multicultural market in the vein of Midtown Global Market in Minneapolis. This market could serve as a business incubator, supporting entrepreneurship and growing wealth within the API community living in Northwest Hennepin County.

**Programs to Increase Economic Opportunity**

- **Bundle Asset and Wealth Building Services** – This could be undertaken through a partnership with a local workforce development center.
- **Mobile Food Shelf** – This strategy will help CAPI connect with residents in the cities and Brooklyns, and is a cost-effective approach that responds to the diffuse nature of the API community within Hennepin County.
- **Community Advocate and Convener** - As Hennepin County Human Services Department becomes more decentralized and the API community is more connected to St. Paul, Minneapolis, and the Brooklyns, an important role for CAPI to play in the community is as a bridge builder between the cities and suburbs. For example, community members interviewed discussed their connections to family and friends in the cities, yet they moved to the Brooklyns for schools, safety, and more affordable housing.
- **These recommendations build on the positives and negatives identified through community outreach during the research process.**

**Place-Based Community Development**

- **Community Garden** – This is the first step CAPI can take, which builds on existing programs and community interest and assets
- **Farmer’s Market** – This could be the second step for CAPI to take, as it combines farming skills with entrepreneurial interest among community members.
- **Community Commercial Kitchen** – This step could be implemented at the same time as the Farmer’s Market, as it requires a permanent location.
- **Northwest Hennepin County Global Market** – This is the long-term goal CAPI can work toward implementing through its role as community convener and advocate. Many partners and resources will be required for its success; however the case studies presented here offer advice for implementation.
Limitations

Resources for this work have been constrained in recent years. Interviews with local non-profits engaged in community economic development and social services have identified a decrease in funding over the past five years as detrimental to the ability to provide the services recommended. CAPI can mitigate this limitation by partnering with technical assistance providers in the asset and wealth building field as the community engagement organization to provide the services recommended.

Implementing new programs requires additional staff time and resources. CAPI could evaluate the number of hours and skills needed to implement the recommendations presented in this report. Most importantly, new programs recommended here build on the mission and strategic direction of the organization, which could result in incremental changes over time that mitigate the need for additional resources, or allow for expansion in tandem with new resources as they become available.

Asset based community development, specifically the creation of a financial opportunity center (FOC), requires that trust be established between the providing organization and participants. This information was gathered through interviews in the case study section of this report. Thus, CAPI could begin implementation of FOC-based programs by engaging with the community in the Brooklyns over the long-term.

Creating a community garden in the Brooklyns will require land acquisition. Interviews with community-based organizations with community gardens have identified land acquisition as a barrier to implementing programs because of the high cost and/or complicated property ownership situations. One potential way to mitigate this limitation is to partner with the City of Brooklyn Park, or partner with organizations within CAPI’s network that may be able to assist in overcoming these barriers.

In order to increase the likelihood that asset-based community development in the Brooklyns is successful in the long-term, multiple partnerships between CAPI, community members, and other organizations engaged in this work are required. Partnerships in programs, resource development, and community outreach can help create a strong network, or social capital, that can guide community interest into lasting programs and initiatives. The Asset-Based Community Development Institute provides a roadmap for sustaining the multiple partnerships through activating existing community assets.
### Road Map

|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Current Conditions/ Environmental Scan  
- Assets and barriers in reference to people and place  
- Associations, informal and formal  
- Organize contact list by purpose and relationship to CAPI  
- Fill out information related to partnerships  
- Organization gaps analysis  
- Community Members' needs, wants, and opportunities.  
- Color Coding  
- Foundation Assessment  
- Quant/Qual Analysis  
- Need for CAPI to be in area  
- Know that they drive to food shelf in MPLS  
- No Asian service nonprofit  
- No convener  
- Dense population of Hmong in Brooklyn’s  
- City of BP has resources | Asset Case Studies  
- Case Studies of place based asset building programs  
- Thai CDC  
- Chinatown Community Center  
- Interim Community Development Association  
- Overview of asset based community development model  
- ABCD CWF  
- Implementation Case Study - United Way Sparkpoint  
- Feasibility - LISC | Developing Assets  
- Here is the opportunity - CAPI and asset-based programs  
- Leadership development, community gardens, farmer's market cooperative, business associations, public market  
- Community Gardens - > Start own business farming - > Supply restaurants  
- CAPI as the leader in defining neighborhoods, specifically ethnic enclaves |
Bibliography


Appendices

Appendix 1: Interviews

Interviewee: Chris Wiger
Organization: LISC
Date: 16 April 18, 2013

Financial Opportunity Centers in the Twin Cities:

Received a grant from the National LISC office in 2007 and re-granted to five organizations:

a. LSS on the East Side of St. Paul – Partnered with Goodwill for employment services. They can speak to employer relationship development.
b. PPL on the East Side of St. Paul
c. Emerge in North Minneapolis
d. Clues
e. Common Bond Advantage Centers

Received a Social Innovation Fund grant in 2010 to bundle services for 2001-2012. This has been extended to 2013-2014. One of the outcomes of this grant is to integrate data and tracking of participants. They also have recorded weekly webinars for nonprofit organizations

Keys for Success: A high retention rate can be achieved if financial incentives are provided to participants, and you are able to show them their progress over time.

Current Participants: 3,500 are being served among the 5 organizations. The average participant is between the ages of 30-45, African American, female without a job and living below the Federal poverty line.

Common Bond is the only organization serving residents in the suburbs through their affordable housing development. It could be beneficial to connect with them to learn more about serving the API community living in these developments.

Gretchen Nichols is the LISC program officer focusing on the suburbs, but the work is concentrated in housing development.

The United Way of the Twin Cities is involved with workforce development, and the two major contacts are: Brian Paulson (Director of Innovation Strategies) and Andrea Ferstan (Director of Income Strategies)

MCCD Interview

15 March
Rob Smolund

What they do

• The Open to Business Program Model:
Appendices

- MCCD partners with a city to provide training/technical assistance and financing to interested community members. The city promotes it as their own program and Rob is the technical assistance provider. Many of the participants are graduates from NDC, who take the business plan created in the NDC entrepreneur program and use it to gain financing and get further technical assistance. Rob is in each city once per month to provide this assistance.

- Motto: Never Initiate or Motivate, lead with the financing piece
- Approach: Team-based, help clients understand the process of opening a business
- Common Theme: Lack of capital, marketing the business to people outside their culture/customer base

Who they serve

- Brooklyn Park: 70-80% minority. Ethnicities are primarily West African, with the remainder split between Asian and African American.
  - Contact Business Development Manager- Amy Baldwin
  - Successes: Kim-Anh Restaurant, Diva’s Avenue

- Brooklyn Center: Less activity here because City doesn’t promote it as much as Brooklyn Park. The political context is different as well; the City Council and Staff are less cognizant of demographic reality. Most entrepreneurial activity takes place north of 85th Avenue
  - Contact Assistant City Manager – Vicky Schleuning
  - Opportunity: Brookdale Library, could utilize space more for these activities

Barriers

Most of their clients are immigrant/people of color, so the main issue is not in accessing the service but in retaining the client. Many of them do not return for a second visit, which is the biggest barrier that this program faces.

What could CAPI’s role be?

Provide a loan fund, language-specific technical assistance

What could MCCD’s role be?

They have presented to Lao Assistance Center, and could do this again with other groups

Other People to Connect with

- Workforce Development: HIRED
- Entrepreneurship: ADC

Strategy Suggestion
Appendices

Get a success story publicized, videos, Asian American Press, TV channel

Interview

3 March: Jay Clark at MCNO/CURA

The Hmong youth at public schools in North Minneapolis have two main issues:

1) Safety
2) Culture

The youth want to switch schools because of these issues. The issue of culture can go two ways: If the student/family is looking to maintain Hmong culture, they will go a Hmong charter school; if they student/family wants to learn English quicker, they will go to Hopkins schools.

There are a few Hmong Charter Schools:

1) North Minneapolis
   a. Noble Academy
   b. New Millennium
2) Brooklyn Park
   a. Prairie Seed Academy

North Minneapolis Hmong-serving social service organizations

1) SEAC : not a strong base to find community leaders
2) HAMA : good organization, it may be possible to find leaders through them

Economic Development Strategy for the Brooklyns:

1) Community leaders: The best way to find community leaders is to connect with the Hmong Charter Schools, especially Prairie Seed Academy. The Academy’s Principal is Choua Yang, who started the school after hearing about the issues Hmong students faced in North Minneapolis.

2) Business development: The businesses in the area will provide a good sense of community issues by asking two questions: What do you like, and what could be improved? Other questions that may be of interest are ones related to customer base: How much do the businesses overlap in customers, is there a sense of competition or collaboration? If there is an interest in collaboration, a business association could be formed to help solve the issues.

Crime is probably high on the issue list for these businesses, and Jay can provide contact information for Ku Vang, a north Minneapolis police officer who can work with them to improve the area.
Interviewee: Independent living community staff in Roseville

Date: 20 March 2013

The Good Samaritan Society is an independent living community in Roseville.

The organization provides nursing home and home health care services throughout the metro area, and does not exclude the Asian population from being served.

The organization is the largest provider of senior health care services in the country. They serve more than 27,000 people in 240 locations nationwide. Its services have broadened from traditional skilled nursing care to include senior living apartments, home health, assisted living, hospice care, inpatient and outpatient therapy and specialized units for people with Alzheimer’s disease and related dementias.

There are no locations in the Broklyns.

Interviewee: Bo Sivanunsakul

Organization: Program Director, Thai CDC Los Angeles

Date: 10 April 2013

Organizational History: Thai CDC began as an organization that provided direct services to their cultural community. 10 years after they opened, the organization realized that the needs of their community had shifted away from direct service. They responded by focusing on asset building programs and have downscaled their direct service programs by partnering with other organizations. The partnership consists of Thai CDC providing referrals and outreach, and the other organization providing technical expertise and staffing. (ESL, childcare, social services).

Thai Town was established in the late 1990’s as a designated place within the city of Los Angeles. The gateway to Thai Town was established in the early 2000’s, and is primarily aesthetic to provide a sense of place. It is strategically located next to the metro system. The gateway has plants, lampposts and other decorative elements in order to promote the area as a tourist destination, which supports the local businesses.

Thai Market (Small Business Incubator). The idea came after 5-6 years of running an entrepreneur training program that was unsuccessful because most participants were not ready to own a business. Many start-ups failed within the first few years of being open.

Entrepreneurs who are interested in becoming small business owners complete a 24 hour training program. If the participant follows through on opening a business, a staff member provides 1-1 training and counseling with the business and space within the Thai Town Market. The goal for the incubator is to grow the business over 3 to 5 years, and then the business will move out to make room for a new start-up.

Other asset-building programs:

- IDA
- Financial literacy
- VITA – volunteer tax assistance
Appendices

How they measure their impact:

- The amount of money a client saves or additional income they are able to earn through programs.
- Financial literacy - # of wkshps, attendance, credit score increases
- Access to capital for business owners - # of loans, # jobs created, retained

Funding:

- 30-40% from Federal government (HUD, SBA)
- 40% foundations, including national capacd.
- Partnerships with other CDC’s to establish a network

**Interviewee: Rachel Duthler**

Organization: Interim Community Development Association

Date: 11 April 2013

Organization mission: Committed to providing affordable housing to immigrants and refugees.

History: Residents of affordable housing developments felt displaced, and there was a lack of a sense of community. The organization felt that housing was more than just a structure, so they reached out to residents in order to determine what they wanted to see change. Residents wanted a farm, so the organization looked for open plots of land. There was a land owner with an open plot near the housing development who knew the executive director and agreed to sign a short term lease with the organization.

Recommendation: Take a survey of people to find out what they want in the garden.

The community garden: interested community members must sign up to apply for a plot of land to farm.

Events: monthly, including pig roast, holiday celebrations such as Lunar New Year.

Children’s garden: All the gardeners were elders, and it was sad to see them pass on as the knowledge was gone with them. At the children’s garden, elders partner with youth to learn about techniques which keeps the tradition going.

There are a few other youth programs that serve as leadership development opportunities for older teens.

Spring and Fall: The organization partners with local middle and high schools to do seed planting. They have games, and learn how to harvest and cook their own food.

Summer: 2 week leadership development program with local high school where students learn gardening skills and then teach the younger kids. This has been a huge success, and providing a stipend for the older youth is a good way to help with motivation. The reason it is successful is because the older youth learn practical skills, earn a wage, and build relationships with younger kids.
Appendices

Chickens: the garden includes a few chickens, and they have a weekly rotation for taking care of them. Residents get free eggs in exchange for taking care of the chicken which has attracted a lot of outside positive attention to the place.

Future plan: build an outdoor kitchen in the garden for the community. The purpose will be to host community events once a month where residents from different cultures can share food and cooking skills that are most important to them.

Interviewee: Tse Ming Tam

Organization: United Way of the Bay Area

Date: 12 April 13

Place Based Strategies – Funders target specific neighborhoods for economic development projects to increase the quality of place. These projects could include housing, etc.

- HUD: Choice Neighborhoods
- Dept. of Education: Promise Neighborhoods
- Sparkpoint: Not place based in the sense that they are supporting physical development projects, but it is place based in the sense that their offices serve a specific geographic area.

What is Sparkpoint:

Implemented 6 years ago to provide self-sufficiency and financial stability to low-income Bay Area residents. The first step to creating the program was to define the terms ‘self-sufficiency’ and ‘financial stability.’

Financial Stability has four components:

5) Good credit score. This means that a bank would qualify you for a home loan. The credit score is 750.
6) Manageable Debt. This is defined as 30% debt to income ratio
7) Livable Income. The 1st standard in self-sufficiency, they use the Wider Opportunities for Women calculator. Data is not available for MN. This calculator is preferred over Federal poverty guidelines because it factors in your location and household type.
8) The equivalent to 3 months of savings (sufficient according to CFED) which is based on your monthly expenses. For example $2,000/month in expenses equals $6,000 in total savings

Self-Sufficient: Not being supported by any public assistance

The second step was to realize that no one organization that address all of the factors that go into making someone financially stable. This resonated with public agencies because the silos were a barrier to increasing self-sufficiency. For example, there are different and conflicting criteria to make someone eligible for housing, employment, etc.

They looked at the Center for Working Families model evaluation of bundled services, which found that a client receiving 2 or more services increased their chance of success in achieving self-sufficiency.

- If the client received only 1 service, their chance of success was 26%
- 2 or more services – 68%
4. The existing condition – 15-25% of clients were taking 2 or more services. This was due to funding streams, which were different and operated in silos along multiple sets of criteria. Clients couldn’t easily cross over.

5. Co-Location Collaboration (CWF model) 20-35% of clients took 2 or more services. A lead agency was designated and collaboration formed between the supporting agencies through MOU’s. The lead agency distributed the funds among the supporting agencies.

6. Integration (Sparkpoint Model – 27-8% of clients took 2 or more services. The goal was to get 35%. The main different is the integration of cultures across partner agencies. There is a single system to track and manage clients at each Sparkpoint location. This system includes data for strategic planning and evaluation and required each agency partner to agree on the same measures of success. There are joint budget, marketing, intake and communications systems. The key is to implement a single message: Sparkpoint centers help clients achieve financial stability according to the four criteria. The client benefits because the mindset is holistic and long term, not transactional.

**Their success:**

Prior to Sparkpoint, about 28% of clients were achieving their outcomes. Now, about 48% achieve them.

**Their challenges:**

They work with the same family over time, but most funding is designed for a single year. The organization and its partners have been working to change the funding models to support long term services by changing measures of success. They decided to build a field of practice in order to increase support for this type of model at the Federal policy level.

Current Sparkpoint Centers are located in MA, Denver, Las Vegas, Fresno, LA, and NC. CFED has supported centers in Texas and Burbank

**How they have incorporated community engagement:**

3 centers implemented an advisory committee with leadership from local residents. However, the residents felt intimidated by serving on the committee, so they decided to set up a resident sub-committee.

There have also been centers with a trusted advocate model: provide a stipend to a community member who will mobilize residents by educating them about the program’s value, and how policy needs to change in order to support the program.

**Interviewee: Susan Blood**

Organization: Northwest Hennepin Human Service Council

Date: 10 April 2013

Questions Susan has for CAPI –

- How is HAP involved?
- How can we collaborate/be a resource in establishing a presence in the area?
Contacts she will give –

- Choua Yang: Red Cross, used to be a NHHSC staff member, lives in Robbinsdale
- Diane Anderson: Diversity Initiative Coordinator at Kraus-Anderson
- Mary Easterling: Cultural competency with business community, can offer insights into the area.
- East Side Neighborhood Services

Brooklyn Center context: Many families are Thai refugees who settled in Brooklyn Center initially, and were older than school age. They have not had the opportunity to get a US education, which has prevented them from increasing economic status during their time here. Many of them are not literate, and they work hourly wage jobs. Those refugees who were educated abroad have not been able to transfer their licenses and degrees, so they are working in less skilled occupations than they would if they lived in their home country. They did not have the opportunity to go back to school because they needed to support their family.

Existing Community institutional assets:

- Hennepin Tech – workforce development
- NHCC – workforce development
- Libraries – Very busy with community members looking to find out about resources. NHHSC is looking for funding to have a staff member from each major culture who can assist the community in navigating the systems.

NHHSC Programs:

- Started 9 years ago - Multicultural advisory committee to NWHC police departments.
- Started 5 years ago – Youth programs. Stop smoking campaign, chemical free campaign. Both were youth leadership development programs, but funding has been eliminated.
- Implemented 10 years ago – Women’s group called Around the Kitchen Table. Learned skills while sharing business ideas across cultures. There are models from California and Chicago to look for.
- Workshops about understanding the assumptions underlying cultural systems: finances, etc.
- Healthy Together NW: Meets quarterly. The meetings consist of a success story from a community member and presentation from an expert in a relevant topic.
- The main goal any community engagement initiative should have is to create an identity for people to be proud of and a space where they can be successful.

Barrier to asset development:

- Family members are expected to interpret for each other in the hospital, so staff members leave their jobs.
- Graft and money pooling are common but a disadvantage to the community in terms of employment and asset building.
- Transportation – Often times the transit hubs have crime, especially late at night. There is a hub and spoke system, so residents must go to Minneapolis to transfer. There is one route East-West from Brooklyn Center to Maple Grove that follows Brooklyn Boulevard and Elm Creek Parkway. Most Asian community members have an aversion to taking a cab because of trust, so they carpool.
- Creating and sustaining jobs, as most activity is entrepreneurial and competitive
Appendices

- Large employers should be more culturally competent

  *Jeff Matson has an Urban GIS class that is working to develop layers of crucial community information, and this will be available in early May.*

Where people get their information from:

- Cultural and family events (i.e. word of mouth)
- Key leaders do have influence, so NHHSC partners with them to bring the community information about resources
- Temples

Recommendation for business development:

- Reach out to Brooklyn Center, especially the mayor and city council members as they are very engaged with the community. Partner with MCCD as well to increase presence in the community.
- Top Line Credit Union is a good community partner for programs

Recommendation for focus group:

- Where/What are the job opportunities this culture wants?

**Interviewee: Ally Pittman**

Organization: Chinese Community Center of Houston

Date: 2 April

**Background**

The organization began as a Chinese Language School that served the local API community and immigrants. The programming support was focused on adult education, and expanded to include an FOC about 2 ½ years ago. The impetus for the change was the recession, as many factories went out of business and unemployment was high.

The current FOC has job training classes and financial literacy/counseling, and they have expanded to work with small business development as well.

**The implementation process for the FOC**

It was a turning point for their organization, as they have been engaged with community economic development ever since. Their funding is tied to performance: how much are they able to increase financial assets (income) in the community.

Financial institutions were under fire during the recession for lending practices and were interested in getting involved with the community, so they became a partner and funder. Their partnership was timely and from an asset based approach.

The most difficult piece for implementation is capturing the influence they have on the individual and community as a whole. Record keeping is a challenge, so they have a comprehensive intake process that covers...
Appendices

savings, income, and bills. In order to make the intake process successful, they must build trust in the community.

Outreach/Engagement

The organization has built up trust in the community over a long period of time. They typically do outreach at local events, and are known for the quality of their services.

The hook for their FOC services is job training. They advertise this service, but clients must complete financial literacy counseling first.

Their number one goal is to get people hired.

They have partnered with companies based on their existing networks (for example the Program Director knows accountants). Another strategy is to focus on high growth industries.

Partners

The FOC anchors their broader workforce development program, so there is some connection between the housing development and financial literacy coaches.

THRIVE is the regional body for all organizations doing asset building and workforce development programs. It is supported by the local United Way.

Their sister organization is OCA and they focus of political advocacy and volunteerism

LISC is another partner

Banks have been a great partner, especially around small business development.

Northwest Hennepin County Human Service Council Video – Starting Over Notes

Education

• The majority of immigrant workers hold high skills jobs, indicating that they arrived with credentials.
• The Minneapolis Foundation study shows that educational attainment among immigrants is equal to native born residents

Barriers

• Lack of professional development opportunities.
• For example, a Lao immigrant family: Father was an engineer, Mother was a nurse. Here in the states, they are factory workers because credentials did not transfer.
• Many immigrants begin their life here in low skilled jobs, then return to school for updated credentials and move onto higher skilled work.
• The main barriers are getting the information needed about licenses and certifications. The language barrier and financing needed to take professional tests is also a barrier.

Solutions
Appendices

- A mentor network for immigrants to access the information needed, and act as a support system including college advising. A loan program for educational costs of re-licensing is also needed.
- NACES offers an evaluation of credentials for foreign degree and license holders

Employment

- The Brooklyns are the most diverse cities in the State as of the 2010 census.

Barriers

- Unequal pay, being a non-traditional student, name pronunciation, unfamiliarity with technology, and a fear of the unknown are the biggest barriers
- Industries with the most barriers to employment: Accounting, Architecture, Law, Libraries, Medicine, Social Work, Counseling
- Immigrant assets to the labor force: Motivation, Resiliency, Language and Cultural Competency skills. The culture is different, as immigrants feel uncomfortable promoting themselves.

Solutions

- Change the recruiting and hiring processes for employers. Currently, companies will partner with recruiting agencies to hire people, which may not have targeted engagement strategies for different cultural groups.
- Healthy Together MN has partnered with Summit OIC, Achieve Mpls/STEP-UP to increase minority hiring
- Education and communication are needed to integrate communities. Rideshare, tuition incentives are helpful as well.

Entrepreneurship

- Immigrants are twice as likely as native born residents to own a business; one reason could be a lack of social safety net in their home country.

Barriers

- The large amount of business failure within the first few years of opening, frustration with unfamiliar regulations and processes
- Lack of capital

Solutions

- MCCD open to business partners with cities for technical assistance and administration of loan funds.
- The city of BP has also partnered with development corporations for micro loans
## Community Outreach Interview List

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Contacted?</th>
<th>Interviewed</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa Food Supply</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Asian Pacific Oriental Foods Inc</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>China Star Restaurant</td>
<td>1</td>
<td>Refused</td>
<td></td>
</tr>
<tr>
<td>LH Nails</td>
<td>1</td>
<td>Unable</td>
<td></td>
</tr>
<tr>
<td>Global African Food</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Golden Dragon Restaurant</td>
<td>1</td>
<td>Refused</td>
<td></td>
</tr>
<tr>
<td>Golden Salon</td>
<td>1</td>
<td>Owner not there</td>
<td></td>
</tr>
<tr>
<td>Grand Nail Supplies</td>
<td>1</td>
<td>Unable</td>
<td></td>
</tr>
<tr>
<td>Hau Co Inc.</td>
<td>1</td>
<td>Unable</td>
<td></td>
</tr>
<tr>
<td>Le Tamhong</td>
<td>1</td>
<td>Unable</td>
<td></td>
</tr>
<tr>
<td>LH Nails</td>
<td>1</td>
<td>Refused</td>
<td></td>
</tr>
<tr>
<td>Nguyen Nha P Md.</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Phuong Trang Foods</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pretty Girls, Inc.</td>
<td>1</td>
<td>Owner not there</td>
<td></td>
</tr>
<tr>
<td>Sher’s Hair Studio</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Styles on Boone</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Tii Cup</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TNT Nails</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Tram Anh Food</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Unique Beauty Salon</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Vietnam House Inc</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Xiong Family Daycare</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

1- Yes  
0 - No

### Minority Owned Businesses

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Contacted?</th>
<th>Interviewed</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masjid An-Nur</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Life in Christ Worship Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saint Therese</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trinity Living Word of Christ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Luthern Church</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grace Luthern Church</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key of Faith Church</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living Word Bible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living Word Christian Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Life in Christ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pilgrim People of God</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prince Peace Luthern Church</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDA Faith Church International</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Super Church Ministries</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Religious Organizations

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masjid An-Nur</td>
<td>Zahra</td>
</tr>
<tr>
<td>New Life in Christ Worship Center</td>
<td>Mua Meng</td>
</tr>
<tr>
<td>Saint Therese</td>
<td></td>
</tr>
<tr>
<td>Trinity Living Word of Christ</td>
<td></td>
</tr>
<tr>
<td>First Luthern Church</td>
<td></td>
</tr>
<tr>
<td>Grace Luthern Church</td>
<td></td>
</tr>
<tr>
<td>Key of Faith Church</td>
<td></td>
</tr>
<tr>
<td>Living Word Bible</td>
<td></td>
</tr>
<tr>
<td>Living Word Christian Center</td>
<td></td>
</tr>
<tr>
<td>New Life in Christ</td>
<td></td>
</tr>
<tr>
<td>Pilgrim People of God</td>
<td></td>
</tr>
<tr>
<td>Prince Peace Luthern Church</td>
<td></td>
</tr>
<tr>
<td>SDA Faith Church International</td>
<td></td>
</tr>
<tr>
<td>Super Church Ministries</td>
<td></td>
</tr>
</tbody>
</table>

### Government Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>Contact</th>
<th>Contacted?</th>
<th>mMet</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Brooklyn Park</td>
<td>Amy Baldwin</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Kim Berggren</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Monique Drier</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robin Martison</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Crystal Myslajek</td>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cinty Sherman</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elizabeth Tolzmann</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>DEED</td>
<td>Annie Welch</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Erik Aamoth</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Susan Tulashie</td>
<td>1</td>
<td>No Response</td>
</tr>
</tbody>
</table>
Asian Pacific Oriental Foods Interview 4.22.13
7986 Brooklyn Blvd., Brooklyn Park, MN

1) What city do you live in? How long have you lived there?
We used to live in Maple Grove but then later moved to Brooklyn Park. We have lived here for a while.

2) How long has this business been in operation?
“We have been around for a long time. Our business used to be located on Nicollet and Lake Street in Minneapolis. However, we decided to move from Minneapolis to Brooklyn Park because it seemed like all of the Asians were moving there. We also need Asians to operate our business since they are the ones that mostly buy from us. She then said “to answer your question though, we have been in operation since 1994. So that’s like 22 years (she did the math incorrectly) and that’s a long time.”

3) How long is your family and your business planning to stay in the area?
“As long as we have consistent customers coming to shop at our grocery store, really, I see us here for a really long time. Yeah, a very long time. But, if Asian people decide to move somewhere else, I guess that’s where we will go as well.”

4) What do you like about your community? Dislike?
Paraphrasing: “I love the diversity of the area. When we were living in Maple Grove it wasn’t that diverse and it was mostly white. Then once our business moved up here and there were so many different kinds of people. I really love it! I feel safe and there’s a lot of space.”

Follow up question from me: “To be specific, you are referencing racial and ethnic diversity, correct?”
Appendices

Interviewee: “Yes. There are so many different kinds of people here, as well as those outside of the area that specifically come to our grocery store.”

Paraphrasing: “Something I really don’t like is how people give us a bad rap. People, as in those outside of Brooklyn Park think that there is a lot of violence up here. But that isn’t true! Honestly, it’s pretty safe!”

Follow up question from me: “So are you saying that violence does not occur up here, although there are reports of it?”

Interviewee: “I’m saying that if there’s violence, I don’t see it. There’s violence in every city, so I think that’s unfair for us to get a bad rap. Some places in Brooklyn Park look Shady, but you can even say that about even the nicest suburb.”

5) What are the greatest barriers to your business?
“Honestly, we are doing really well and there isn’t much for us to complain about. Again, we are making a lot of money and we have constant customers coming in.”
*Note: An interesting incident happen when I white older lady came in. The person I spoke to knew her personally. The white woman had been driving up from Robbinsdale for almost a decade to shop at this grocery store. Furthermore, it seemed like they knew about each other’s family and other personal histories. It seemed like this grocery store provided a space not only to sell groceries, but also a place for community building.

6) Is there a place/ network where business owners come together to talk about issues?
“The interviewee expressed that Asian business owners seemed to keep to themselves. Also, that there isn’t any desire for collaboration. I mean, we all compete with one another. I don’t know if it’s all businesses or an Asian thing.”

7) What do you need help with? What kind of resources would you like to improve your business?
“Like I said before, we are doing very well and we really don’t need any help from the City of Brooklyn Park with anything. I guess, we just want to do our own thing. In other words, we want to be left alone.”
Follow-Up Question: Do you have any complaints with the rent or anything like that?
Interviewee: No we do not. Everything seems to be fine.

8) Who do you employ?
Everyone. We are mostly a family owned business but we also have other types of people working for us. I mean, all types of people.
Follow-Up: do you employ any teenagers?
Interviewee: Yes we do. They usually come to us asking for jobs and we see whether or not they are qualified for the position.

9) How do you get around?
Our family drives a car. This is our main mode of transportation.
10) **Do you belong to any organizations?**
We attend a Cambodian Buddhist Temple in Farmington. There are obviously a lot of Asians there.

**Me:** “Are you Cambodian”?

**Interviewee:** No, we are Chinese, but we speak everything.

**Me:** “What do you mean, “We speak everything?”

**Interviewee:** I grew up in the grocery store and we had different people come in and out of it all the time. We also had different kinds of workers. I speak Chinese, Vietnamese, Hmong, Lao, Cambodian, and Spanish fluently. That’s what I mean about how the diversity up here is amazing.

**Me:** Holy crap.

**Interviewee:** Yeah, there really isn’t any other place like it.

---

**Phuong Trang**
8072 Brooklyn Blvd, Brooklyn Park/ Minneapolis, MN

*Note: this interview for the most part is transcribed and there is some paraphrasing to account for mumbling, misinterpretations, etc…

1) **What city do you live in? How long have you lived there?**

My family and I have lived in Brooklyn Park for about 28 years.

2) **How long has this business been in operation?**

About 10 years.

3) **How long is your family and your business planning to stay in the area?**

The respondent said that his family and he have been in Brooklyn Park for most of his life in America. He also noted that staying in Brooklyn Park is essential because it is his “whole life”, his “livelihood”, his business, and the way his wife and kids feed his kids. His kids are both 14 and 17 years old and attend either Park Center.

4) **What do you like about your community? Dislike?**

The owner likes how there are a lot of Asians in Brooklyn Park and enjoys the diversity of different kinds of Asians such as Vietnamese, Laotian and Hmong. Also, he enjoys how there are good school systems, it’s safe, and spacious. He loves his home and he believes that his kids have been raised in a very nurturing environment. He also said that the people are very nice, although they seemed very distant.

There are several things that he does not like. Interestingly, he noted that in comparison to Laotian and Hmong business owners, he felt that Vietnamese people aren’t very united and would not really entertain the idea. When I asked him to further clarify, he referenced the Hmong businesses residing in malls in Saint Paul and wished that there was something here –in Brooklyn Park- that could like that. *Note, I believe he was
referencing “Hmong Village”. However, he was pessimistic that something like that would ever happen and knows that Vietnamese people would never work together.

When I asked him to further clarify what he meant, he noted that Vietnamese people don’t come together to do those kinds of things because they are always competing against one another. Also, too much gossip occurs about other people and businesses in the community, so it’s hard to work collaboratively to create their own “Hmong Village”.

Another thing he disliked was that although in his neighborhood—which resides off of Zane Avenue—has many Vietnamese people living there and says hi to him, they never really “got to know his family and him as a person”. Rather, it seems that they are very distant and separated from one another. There is a lack of community. He did re-emphasize though that people are very nice.

5) What are the greatest barriers to your business?
He hated the fact that the landlord/building owner had a ballooned—aka not fixed—rate for his business. Every month, he changes the rent, which prevents the business from taking in adequate and sustaining profits. This is particularly true for the summertime since there is more business. He would appreciate if there was a fixed rate since that would help him with financial projections. Right now, they are getting less business and the rent is going up. They are barely breaking even or making profit. When we complain, the owner threatens to kick us out and suggests that we should leave. This has been going on for a while. This occurs at least in our strip mall area.

Follow-Up: Can I ask you how much you pay a month?
Interviewee: $3,500.

6) Is there a place/network where business owners come together to talk about issues?
Not at all, but it is not desired. The only place where he sees other Vietnamese people is a church on 69th and Brooklyn Blvd. *Note, I’m not sure about the exact place. I don’t understand numbers in Vietnamese very well.

When I asked him to clarify, he simply reiterated the fact that there’s a lot of gossip in the community. Also, businesses compete with one another, so participating in a network of some sorts would seem unlikely.

7) What do you need help with? What kind of resources would you like to improve your business?
Nothing right now. I would just like help on dealing with the land owner but I don’t know who I have to go through.

8) Who do you employ?
I employ everyone. We have some kids that work for us from all backgrounds.

9) How do you get around?
We take bus 109. We live very close to my home!
Follow-Up Question: Is it easy, ok, or hard to use the bus?
Interviewee: It’s pretty easy. I have been doing it for a while now.

10) Do you belong to any organizations?
Only the church on 69th and Brooklyn Blvd.

Tram Anh Food to Go
Interview 4.21.13
8038 Brooklyn Blvd, Minneapolis, MN 55445
*Note: the interviewees had very limited English proficiency so I had to mostly speak to them in Vietnamese. Most of this interview is translated.

1) What city do you live in? How long have you lived there?
Since 1991 so over 20 years.

2) How long has this business been in operation?
Only four months. We are a very new business.

3) How long is your family and your business planning to stay in the area?
For a very long time. We are trying to make some money and we are a new business.

4) What do you like about your community? Dislike?
I like the area since it is safe, quiet, and there are a lot of Asian people up here, particularly Vietnamese! I like that a lot. There is also really good business here, but there hasn’t been much business as of late. Some things that I don’t like though are the black people. I don’t feel safe around them. I feel like some of them are dangerous. But... not all black people are bad. I know some good black people.

5) What are the greatest barriers to your business?
Interviewee: “I don’t understand the question”.
Rephrased the question: “What is preventing your business from improving?”
The interviewee responded by saying that he wishes the rent didn’t fluctuate so much. The land owner keeps changing it, so it is difficult for them to keep a profit and do financial projections for the business. He said that it has been a frustrating process working with him. *Note, he has the same landlord/owner as Phuong Trang.

6) Is there a place/network where business owners come together to talk about issues?
Interviewee: No. We are not a part of anything like that.
Follow-Up Question: Would you be interested in being a group or network?
No. We are not interested either.
Follow-Up Question: Are you part of any kind of religious organization?
Yes, we go to Saint Gerard (Spelling) which is a Catholic Church. There are white people there but there’s a good number of Vietnamese that attend.

7) What do you need help with? What kind of resources would you like to improve your business?

Page 68 of 72
They noted that there isn’t much that they would like help with. They also would like to be left alone and not work with the government.

8) **Who do you employ?**
Everyone. Right now, we are currently looking for a cashier.

9) **How do you get around?**
We drive, but we live really close.

10) **Do you belong to any organizations?**
The church is the only organization that we belong to.

TNT Nails
Appendices

Appendix 2: Community Forum
4/11/13

1. How long have you live here? Why here?
   - 6-7 years – relatives is in the Brooklyn area, less violence, moved from out of State, used to live in N. MPLS and closer to work.
   - 20 years – work opportunity, to move away from crowned areas and people, want to raise children in a different area beside MPLS or STP – too many people and some people are bad influence.
   - 5 years – closer to relatives. When moved, assume that the area will be similar to STP or MPLS but it’s different. Also if you moved to a “rich” area = you have money and are stable. That is not truth; people actually need more assistance and resources here.

2. How long do you plan to live here?
   - For as long as I can since my children have a good school.
   - For now, since children are stable with school.
   - For a while = other family members were able to find nearby jobs.

3. How do you get around?
   Working adults and seniors who know how to drive use personal car only. Do not use the transit or bus; not familiar with transit system including the route, the stop and schedule. Sometimes, working adults and children take the bus to school if do not have transportation/vehicle available. Families usually share car and for those that do not have a car tend to stay home and not as engage.

4. What do you like about your community?
   - Back in the days = Job opportunity (labor, warehouse, temp work).
   - Now = schools for children, friendly environment, people do not meddle in others business, activities for children at school, less people, less violence or crime, safe neighborhood and school system seems to understand API students and help out.

5. What’s missing?
   a. Lack of resource assistance from the County and City. It’s great that there are nice programs such as EBT, WIC and other Welfare services, but we do not have people to help us fill the forms or understand the system. We often rely on our children who can speak English and sometimes, they do not understand so we are all confused. Question: Can our children do that or should they have people to help?
   b. Lack of water quality for BC residents.
   c. Most families heard about programs and services in STP or MPLS first. Usual go there for services too.
   d. Lack of resources and visibility from other organizations in BC/BP.
   e. Lack of resources/assistances/information from organizations, County or City getting to API communities.
   f. Believe that both BC/BP do not have a “to-go” organization for API communities.
   g. Programs for seniors or people who do not have transportation.
   h. Programs for youth and higher education.
   i. Education programs for nonspeaking English seniors.
   j. Mental health and depression.

6. Important places? Gather? Leaders?
   Do not know much about important places in BP/BC. Everyone usual minded their own business and do not want to be bother. Are not familiar with any known leaders in BP/BC.
Sometimes, look up to senior homes for senior needs and assistance. However, the one in BC are not as open to people as they should be. They do not have as many free resources and assistance. However, seniors in STP were able to received resources and goodies (toilet paper, napkins, blankets, etc) for free if a member of the nursing home.

7. Barriers?
School system = great for children but need to be more open to create more higher academic activities and programs for API students, especially for high school students.

Transportation = for seniors without a car or transportation, they are usual stuck at home and often left alone = depression.

English skills = if do not know English then you are limited to doing much. Need more English or learning opportunity that are culturally appropriate.

Low-income families suffer most and need services.

8. How do you get information?
Mails –but not in a language that they could understand or mails that they are not familiar and will end up tossing.

If provide information
- More images
- A logo that people can see that it’s important or recognize
- Less words
- Maybe even a person to go door knocking and tell people about upcoming events and ask people to participate or join
- Events that people can come and learn more in a language that they understand

“I remembered a cousin who lived in N MPLS was fined for not reading or understand the information sent from the City about fixing the water and cutting water off for residents. When he noticed that his water was cut off, he called the police and City and was angry at them. He found out that it was part of the City’s work and a notice was sent several weeks ago to his house. He was fined and given a ticket for misdemeanor behavior.”

9. Define community? Interested? Would like to be a part of a community?
In Hmong, we don’t have a word for community. It is usually our family that we consider our community. Sometimes, if we gather for meetings like today then we consider ourselves part of CAPI’s community.

Usually when we received services from organizations or people, then we consider ourselves their community or part of their community.

We also consider ourselves the Hmong community. So if we see other Hmong individual then we know that we are similar in culture and tradition. We tend to have more respect for each other that way.

Yes, interested and would like to be part of other community. If there groups and events, would like to be include and participate.
Appendices

Feel that it is important to get involved with the City, County and other organizations to learn more about services and resources. The question is; how to do that if we are not familiar with the system?

10. Interested in information; homeownership, refinance, financial lit. and job training. Yes, interested in learning more but need programs that are flexible.

Others: English learning ESL, transportation and translation services.

11. Where do you go for help?
   If on County assistance, go to the County for help and answer to question. If not on assistance, ask relatives for advice and help. If it’s a City problem, ask relative or younger children to help call City. Usually, do not go to the City center or meet City people because do not know how to express messages or ideas to them.

   No known community clinic that are API. Some go to Maple grove and STP for services. Usually will seek medical attention when is seriously sick or majority health problems. If minor ones, do not often go.

What went well?
1. The discussion went well. Many were willing to share and personally tell stories as a way to answer the question.
2. The questions were good questions and allowed people to share and discussed together.
3. Location = closer to people and easy to find.

What would you do differently or better?
1. Different day since the snow prevents many to join.
2. More time = everybody want to share and comment.
3. Start on time.

What you will commit to doing in the future?
1. More community forum or focused group
2. The main contact for BP/BC folks for questions on CAPI’s services
3. Facilitate the discussion
4. Schedule and make sure that people will commit to coming