

CCC All Member Rolling Meeting Minutes

(Below the Quick Links and FAQs)

-- Quick Links and Frequently Asked Questions --

Where can I find the Charter that folks keep mentioning? (includes committees, some processes, vision statement, values and other important information about our formation): [Civic Consulting Network ~ Draft Charter](#)

Where do I find all of our shared documents? [Google Folder](#)

I want to join a committee, who do I contact? Amy or Jacob for business development, Illana for work on branding, and Kelli for membership

I want to lead a networking activity (such as “Think and Drink”). What do I do? Pick a topic, set a location and time, invite folks and the conversation will roll! Recent hosts, Beckah, Benzel and Jack might also offer you some more insights.

Where do I go to send a message through the Google Group? [Post](#)

Where do I set-up a proposal/project sign-up? [Project Tracker](#)

Someone just sent out a project opportunity, what do I do? Follow the directions in the email to express interest ... **but do not share the RFP or proposal out further. Unless described in the project announcement, the opportunity should remain within the CCN.**

I am facilitating the next meeting, where do I go to get an agenda started? [Agenda Template](#)

Where are the meeting notes from the last meeting so I know what in the world is going on? Look no further, inquiring grasshopper ...

Full Investor Meeting

Present: Benzel, Cyndi, Kerri, Kelli, Amy, Matt, Wendy, Lisa, Marisol

SC Meeting

Present: Marisol, Amy, Jacob and Kelli

Agenda for Full Investor Meeting

- Draft timeline of elections (order of operations, call to all membership first?)
- Committee Reports

- BD - budget updates (send budget out for review prior to the meeting) - vote needed along with projections
- Membership - Do we elect from our current poll or do we wait to increase membership?
- Systems -
- Website
- Need to finalize membership agreement
- Bylaws are complete
- Give update on budget and bank account

SC members need to read through the resolutions document and send to Jackie.

Meeting Notes

Planning Team: Investor Group

Present: Marisol, Meagan, Jacob and Kelli

Business Development Group

- Lisa was elected is chair
- Presented a template for the group and assigned roles for people to complete
- SWOT analysis live that Lisa will facilitate
 - Speciality areas
 - Who are our clients
 - Competitor organizaiton and potential partners
- [Draft business plan](#)
- Enter documents in the workplan

Systems Team

- Start with a check in that builds relationships
- Investor Rolling meeting notes

LawyerSystems team discussion point-peer review processFocus of the membership team?Caroline follow upBD meeting update

6/7/20

Planning Team: Investor Group

Present: Caroline, Marisol, Meagan, Ernie and Kelli

Goals:

Answering Caroline's questions about the Discovery phase

Discussing the next steps around Discovery

Discovery:

Reviewed the rolling meeting minutes and various surveys; processes for process leads; read the charter

Done a lot of planning and evolution

Consistency of the meetings and membership

1. Strong in shared vision and within the collaborative

Pattern identified - gap around getting concrete - details around cooperative, business model and process

- Foundational work has been accomplished:
- Caroline's role will be around specifying the framework and agreeable plan
- Business development
 - Organizational development - how many interact, governance, policy and directions, priorities, culture and practices around shared opportunities - strong ethic came out and refining and codifying
 - Consistency and depth of work - materials emerging
- Living of the Values
 - Collaborative - strongest - entrenched in the patterns; seeing of the value it creates and is consistent and what we are collaborating on and how is emerging - way of consulting - aligned with think tanks; root into the identify of collaborative
 - Cooperative structure is how you accomplish that - but don't promote as a cooperative vs. a collaborative

2. Ideation and exploration

- what is the value of being a member and evolution over time
- More specification about membership and requirements
- General vs. active
- Core members
 - Primary
 - Get work and quality work, do joint contract and do work through the collaborative
 - Increase the value of brand
 - Closer to a worker collaborative, guild format
 - Secondary - networking, learning, community
- General
 - Primary - networking, community
- Value-proposition
 - How much of a potential market can you capture?
 - Operational costs
 - Cost to provide the value is it worth it and is it profitable
 - Adding detail and value proposition to both and profit margins to the business

- Reiterating what is consistent about what we want to create
- Specifics around policies and get them in place
- Vision - divergent, convergent - what is convergent - shared ground that is agreeable enough can get on board with this
- Limited number of people with business background - perceived as a liability
 - Offer information that we need to consider to position as a business
 - Strength as a collaborative and drawing it out of the group
 - Make it visual - policy proposals; operational process descriptions; proforma - business projections - start up costs; operational budget and mocking it up
 - Visual modeling - flow charts and processes - marketing funnel, new member onboarding; internal processes; tangible and conversations
 - Retreat would address
 - Affirm decision making that is coming out of this process
 - Pre-development of proposals and specifying (assumptions) and engage in discussion and feedback before the retreat
 - Governance and collective practice management and business side

3. What does it mean to participate (e.g. economic and/or sweat equity...)

- How heavily do groups want to be in the cooperative business
- Disinterested - outsource and a policy governance and staff does things for us
- Time and talent
- Lack of clarity around that
- CCC will not become our full time job - tension of building our own business and be a piece of this... Build successful consulting on our own and be part of this... We don't want to commit 100% and shut down our own practice

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Next steps:

- Marketing survey of our members
 - Clarifying of these 13 investors and bought into this already
 - Why are they here and the value that CCC will be delivering to them
 - Looking to do majority or minority, interested in networking, shared brand, expertise or networking
 - Measure of success might be... 13 member - Range - 10% and 90% through CCC; each person reaching their goal
 - What are the value proposition is... business development = huge value proposition
 - What is really needed here? Aggregation of needs
 - Goal of 100%
 - Take it expand and get it more detailed
 - Individual revenue goals
 - Specific roles
 - Participation level - governance

- Top priorities for their individual goals
- Quantity demand and what we would deliver upon
- Detailed market service will inform a business model plan and encourage a business model canvas
 - Essentials of how we function
 - Organizational piece
 - Economic demand; non economic participatory commitments running the business
 - Tool built for clients - Caroline wanted to use the tool for later framing
- Funnel into more concrete proposals and present back to the larger steering committee and here's what we would be creating towards
- Value-add of the collaborative and the individual brand - think tank refining and presenting ideas ways of engagements and frameworks, intelligent design and pitching these as well - content and thought leadership; events, workshops and consulting
- Investing in the brand
- Feasibility study (probably not needed)
 - If we are doing something that has been done before
 - Bringing people together that have their own business and enhance their businesses

Previous surveys...Financial and organizing questions

- Skills/Interest to whole broad list
- Core member insight meeting
- Education about being a cooperative - you are buying into a business; owning something to keep the profits for and training could alleviate confusion and anxiety around the structure and democratic processes and practices; culturally and what makes for strong democracy and how are you going to maintain this culture - education, training, etc.
- Civic minded - knowledge and skills already present, bring in a lens on organizational democracy that would be helpful
- Invisible structures are important in contributing to the ultimate endeavor - democracy is empowering and part of the retreat could be useful

Organizing currently

- Roles and processes in systems
 - Existing roles in the mix
 - Ilana - branding responsibility
 - Amy and Jacob - business development
- Roles in previous meetings
 - Facilitating and rotation
- Tools and notes to reference were helpful
- Topics
 - Discussion/debate
 - Decision making in meetings

- Will probably need at least one part-time admin person (Caroline recommends)

Admin needs/projections spreadsheet

- Anywhere else we have penciled out costs for development and operations?
- Marisol will look for flow chart used to arrive at 5%

Caroline wants to do interview

6/17/20

Planning Team: Investor Group

Present: Caroline, Marisol, Meagan, and Kelli

Meeting Goal: Prepare for SOW, Payment and Clarify process - develop a common work plan and timeline

Structure for Phase I - inform other phases

- Team and culture, practices
- Vision for the coop business
- Benefits
- Feasibility assessment of the business model
- Group organizing - committees
- Best practices around order of operations

Building something together

[Loomio](#) - online consensus building tool

Date for the retreat

Desire to work date

Identifying the documents for you to review

Planning Committee

Regular meeting

Founding Investor Group

- Shared costs
- Do larger projects together

Committees:

- Membership and Outreach
- Business Development
- Peer Learning

Questions about larger membership

Small group

Phase I: Discovery phase (Completed by June 30)

1. Review the documentation and the thinking evolution
2. Meeting to discuss Caroline's insights and questions with the Planning Committee
3. Surveys and interviews might be necessary as well or a vision process

Phase II: Critical Path and Timeline; Action Plan outline with dates

1. Determine goals
2. Roles and responsibilities - roles and responsibilities
3. Mapping internal resources to that task
4. Preliminary structure that we can carry forward

Notes: Will use systems that we use already - flexible how I structure that

Homework... Defining the minimum goals and what system works best for the team

Phase III: Resource Document - Consulting on the Design of Policies, Legal Structure, etc. - report to the team and advising

- Recommendations
- Resources - case studies, policies, etc.

Phase IV: Structured Trainings (build collective capacity and skills) - broader training for the CCC and larger membership community (e.g. Coop 101; specialized knowledge or development; coop culture - democratic cultural framework)

Questions...

- Complicated factor - collaborative, project work, cost sharing, etc.
 - Suggestions about what the structure could look like... broader network or the smaller group; what's the co-op model and the hosting service for shared learning; what constitutes a member and part of a broader network
- Facilitated decision making process or training around hard topics...
 - For example...
 - Teams being selected for projects
 - We are not giving up our own organizations and yet we are working together
 - Varying levels of collaborative work together
 - Quality control
 - Conflicts? Coop - everyone is equally
 - Come out of working together...

Phase V: Structured meetings or agendas or facilitated meetings to prepare for launch

- Retreat will provide the container for the project
- Stages 3-4-5 - or in some combination

Option for a 45 minute

- Get information and prioritize
- Caroline to observe the team
- Invite all the investors to generate

Centralize account

- One of our business as a DBA
- Fiscal sponsor for the cooperative
- Document and standardize bookkeeping
- Payment - advance into the equity - coop expenses - and standardize how we make your payments
- First advance or downpayment for the coop
- Produce
- Attaching books
- Preformal investments
- Decision to be made the entire group
 - Language - payments by each individual represent a first payment of member equity in the coop tentatively
 - Structure would be temporary
 - Person would be opening a separate bank account, dissolved and can audit the account
 - More than one person - signing off on checks - documenting the plan
 - Fee for business account - costs are covered; draft MOU for the Investors and setting up temporary account and related items and send it out to Marisol

Action Steps: Reach back out to the team to see what additional questions there might be and ask them to add them...

- What are the big things we may need facilitated decision-making support for?" - mid-July
- Determine what tools are best for the action plan

Retreat - shared learning and decision making together; business items and decision making; steps might be accomplished in this format (single day or series)

Goals:

- Clarify the known needs and timeline of the group
- Five stages - meet your needs
- Payment details
- Scope of Work

Founding Investor Meeting Notes 5/8

Legal structure discussion:

Coop Model

- Benefits from the structure with the Coop models
 - How to and procedures on
 - Usually a benefit or a service - you get access to something and get a pay back
 - We are not offering goods or a service
 - Profit would go out to a
 - Coop about community
 - Cost-sharing around expenses
 - Contract for professional insurance
 - Health insurance possibilities
 - Consulting as our core
 - uncertain about how that might work; if our project is just hours
 - We are buying into a coop and our benefit
 - Clients are not members
 - Assume that products are still products - qualified professionals working together - seal of approval
 - Founding Members - scrutinize and make sure we go after good work; standards of quality; we are paid whatever profits are left
 - After an effective business and could generate real profits
 - How does the business operate and how do we get paid?
 - Assumption we can run the projects through the Coop and would take 5% and would goes out to the people doing the work
 - Low on administrative costs and people get paid for their work and be paid at a higher level and goes to the individual - billable rates
 - Aligned with the values that have occurred over the past few years
 - Flexibility
 - Concentric models of involvement
 - Collective impact that we want to make
 - Technical answers
 - Taxation of the cooperative
 - Owners
 - How does that all fall together
 - Liability insurance - higher level are individuals liable as well
 - Take two or three forward
- Undercurrent of discussion - more involved work
- association - some work to move forward
- administrative burden is really low
- Membership organization 501 c6
- gain professional development out of working together
- small percentage of income - membership dues; not running few for
- Nested model that happens to be a coop

Operating business expenses separately
Money can't come through the association

Brought in a guest speaker...

Next steps:

- Wendy to do an initial outreach
- Caroline Savery
- Association management
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4/8/2020

Next steps

- All review and edit the agreements captured below to ensure they are adequately captured
- Meagan and Beckah will send out a follow up email to people on this call (as needed)
- Meagan offered to follow up and/or confirm who is in as Founding Members for those not on the call and/or on the fence and pass the baton to Kelli/Jacob for the next meeting
 - In: Jacob, Ernie, Amy, Marisol, Matt, Kelli, Amy, Meagan, Ilana, Beckah, Cyndi
 - Maybes: Wendy, Lisa and Lynn, Hannah?, Roshan
- Jacob and Kelli will reconvene the Founding Member group within 2-3 weeks
 - Doodle poll to follow

Transition Meeting

Meagan, Beckah, Jacob and Kelli

Looking ahead

- Process to deal with interpersonal tensions with intentions to become a high functioning team
- Quality of work remains a high priority and option to develop standards of practice
- Team development and self-awareness around style, outputs/deliverables and expectations
- Acknowledge not as culturally/ethnic diverse of a Founding Member group ideally
 - Future options include direct outreach and engagement
- Higher stakes conversations might require a neutral facilitator around key topics

Immediate steps to plan for the first meeting:

- Topics:
 - Finalize legal structure (Jacob)
 - Caroline?

- Accountant?
- Legal advice...
- Working Budget (Kelli)
- Retreat: topics, priorities, timeline and facilitator
- Actions:
 - Kelli to send out - Doodle and set up meeting
 - Jacob to work on legal structure and agenda
 - Kelli to focus on proposed budget

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Consensus among those on the call today came to the following agreements in order to meet forward:

- Founding members will make the first agenda item creating and approving a budget based on the total amount of funding that will be collected by the membership - which really focused on start up costs - decision making will consensus and then addressed at the first Founding Member session
 - How to use Civic Canopy funds...
 - Build the budget 25% contingency funds
- \$500 all in commitment to be paid by June 1, unless request additional time and then pay by end of Sept.
- Investors will commit to meet bi-weekly 60 minutes - date and time will be established
- The larger Collaborative will continue to meet quarterly and will be folded into our work

Potential Investor Meetings notes:

1. Welcome and Goals

- a. One Word Poll
 - i. Interested
 - ii. Unsure
 - iii. Hopeful
- b. Strike a Pose! (Meagan will share a group pic later) :)

2. Review Investor + Opportunity slides

- a. Whys... Flat-level leadership - slow decision making; varied engagement; highly engaged make lots of contributions; confusing; 7 projects secured so far; lacks a clear structure around foundational elements
- b. Hows... \$500 founding investment for start up costs - not membership dues; launch the Collaborative; Dues will be required once structure is launched; one time paid in full - we don't have infrastructure at this point to manage different payments - Collective Leap and Risk
- c. Benefits... Structure, clarity, and accountability - Investors will be the initial leadership team will flush out systems - biz development-/operations processes; leadership structure; decision making protocols; membership structure; consultants - not in the membership; marketing strategy and web development - Founding Members of CCC - recognized on the website; Commit to be on the leadership team through 12/21; Action planning;
- d. Starting expenses... Registration fees; bank account, branding, marketing, website, member database; accounting system, business training and development- coach; General liability insurance...
- e. Candid about the Unknowns...and a chance to figure out the answers to the questions moving forward
 - i. Decision making

- ii. Financial decisions and authority
- iii. Money management
- iv. Decision making for spending money

3. Review of who is ready to invest...

11 yeses and 9 interested and at least 6 that are not

4. Questions on our mind...

- Will be tabled until the investors' meeting/retreat
 - How will the CCC be organized
 - Biz structure
 - Engage the full range of interests in the Collaborative - just networking to shared learning to collective impact collaboration - Recommended next step... Include as part of the next Collaborative meeting
 1. Full collaborative should weigh in
 2. Investors
- Discussion topics now:
 - Basic setting up as a S-corp? Will be revisited
 - Who makes decisions on financial investments and how do those decisions get made?
 1. Options:
 - a. Interim agreement in the near term?
 - i. Guidelines in place
 - ii. Consensus basis
 - b. Concern about moving too quickly because we haven't flushed that out
 - c.
 - Timeline for investment? Payment plan possible? Different levels of investment
 - Meeting schedule for investors/governance group
 - What else?
- **Highlights from the CCC Investor Insight Survey**
 - 14 people participated
 - Challenges
 1. Lack of structure/decision making processes
 2. Flat level Leadership
 3. Trust-inner-circle mentality - not knowing people well/colleague performance
 4. Lack of action slower processes and results - pace of the group
 5. COVID
 6. Fiscal decision making
 7. Project Structure
 - Strengths
 1. Diverse expertise, talent and skills
 2. Collaboration opportunities
 3. Contributions/commitment of colleagues
 4. Impact on communities
 - Starting with Individuals
 1. Mix of people over 10 years and mix of time
 2. Revenue goals... real mix of results
 3. Median hourly rate \$125-150 (range from \$70 - \$215/hour)
 4. Lens around building something together...
 - a. Strengths

- i. Content/copy writing
 - ii. Purpose statement dev
 - iii. Team/staff
 - iv. Process/protocol
 - v. Proposal
 - vi. Tools and
 - b. Weakness
 - i. Revenue
 - ii. Accounting
 - iii. Branding
 - iv. IT
 - v. Logistical
- 5. Discussion:
 - a. It would be helpful to see where the significant challenges and gaps are...it's good information to know
 - b. What type of resources or subcontractors would we need in the future?
 - c. We are presenting these results to help people make a final investment...
 - d. We are not investing in something that would make money...
 - i. What would be the biz structure?
 - ii. Who can step up coordinate?
 - iii. That will be a next level conversation around details that need to be figured out - make the leap with some ambiguity - I am not willing to take that leap right now - who is left will be the first investor pool
 - iv. Is it fair to call it an organization right now vs. a business?
 - v. Could it be a donation vs. an investment...I see my ROI - thought partnership; are we clearly relating to the world later and supporting the post-COVID-19 world
 - vi. Criteria to say yes or no - that's helpful - the timing is challenging - equity is important and sufficient business expertise and engagement is clear - we have covered our concerns
- 6. In - Lynn, Marisol, Matt, Kelli, Amy, Meagan, Ilana, Kerri,
- 7. Out - Luke, Hannah and Heather
- Contributions
 - 1. 26% - 1 hour
 - 2. 46.7 - 2 hour
 - Parking Lot:
 - Civic Canopy would like to support the work of the Collaborative at \$500 - will be discussed at the first Investor meeting

Meeting Notes: March 10, 2020

[Detailed agenda](#)

Meeting opened with a networking and trust-building activity.

1. **Branding** - Importance of branding, our name

Civic Consulting Collaborative received 12 first-choice votes; Common Good Network was next with 6 first-choice votes. Most said we should proceed with naming the group. Illana's bias is to move forward with the name. Group said there is a supermajority, though Amy questioned why do so if the name is so similar. The new name offers good branding and other opportunities, plus keeps tie to origin of this group (link to the Civic Canopy).

Question now: how do we roll this out? Linda and Kelli will buy the domain name (Google domains) to get things started. Illana will think about and propose other branding next steps.

2. Membership - Membership plans

Kelli shared case for start-up funding process and leadership structure. Need: Federal EIN, bank account, etc. See [presentation](#) for key points. Other key points made:

- Lack of structure (not necessarily flatness) contributes to taking more time to get to decisions. Efficiency suffers. Interest and bandwidth also suffer by taking more time. Diversity may suffer given that this is not billable time, and consulting is a privilege. Participation in CCC must be meaningful.
- Is this a for/non-profit? Benzel and Jacob are looking at options.
- Insurance should be included in start-up costs (approximately \$1,000 per year).
- Need to do press release.
- Collaborative members are getting really positive reactions from clients/potential clients. It's time to act, invest and roll out our official organization.
- Strong support for proposed business model/start-up solution among participants (all voted 5 out of 5, except one who was 4 out of 5). Seven thumbs up in the room for becoming a founding member.
- Big question: should we retain Linda Anderson as project admin support for start-up? Discussed at end of meeting but not resolved. Determined that the founding membership needs to be established first, and retreat should be scheduled asap.

3. Business Development & Infrastructure

a. Peer Review: Update on tool and process

Denver Climate team will pilot the tool. Purpose clarity: Ensure integrity and impact as well as support individual development/growth. Also to support larger network quality control. Lives in biz dev infrastructure folder.

b. Infrastructure and Resource Sharing: Updates

Retreat for founding members will be held to get more structure decisions done, now that proposed start-up solution has been approved.

4. Project Updates

COACT, Climate Action, Solid Waste and Compost, CO Health Foundation, Grasslands - Quick updates were given (What? So what? Now what?) Several noted that lots of interest about the Collaborative has been generating through these efforts.

Check with Jack and Benzel about suggestions for doing project updates. Build into Think and Drink and/or infusing some small pieces of shared learning into the CCC meetings. Person who facilitates the agenda for the upcoming meeting would reach out to people on projects to see if there is something they want to build into regular meetings...anything available for shared learning? Cyndi and Illana can make some adjustments to project updates template and hand off to next facilitators.

5. Peer Learning - Equity Think and Drink

6. Next Steps

Beckah and Meagan will co-facilitate next meeting.

Proposal for meeting schedule is tabled - needs to be resolved as to when it will get done (retreat or future Collaborative meeting). Aim for creating an 18-month schedule, in line with investment in the Collaborative. Meetings alternate time of day (10am-noon and 1-3pm).

Decision-making process needs to be clarified as part of retreat, at least.

Meeting Notes from 2/5/20

Key Next Steps and Conversations

1. Biz dev group - Jacob/Amy and team will explore: A) the different potential visions of our network from a structural point of view and how it might or might not effect: B) what and how to share resource costs.

In addition, the biz dev group will continue to refine C) the peer review process (not to be confused with peer learning sessions such as "Think and Drink"). Please provide any additional feedback about the [Peer Review](#) by the end of this month.

D) The Project Lead description is in final pilot form and can be found here: (link to come soon)

2. Membership - Kelli, Linda, Lynn and Beckah, [See Membership Update](#) for presentation

A. Define what our start up costs would be and how much, and who might be point people on ind. items..

B. Inventory network members to understand what are on the wishlist (e.g. Zoom, Microsoft 365, etc.) maybe to explore shared services and see if we could qualify for group rate...

C. Linda to send a sample of what a Ragic! Database might look like for our network and the value of having that to help manage both members and projects

3. New name - Branding - Ilana and Hanna - **will share options for names for people to e-vote on soon!**

Presentation also in [Membership Update](#)

4. Formal Formation - Further explore setting up a go fund me or 501(c)6 for start up costs or some other method of collection.. Carefully consider 1) network members making a 6-month contribution for start-up costs, and then later identifying an annual fee, and 2) If we're simply asking people to "gift" this money without expensing it--that will need to be crystal clear, so the whomever's company absorbs the \$\$ doesn't assume higher tax liability.

Discuss at next meeting, Beckah to lead?

1/7/2020

CCN Meeting 10am-12pm

Facilitators



- Logan and Nora

Topics (for 30 minute break out)

- Business development
- Facitation
- Business communication
- Proposal writing
- Project assistance and help
- Goal setting

Goal setting group

- Had conversations around getting going as an individual and setting up website

Business development notes

- How do I find new clients?
- Book suggested "give and take"
- Utilized the process of creating a website to articulate what I do and put words to the work
 - Can you come away from my website feeling like you understand what I do?
- Wonder if we could have an add boost for the network on FB or LinkedIn
- Testimonials via video we are exploring
- Case studies are good as well to have on our website--have two currently
- Time tracking apps
 - Toggle
 - Time tracker - works with quick books

Peer learning group

- Discussed what are the standards of practice that our group would use
 - Could be a good conversation for the next meeting
 - How could this and the peer review proposal come together (peer review process is about how we've done during processes)
- Capacity building question also came up
 - How do we welcome consultants in that are not at \$100/hr so we can be more competitive during our processes
 - Would love to know how we have done an inventory of our collective capacity

Business Development : websites, how you talk about your business, how to have a niche but not so isolated that they don't see your breadth of work. Process of creating your website and challenge of knowing what you do. No money paid for marketing and advertising.

Could this network seize this opportunity to create a marketing plan?

Peer Education Individual businesses to network: what are fields of practice that we are doing? How could we create a pipeline to stay competitive or create a standard of appropriate lens of framework: model. Do we process this? Peer review process can work together with creating a standard peer education model. Mid and Post project: values and 360 improvement: provide constructive feedback. What is our collective capacity?

Goal Setting : integrating work life balance; How can we further support our work?

Committee update:

Naming and Branding:

Could we play around in the core consulting name , Civic Consulting Network and use the image work? The naming piece is not resonating. Colorado needs to be in there and Network needs to be in there. Wording needs to be more precise. The visuals is great. Naming a constellation that resonates with our value and add on Civic Consulting Network.. Pricing option? Revenue options? Website/Logo: costs: membership conversations. Of these options: in and or out: hard costs for this work.

Membership and Marketing:

Jacob is point person is the Collaborative Business Development and Infrastructure. Self-regulatory, what you put in is what you get out. The next three months are set, let's figure out how to self-organize: monthly whole network meetings will not continue and then to move every other month. We hope this membership structure will be set into momentum. Is general membership even necessary?

Should we just call it a dabbler or something. About 10 people in survey wanted to stay actively connected as a general member. If you are interested in one of these options, put your name down. Re insert your name so we know what everyone is doing. Approaching it as a requirement and getting the most out of it. We should allow for an opt-in and opt-out because of our ebb and flow of a consultant's role. Where is the standardized resume to fill out: Matt will send out a link to google drive and resume template.

Next step? Put names on board and we will make sure to organize these groups.

Business Development

What means it to be a Project Lead? Project lead description and Peer review evaluation. Put business development first in our agenda and add addendums in the email with next month's agenda. There are five categories of Project Lead and can be divided by co lead. Approach Design, Client Engagement, Team Management, Project and Schedule Management and Administrative, Fiscal and Budget management. Feedback on initial review? Assuming a process of figuring out who is the best fit as project lead. Team selection is in draft. Learning to bring it back to the whole group: communication; design can be delegated to the other members of the network. It is a broad scope of the project lead.

Next February meeting: Hanna/Benzel

New Member Meeting 9-10am

- Illana
- Jacob
- Vicky
- Lisa
- Luke Clark--media, marketing and healthcare
- Rebecca - former DPS educator, work in school improvement and DPS coach
- Linda Anderson - bookkeeping services, website support
- Kerri Drumm - municipal governments and nonprofits
- Benzel
- Logan-civic engagement and public outreach

- Matt
- Kellie
- Jack
- Wendy-Public participation work

How can we further operationalize these values?

- Add to our contractor agreements
- Participants feel like these speak to them for a variety of reasons

Rolling Consultants Network Meeting

Links: https://drive.google.com/drive/u/2/folders/1yilbs32y1Rz_prFBmabFLbluQOPdqJeb

12.3.19

Present at meeting:

- **Roles**

- **Katie and Lisa - facilitator**
- **Illana and Kelli - note takers**

1. Business Development - review of notes

- a. Different roles and discussion
 - i. Agreement
 1. First 72 hours of proposal is critical - those interested in a lead role **must identify to the group within 72 hours** of proposal distribution
 2. If you are interested in a leadership role - enter that into the spreadsheet
 - ii. Project Lead - Project Management - co-manage - Writing a proposal - put the name together
 1. Organizing the project
 2. Putting together a proposal
 3. Qualifications:
 - Do you have the capacity?
 - Does your involvement make the project more competitive?
 - Are you an active network member?
 - iii. Questions: Utilize different roles and compensation? E.g. Illana do you want to take 3% to write the proposal
 - iv. Pilot structure:
 1. Lead - project manager 30-100K 2.5%; 100K+ - 5%
 - v. Done deal and passing it on...allowable for a finder fee
 - vi. Fiscal agent fee - can be the Project Manager or not...allowable as a max not a must
- b. Learning opportunities in the future that can take place
- c. Mindful of using this process - guidelines with shared agreements to start January 1
- d. Next steps:
 - i. Email template on the google do (Illana can help with template)
 - ii. Spreadsheet add a cover sheet/checklist

Host quarterly cafes getting people caught up in the network

Roles network needs to step into...

Next Steps:

- Kelli to reach out to see if Tramway is available for meetings dates
 - January 7 (Tuesday 10-12)
 - February 5 (Wednesday 1-3)
 - March 3 (Tuesday 10-12)
 - April (Wednesday 1-3)
- Consider space for the network - hosting - agenda item for next session Tramway Center
- Logan and Nora will facilitate the next meeting
- Kelli, Matt and Benzel to organize a new orientation on the January 7th
 - Overall shepherd for newcomers orientation
 - Committee shepherds
- Matt will send a summary of the session and next steps
 - [Summarize](#)
 - Key takeaways
 - Send meeting dates
 - Kelli to send invites for next meetings
 -
-

Takeaways:

1. MEMBERSHIP

The Charter feedback form prompted continued questions and concerns around membership ... we need to resolve what we can as we can, but this is going to be an on-going process to explore, learn and solve. We need to accept ambiguity as we continue to develop as a network.

- How might we consider simplifying things to get at the essence of what we need?
- Any decision that we produce should consider the time and capacity to administer the process.
- A working membership committee comprised of Kelli, Illana, Lynn, Jack, Jacob, Katie, Meagan, Benzel, and Lisa will look at the current proposal and continue to refine our process. Meanwhile, Matt will continue to work towards updating the roster in a way that will serve this work.

2. PROJECT SELECTION

A finder's fee is only appropriate when the project is sole sourced with the Network team and does not require a competitive bid process. The finder remains intimately involved in the team selection process so to ensure a very warm hand-off. The 5% admin fee that goes to the project manager will then be split with the finder, given that time and effort was invested in the relationship, more than the proposal writing.

Inextricably linked to membership, we have more to learn about how to effectively and equitably choose teams for projects that come into the network. We have had some successes, but we need to further refine.

- A subset of the infrastructure team is digging into this: Meagan, Marisol, Benzel, Jacob, and Amy

3. THE NEXT MEETING

Proposed for November (Kelli to send out a Doodle soon), the next meeting will be two hours and likely led by Katie and Lisa. Matt will help guide and assist as needed.

- The meeting will focus on membership strategies and project selection as described above.
- Diverse approaches to facilitation will be considered.

4. NAMING AND BRANDING

For now, our name will remain the Civic Consulting Network, but a team is going to look further into naming options in addition to other branding components.

- Illana, Hanna, Marisol, Kelli will look closer at naming and branding, please contact them if interested in joining the discussion.
- Other considerations include a one-page overview, website page, tagline, and logo

5. PEER LEARNING

Jack is looking to host a separate Peer Learning opportunity in December that takes a deep dive on RFPs: what have we learned from the RFPs we've submitted in teams? What other expertise do we have around RFPs? What can be improved?

OCTOBER 24, 2019

Purpose: Make key decisions to move finish conversations from September in order to roll out the Consulting Collaborative for year one

AGENDA

Introductions: Quick Hellos

- Llana, Lynn, Logan, Roshan, Tash, Matt, Benzel, Kerri, Meagan, Lisa, Kelli, Amy, Jack, Jacob, Katie (a few others)
-

Topics:

1. Finder's Fee - Follow-up to September conversation (Amy & Jacob)

- Context is that we have several ongoing or past opportunities that we have done as a group together and we need a scope and sequence/process document that allows us to collaborate together with some formal structure.
- For now, it's been a rotating role that Jacob has taken on to share info to the group.
- We are considering a number of considerations, including, and guided by, the network's core values.

- Where we got stuck last time was around the finders fee idea
 - The finders fee is when you are not on a project and pass along an opportunity
 - The larger context from this partly came from wanting to incentivize people sharing opportunities

Finder fee conversation

- Some thoughts of how the finders fee is harmful
 - Slippery slope of who really owns the relationship
 - Might actually degrade relationships within the network
- I can see how offering a finder's fee might incentivize me to share work since I don't know a lot of people hear and that would be a personal incentive
- Athena model
 - Way to keep engaged in the community...
 - Example of how this worked... People that are sought after - rarely has to seek work and has a waiting list - gives me more room to do my passion things and have some additional money coming in...
 - Builds trust among clients and ended up being benefit
 - Work is handed to you... vs having to apply - financial fee
- Indirect fee... do not say what it is... (do not want to have a finders fee listed for the client, proposal writing)
- In defense of a finders fee... conditional; I would like to advocate that I get a finders fee; optional
 - Relationships are work and time
 - Made money off of time and effort off of what I did - you are paying me for what I did to help your business
 - People with denser connections is important
 - Perhaps creating an agreement
- Distinction about RFP and handed off project
- Project Team Selection
 - Values and equity...
 - Do I get the choice - who decides in the process? If it's my relationship
- APPROVED - PROPOSAL on the FINDERS FEE - move our values forward
 - NOT A competitive process and helping to broker the best team for the client potentially a split of the finders fee with the project management and person who found the project - optional
 - Up to 30K
 - 30-100K - 5%
 - 100K - 5%
 - Does not preclude one on one work
 - More than one goes to the network
 - Set a timeframe or a date and see how it works - **six months**
 -

2. Naming (Matt)

Options thus far: **Civic Consulting Network***, **Civic Consulting Alliance**, **Civic Consulting Association**, **Civic Consulting Collaborative**

* There has been discussion about moving away from the name of **Civic Consulting Network** b/c of the confusion with **The Civic Canopy's** online **Civic Network** tool

- Next steps will be around Ilana sending out a call for people to be involved in naming

- That group will look at the next phase of branding, marketing, naming, etc.
- Until that time we will stick with CCN as a name

3. Consistent Meeting Times (Kelli)

- **Bi-monthly**
- **Quarterly**
- **Creating inclusive space for participation at meetings**
 - Relationship building is critical and builds trust
 - Meeting times are about how often we are gathering and meeting multiple purposes. Overall, want to create an inclusive space for participation at meetings.
 - Most people voted on every two months to meet
 - We should meet monthly for a couple more months so we can work out these particulars
 - **APPROVED:**
 - Every two months for All group meetings
 - Smaller committees can meet on the off-months as needed
 - Meet again in November/December to finalize work

Kelli to send a Doodle

- November/December Possible Meeting

4. Charter (Matt)

- **Comments and Questions from Feedback Form**
- **Further dialogue ... future items to discuss and consider?**
- **Move to consensus?**
 - Have 50 people who have self selected to be in on the google group
 - Did have attrition but confirmed many of them as having taken full time jobs
 - 20 people responded to charter feedback form
 - Most questions came up around membership (that seems to be consistent with conversations we had today)
 - Proposal - Membership
 - Consensus around the charter will need to happen before we can approve
 - Think about how we structure our meetings - use this time more effectively vs. large group - experiential
 - **Katie** to help design next meeting
 - **Lisa**
 - Great way for people to step into leadership roles
 - Two hours

3 point shot at the buzzer

- Overall alignment
- Trust to prototyping
- We might have something in the next few months

- Open feedback process - doesn't mean we have it all figured out
- Membership
 - 50
 - 30-40 people have been involved...
 -

More detailed if we can simplify before we

- Flow of Project Selection - who is on the team

If time:

5. Membership structure/Opportunities Email/Project Selection/Equity (Meagan, Marisol, Benzel, Jacob)

NEXT STEPS

- Facilitators for next meeting: Lisa and Katie W. - meeting tot happen in late November/early December
- Agenda will look like the following:
 -
 - Membership review and decisions
 - Jack
 - Jacob
 - Katie W.
 - Meagan
 - Benzel
 - Lisa
 - Project Selection (Infrastructure,
 - Amy
 - Jacob
 - Marisol
 - Benzel
- Seperate Peer Learning Opportunity (Jack)
 - RFP process (to be integrated into the next session)

September 23, 2019

Facilitator: Matt Gray

Introductions:

Roshan Bliss - Community Organizer with Project Voyce - Community

Ilana Poley - Poley reserch and communications - public purpose - Authenticity

Jacob Bornstein - Wellstone collaboative strategy - Impact - collaborative project - operationalize work

Katie Wall - 4th Wall Faciitation - play and experintial colaboration - Authenticity and Integrity

Hannah Nichols - Big Picture Impact - strategic communications space - engaging end users - Community

Lynn Vanderwielen - End Grain Research and Evaluation - equitable evaluation - Equity

Nora - Praxis, LLC. Oprationalizing equity - - impact is shifting conversations - Equity

Jack Becker - Grounded Solutions, Growth - create opporutnities to grow and portfolio - Growth

Benzel Jimmerson - Personal Dynamics - equity and strategic integration - Impact

Marisol Rodriquez - Insigna Solution - non profit and small biz, strategic planning, culture - Authenticity

Lisa Farber- Miller - newly returning to consulting from Rose Community Foundation

Vicki/y Berkely - community development - Orton Family Foundation - small communities (Northpark), thoughtful committed people up to doing good work...

Amy Engleman - Intentional Inquiry, culture work, evaluation, etc. Integrity

Matt Gray - Rocky Mountain Innovative Lab, Impact - level of urgency and collaborative spaces, etc. - Impact

Kelli Pfaff - Modernnetwork - new approaches to work that values flexibility, autonomy, impact and chance to make deeper impact in innovative ways - leveraging expertise of different independent consultants and making connections - Community

Beckah Terlouw - Invisible Strategy - training and instructional design, delivering products and end users and responsive to see what will be most impactful

Workgroups met over the summer, sweat equity and try this...

2. Network Strengthening - Activity from Peer Learning Committee (Beckah and Jack)

What we learned from our summer of gathering...

- May/June
- Orient meetings to create opportunities to learn from each other
- People responded to this format... implications to test the value of that structure
- Next steps: Professional development and peer learning
 - Informal and formal
 - Formal committee - organizing opportunities and learn on a professional business
 - Informal
 - Learn about each other in an environment
 - Creating community in an informal ways
 - PD opportunity can it be embedded into these gatherings...
 - Google doc - what would you be hosting or co-hosting (rolling list) e.g. play techniques
 - Workshopping space
- Value add of this group:
 - Tremendous ability to collaborate and work together - incredible ability to find partners
 - Collaborating together in silos
 - National consulting group model
 - FB group to support each other
 - Struggling with a clients - big gap that kind of works
 - Rules... no snarky
 - Secret group - have to be invited
 - Paid to learn someone else's business
 - Books -
 - Social Profit Handbook
 - Principles Value Evaluation
 - No timeline and committee... makes it challenging...some type of committee chair, committee motivator, lack of commitment - risk is in play
 - People tend to jump in

3. Membership and Outreach

-

4. Update from Development Business and Structure

Action Item Possib

- Discussion around finders fee

5. Next steps

- October -
 - Another meeting to meet and flush out by
 - Biz document
 - Finders Fee... sending it out at the beginning
 - Ideas on the table...
 - Sliding scale
- November
 - Infrastructure meeting will gather in November
- Kelli proposal
 - Three meetings a year for the overall
 - Winter gathering to relaunch the network
 - February launch of the session
-
- Systems
 - Options for platform for six months
 - Slack
 - Trello
 - Google drive (excel)
- Send digestible information
 - FAQ -
 - Put your ideas here
- Biz opportunities
 - Jacob will work on that
- Peer Learning opportunities
- Next steps:
 - Set up Google system with Google folder - for everything to be shared
 - Update the organizing charter (pilot for the next six months) - Matt
 - Beckah, Matt and Kelli will set the October meeting

April 22, 2019

Facilitator: Kelli Pfaff

- Welcome and Introductions -

Kelli Pfaff - leverage assets to meet community needs

Jacob Bornstien - collective collaboration across sectors

Meagan Piccard - Bridge building

Jack Becker - intersections of public work and residents/neighborhood wants

Logan Steppen - public outreach and community engagement

Lisa Carlson - facilitation of public policy issues

Beckah Terlouw - strategy, engagement

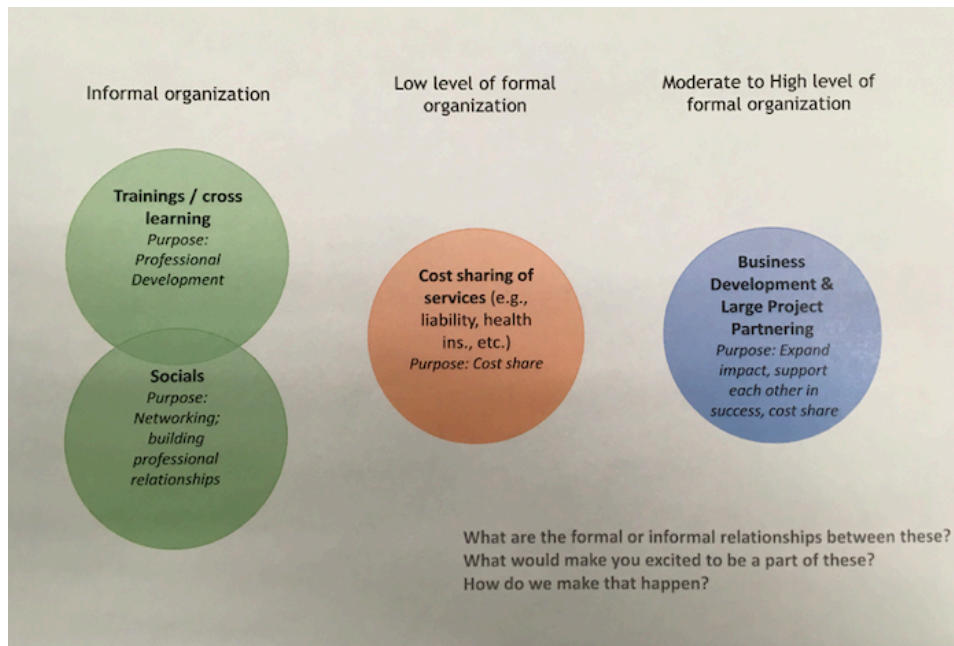
Gabriela Aguilar - Civic Canopy Associates project
Amy Engelman - collaborate program development and evaluation
Lynn Vanderwillen - equitable evaluation
Katie Wall - facilitation through play and learning

- Needs Assessment Updates (Beckah)
 - Low hanging fruit that people can get excited and lead
 - Giving Feedback and discussion with peers (Mastermind, opportunities to get feedback, example tool consultancy protocol) - Beckah and Jack (1x/month)
 - Peer-discussion (tool structure, how do we work together?)
 - Sustainability
 - Skill-building (e.g. Values)
 - Structure of partnership - system of going after projects (RFPs)
 - Informal relationship building - professional network building to build relationships; for referrals
 - Networking built in to these meetings
 - Creating that community
 - Planned 15 minutes to connect at every gathering
 - 3:30 - 4:30 p.m. sessions
- Models for Organizing Updates/Discussion (Jacob and Meagan)
 - Understand the relationship
 - What would be exciting to you engage?

PROJECT

1. Loose - no formal decision maker/process; teaming more happen stance/relationship than strategic/equity; built on relationships, requires a high degree of trust, build a community, learning through the process/doing; permeable engagement; questionable momentum/sustainability due to permeable engagement; relies on social capital; limited ability to be proactive, hard to make promises (not shared quals), opportunity for community building
2. Cost-sharing -
 - a. Hard costs
 - i. Travel
 - ii. Insurance (shared liability)
 - iii. Who is handling supplies
 - b. Equity factors
 - i. More to join in cost-sharing the better
 - ii. Equity factors - more, less established
 - iii.
 - c. Fiscal agent
 - d. Potential to create a template for future projects - alleviate the planning component
 - i. Whoever enters in...
 - ii. Protocol - have liability insurance and take x off of billing to cover the projects
 - e. Options...
 - i. More cost effective
 - ii. Cost sharing vs. cost-reduction
 - iii. Insurance may not be possible

- iv. RFP search sites...
- v. Conference space rental...
- 3. Organizing for impact and sustainability
 - a. Core values
 - b. Formal organization
 - c. Systems
 - i. Funding for shared resources
 - ii. Insurance
 - iii. RFP site
 - d. Branded identity
 - i. Principals staffed
 - ii. Shared peer accountability
 - iii. Value add - high impact, lower costs, quick turnaround and ability to be agile
 - e. Processes/protocols
 - i. Equitable and transparent
 - ii. Clear
 - iii. Vetted
 - f. Quality control
 - g. Allow people to maintain independent consultancy
 - h. Team can be sorted based on strengths and capacity
 - i. Increased impact, interest and value



Network type	Informal/loose	Low level of formality/cost sharing	Moderate to high/org for impact/sustainability
Notes	<ul style="list-style-type: none"> ● Project appears to the network or a network member ● Decision point is 	<ul style="list-style-type: none"> ● Cost factors associated with working together (travel, materials, 	<ul style="list-style-type: none"> ● Systems are developed ● Maximum number of cost-sharing

	<p>around availability or who is running with it</p> <ul style="list-style-type: none"> • Team is pulled together based on availability • No intentional business development • Network becomes more focused on connecting community • Permeability is high for the org and no approval necessary • Flexibility to individuals (step in and step back is easy) • Shared or designated leadership roles • Capacity of group is as great as a member (we are reactive not proactive) • Hard to make promises - don't have shared qualities yet seen 	<p>searching RFP sites, time, etc.)</p> <ul style="list-style-type: none"> • Equity factors for people that are more and less established • Fiscal agent • What does the above look like as a template? • The protocol could be that the lead takes this protocol above... • Pool of funds for specific business funds 	<p>items are identified</p> <ul style="list-style-type: none"> • Strongest value proposition • Process and protocol is in place (people, process and people) • Quality control • Formal organization • More overhead • Rate setting?
Straw poll	Three (Katie, Lyn, Lisa, Jack)	Three (Ilana, Beckah, Logan, Kelli)	Three (Amy, Meagan, Jacob)
What excites you about this possibility	<ul style="list-style-type: none"> • Maintains own excitement for my work • Excitement of what the identity of this could look like • Could be an attractive community • Permeable and with minimal barriers to entry • Can be diverse and open and invitational 	<ul style="list-style-type: none"> • Maintains some sense of loose • 	<ul style="list-style-type: none"> • Being more equitable • Expanded impact
Hypothesis	<ul style="list-style-type: none"> • Assumptions aren't clear • Questions about what it means? • What does this look like? 		

- COACT update, planning & QI discussion
- Civic Consultant Network Layers:
 - Shared work with structures and processes
 - Masterminding topics/issues & HH to build relationships
 - Cost sharing

Questions -

- Hierarchy
- Subcontractors covered
- Structure and control
-

Getting to the end of the beginning

[Draft Charter](#)

March 11, 2019

Zoom Virtual Meeting

Facilitator: Illana Poley, Kelli Pfaff

Agenda:

- **Welcome and Introductions**
- **Brief History and Context**
- **Network Activities & Capacity Building**
- **Potential Models of Organizing, Part II**
- **Discussion of Needs**
- **Next Steps**

Introductions:

Heather Matthews, Illana Poley, Jacob Bornstein, Kelli Pfaff, Bill Fulton, Amy Engelman, Roshan Bliss, Benzel Jimmerson, Marisol Rodriguez, Luke Clarke

1. History in Brief

- At our last meeting, Heather and Beckah facilitated a discussion about potentially interesting network activities and areas where consultants would be willing to take the lead. After the meeting, Heather shared an interest survey with the full group (37-name email list). 15 responded. (See PDF of results at end of March 11 notes).

2. Network activities & capacity building

- Results of the interest survey show that a few activities clearly rise to the top:
 - Develop a system for identifying partners for projects, responding to RFPs. (#3)
 - Leverage knowledge of the group to host trainings on skills or content (e.g. strategic planning facilitation, team building, play at work, public opinion, community engagement, etc.). (#15)

- iii. Set up a routine way to give input/feedback to each other on specific work-related dilemmas. (#8)
 - iv. There was also significant, but lesser, interest in skill building, pursuing collective projects, and developing an online resource
 - b. In determining next steps, consider individual and group capacity and the group stage of development. People need to be able to plug in when they have time/capacity/interest
 - c. Some of this could be built into regular meeting format, some would require separate work groups and maybe other time. Look for a nexus with the work of the group.
 - d. Consultancy protocol could address providing input/feedback. About 15 minute process to resolve consultants' dilemmas; could be integrated into regular meetings.
- 3. Potential models of organizing - draft proposal to build out Colorado branch of Athena Group**
 - a. Model would have Colorado branch of WA-based Athena Group at its core, with a more informal Civic Consultant Network outside of but connected to that, and the Civic Canopy affiliated in some way (see draft model at end of notes).
 - b. Members of Athena Group (could have its own Colorado name) would have skin in the game - current model has monthly fee and/or % of project fees, depending on volume of work/business goals. Resources from Athena group such as professional insurance, RFP research, etc.
 - c. Pros, exciting aspects:
 - i. Opportunities to build connections, national and international networks
 - ii. "Back office" resources
 - iii. RFP identification, support
 - iv. Potential flexibility to pursue a new Colorado model, e.g. co-op
 - d. Cons/concerns
 - i. Monthly fees are too high
 - ii. What are the potential opportunities? How much work might be available?
 - iii. Are there tiers/levels of interest/participation?
 - e. Questions
 - i. Would 50% of work requirement be for new work or for consultants' existing (prior to joining) clients?
 - ii. What is the ownership model? Would we be handing over fees without the opportunity to have ownership in the group?
 - iii. What would an ongoing relationship look like with Civic Canopy? With their new Associates model?
 - iv. What would Civic Consultant Network look like for those not interested in Athena affiliation? Is there capacity for both?
 - v. Are there other affiliation models we should be considering?
- 4. Discussion of needs**
 - a. There is still interest in a needs assessment, independent of Athena model of organizing
 - b. There may be alternative models we should consider - need someone to take the lead on exploring this (Kelli will talk with Bill about Civic Canopy model(s))
 - c. Still interest in the Civic Consultant Network loosely (chartreuse) if a more formal model moves forward
- 5. Next steps**
 - a. Meet again in about six weeks (late April)
 - i. Amy will coordinate logistics
 - b. Kelli talks with Bill about Civic Canopy models
 - c. Illana + Roshan reviewing/revising current member database with goal of using as a needs assessment
 - d. Jacob/Kelli/Meagan/Benzel/Matt work on organizing model 2.0 - present another draft in about three weeks?

- e. Heather/Benzel think about alternative organizing models
- f. Heather prepares consultancy protocol for next meeting

April TBD Agenda

- Welcome and Introductions
- Updates from last meeting (as needed)
- Consultancy Protocol (Heather)
- Models for Organizing Updates/Discussion
- Needs Assessment Updates
- Developing New Business Discussion?
- Next steps

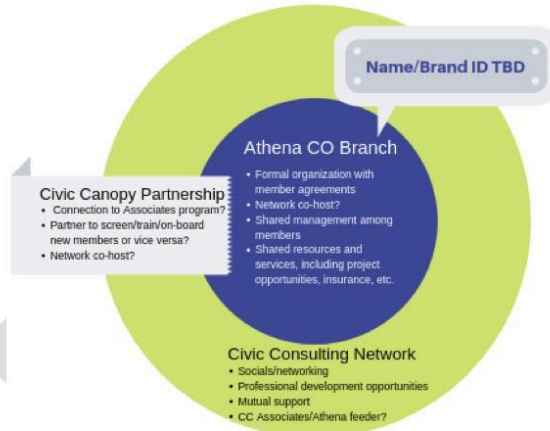
Civic Consultant Network: 2019 Activities

1. Develop a collective project that involves shared impact.	20.00%	3
2. Develop workshops to create shared resources (e.g. evaluation, professional standards, impact vision).	13.33%	2
3. Develop a system for identifying partners for projects, responding to RFPs.	46.67%	7
4. Build an online one-stop-shop for skills, opportunities, RFPs.	26.67%	4
5. Investigate and interview with network hubs who can provide opportunities.	13.33%	2
6. Plan a formal mastermind course.	6.67%	1
7. Develop group/peer coaching/mentoring opportunities.	6.67%	1
8. Set up a routine way to give input/feedback to each other on specific work-related dilemmas.	40.00%	6
9. Develop opportunities to observe skills of other consultants and receive feedback on skills.	26.67%	4
10. Plan Civic Consultant Network breakfast social and networking event.	0.00%	0
11. Plan Civic Consultant Network afternoon happy hour social and networking event.	13.33%	2
12. Plan a combined networking and skill-building event.	13.33%	2
13. Social/networking event with invitation to potential clients.	6.67%	1
14. Social/networking event with other developing consultant networks, national/state/local.	13.33%	2
15. Leverage knowledge of the group to host trainings on skills or content (e.g. strategic planning facilitation, team building, play at work, public opinion, community engagement, etc.).	46.67%	7
16. Leverage knowledge of the group to host trainings on consulting practices (e.g. client management, marketing, etc.).	6.67%	1
Total Respondents: 15		

Draft Proposed Civic Network Structure for Discussion Only

- **Combo of formal and informal organization with direct link to Civic Canopy:** People who are interested in organizing formally do so under the Athena umbrella. Others stay connected via social and possibly other activities as the Civic Consulting Network. Both the formal organization and expanded, informal network are linked to Civic Canopy in a way that is mutually satisfying and beneficial.

- Organized group takes on responsibility for managing quarterly expanded network events, e.g. network socials (with current and potential clients invited), professional development opportunities, etc.



- **Organization, services and funding model:** Rather than reinvent the wheel, we are recommending using the existing structure provided by Athena. Initially establish the Colorado office under the current member model, which means that we each agree to pay 28% (or other negotiated rate) of our hourly billing rates to receive services from The Athena Group (also possible \$200/month in set member dues – not clear on this piece yet). People can choose to add the 28% on top of current take home or reduce the take home amount or use a combination of these approaches for different clients.
 - Later, consider co-op model. In the meantime, put co-op consideration on organizational development agenda for members (aka co-managers).
 - CO members operate as co-managers/decision-makers, with each member taking a different and rotating responsibility for managing the organization, in collaboration with WA headquarters staff. Meagan has volunteered to serve in an initial director-type role until we have our groove on and roles are ready for updating/rotation. Other roles could include: information network manager, marketing/communications/brand identity lead, support services manager, etc. This will give us some practice on the co-decision-making side and will fit with Faith's bottom line for joining Athena.
 - Those of us who choose to organize run at least 50% of our business through this organization, maintaining the ability to do some work separately under our own brand identities. This will give us some base level of business to fund the services that we want to jointly fund and receive.
 - As members, we receive a set of desired services. Because not all current services benefit folks in Colorado, those interested in joining will review the list of services/benefits in the attached document and specifically identify which ones we want and which ones we don't. For instance, we don't need the shared office space in WA and could further clarify that insurance for projects is provided (not sure why it's not spelled out now because it is part of the benefits), since it really seems to align with things people said they would want. This review may help with negotiations.
- **Identity:** Establish a separate but complementary brand identity for the Colorado office but linked to Athena visibly with a tagline like, "An affiliate of The Athena Group".

February 4, 2019
Tramway Center
Facilitator: Kelli Pfaff

Agenda:

- **Welcome and Introductions**
- **Brief History and Context**
- **Values-Add and Desired Benefits Revisit**
- **Potential Models for Organizing**
- **Next Steps**

Introductions:

Kelli Pfaff, Bill Fulton, Gabriela Aguilar, Amy Engelman, Laura Jabolowski
Jacob Orienstein, Matt Gray, Lisa Carlson, Meagan Picard, Beckah Terlouw, Heather Matthews, Illana Polley, Katie Wall

1. History in Brief

Civic Consulting Network

- Own brand/identity; distinct from Canopy Associates (see notes at the bottom of this document)
- What does it mean for participants?
- Are we heading down a formal track or just a looser network?
- Important Inflections
 - September -
 - Common values designed
 - November - December
 - Working document (guiding document) - values and what we are working on
 - Potential intentions and how these meetings operate
 - Formal ways to connect
 - Naming Civic Canopy's role
 - Link to the Consultants Network
 - Support logistics
 - Gabriela is connection for logistics, Canopy Associates

Civic Canopy Associates

- Training series
- Work with the Civic Canopy

2. Values-Add and Desired Benefits Revisit

A. What came out of the learning/skills inventory:

1. Networking Day and Night
 - a. Happy hour social
 - b. Skills and networking
 - c. Connecting with and leveraging other groups
2. Skill building
 - a. Business development

- b. Professional development
- 3. Find opportunities in one place - job openings, RFP, skill building
 - a. Access and secure business
- 4. Infrastructure
 - a. Access to online resources and connections
- 5. Mastermind - structured group
 - a. Infrastructure
 - b. Mastermind, formally
 - c. Support & peer learning

Survey monkey for the full group and bring back results and create core groups - Beckah and Heather send out

Who has similar interests/willingness to lead or build out activity - Group responds

Balance between what is critical and fun for this process

B. Exploring potential activities that the Network could take on that would keep us engaged

- Identify 2-3 activities that they the Network could do
 - Pink - Pick a category that interest lies
 - Yellow - willing to invest time for planning
 - What is appropriate to where the group is...
 - Where is your interest and skills

3. Potential Models for Organizing

Purpose:

- Exploring options
- Informal - formal capacity (e.g. Cooperative business)
 - 1% profit and return it into the business
 - On average large consulting agencies - 28% on top of your rate
 - Leverage reputation and gets to do good work and start to come to her
 - Only join for the business support services
 - Not sustainable if people come in then leave after building business
 - Co-op model as an option
 - Crafting own set of services as a co-op model
 - We could build our own as well?
 - Without even light infrastructure - likelihood will stop

Questions:

No compete clause?

Immediate next steps:

- Where is energy is going... more towards more formal structure beyond the loose network?
 - Enough on the large group
- Unsure...
 - Activity around building a picture on what this could look like?
 - Doing a what-if organization and stepping back to see if there is a shared vision of how we would organize in the future

-

Would we want to become our own organization?

Do we want to keep collaborating?

Next questions:

- People talking about their own business development pipeline
- Marketing and social media
- Run my own life... paying the flexibility -
- Simple practicalities of what this could look like and gut reaction and biz development - what are people in the mood thinking of...
- Is this an exhaustive list of models?
 - Range - loose network and a really formal organization - collaboration, establishes us in relationships without being legal binding
 - Formal organized co-opts - don't fit with the business we do

Action Steps:

TBD

Tramway Center

Facilitator: Illana Poley

Agenda:

- **Welcome and Introductions**
- **Updates from last meeting (as needed)**
- **Values-Add and Desired Benefits Continued (Beckah and Ilana)**
- **Potential Models for Organizing Part II (Meagan, Jacob, Matt and Kelli)**
- **Next Steps**

-

NEXT STEPS:

- Illana will facilitate and
- Katie will coordinate logistics (doodle poll for the meeting, get the list, coordinate with Gabriella)
 - Kelli will send emails for the key people to start with that are leading portions of the session
- Meagan, Jacob, Matt and Kelli -
- Kelli to ask Beckah about insurance liability
- Kelli Send skills inventory
- Kelli to send the notes

Possible Governance Models conversation

Roshan

Caroline
Meagan
Kelli

What do you want to accomplish in this group coming together?

- A collaborative - discuss, consider how to take on clients
 - The purpose of the Network is to create a space for consultants to build and strengthen relationships and trust around shared values.
 - Incubator pitch for young leadership program
 - Benefits
 - Challenges
- Co-op model - Business - Joint purchasing, acquisitions, services
 - Insurance - salient enough need - then you might have a shared co-op
 - Creating shared resources
 - Running a business - backend work
 - Benefits
 - Challenges

Cooperative - an organization that is controlled by and organized and benefit people with shared needs - different ways to structure

- Purchasing items (consumer co-op)
- Producers of a product (e.g. Farmers same commodity - membership getting a better price, buying services, pooling the resources)
- Workers are the members - benefits - good jobs

How much buy in do you have?

Sharing resources

Joint purchasing

Observation and discussion

Do you lose anything by remaining an informal association for a period?

Becoming an incubator - innovation - entity type (freelancers hub) clusters to take on contracts

Distributive employment organization - Block chain (DIO)

- Smart contract - individual contracts
- Flexibly and autonomously to be an employment - employment benefits become possible
- Co-op model at Athena

Preliminary feasibility survey

Questions

How interested are you?

How much would you invest?

Benefits of organizing together
What effort to make this happen
Cost and potential return on an investment

Co-op business developer

- Putting questions around values - survey - would you require democratic ownership and collaborative structure
- Democratic decision making can be difficult, cultural work and norms and processes to get going
- How it would look?
- Working draft charter - what are interested in?
- Speak to the model and what's it has taken as an example - share as a case study; co-op - shared services co-op - structure of the organization and the entity
- Governance of the entity and the day-to-day business (manager)
- Decisions pertaining to that business entity, strategy and function as a board
- Stake in the new business, operated at costs - benefits of sharing insurance, equal governance

Advantages:

- Democratic value
- We are going into business
- Solidarity and power in our collective voice

December 10th

Tramway Center

Facilitator: Kelli Pfaff

Agenda:

- Welcome/Overview (Kelli)
- Introductions (Kelli)

Kelli Pfaff, Beckah Terlouw, Matt Gray, Bill Fulton, Gabriella Aguilar, Marisol Rodriguez, Vicki Berkley, Heather Matthews, Kindle Morrell, Roshan Bliss, Lisa Carlson, Illana Poley, Benzel Jimmerson

- What's New? Sharing Opportunities (Marisol)
 - New proposals, RFPs, Collaborative opportunities
 - Benzel - February. Funding for groups, who are emerging across sectors, to address an issue.
- Charter prototype review (Matt/Lesley)

Key points:

- 1) Who is this group? Pulled from past meeting notes and the mission and values in particular into one document. Really just organized past information.
- 2) Place holders for next steps - standards, principles of operating, dues (co-op, Athena Group discussion below)
- 3) PD as core - need to flesh out how that works

Discussion:

Do we hold our clients to these values? No, our work aims to influence them towards these values. When conflicts arise, bring them up to group.

Accountability process is missing from charter. How do we adhere to quality and to completion while also including learning opportunities?

Resources:

- Speed of Trust

- 4 Disciplines of Execution - 30 minute meeting process

Is this about how each of us run our own businesses or just how we work together?

Possibly hold the process off until function demands the form.

Develop principles and standards based on excellence, staying in an asset-based frame.

Focus on systems level that then impacts individual level - possibly a framework from the Summit

Do we develop an evaluation tool as a feedback process for partnerships and the group?

Guided by values, we will develop processes for individual partnerships and we will reflect on the process and provide feedback and accountability to the larger group as it develops.

Membership standards and expectations for new members. Application?

Option 1: Network (current)

Option 2: Co-op membership dues (Caroline Savory, Helisi Vinson as a resources)

All own the business together and there's democratic structure for processes

Option 3: Athena Group type formal membership (see emails from Meagan Picard for detailed information/context)

Athena Group is a MUCH more formal structure. There's an owner who manages much of the backend business and is ultimately accountable. Co-brand together.

Can we come together as a group and propose something to funders as a solution/innovation, not just a response to RFP?

Add a section on responsive opportunities before strategic initiatives, which is more visionary.

How do we acknowledge those who are building the network and be inclusive to those who can't show up every time or commit based on their business model. Need to give people time to "date" the network. The tension is getting buy-in while building the what, the thing. WHO's making the bread? WHO gets to eat the bread once it's baked?

- Data base, skills inventory review (Illana/Meagan/Kelli)
 - Add the membership process to the charter: When you add people to the google spreadsheet list, send them the skills.
 - Database is an opensource connective forum to tailor asks for partnerships.
 - Kelli and Gabriella working with someone on making the skills inventory more usable
 - Vision of collective impact -
- Logistics and other structures for moving forward (Amy)

Civic Network site - sign up! Check out Network Map! Can put announcements/info there as a repository. Network update functionality is in process of updating.

- Next steps (Kelli)
 - What are we all interested in buying into? Assets of various models?
 - Beckah facilitating and Illana logistics
 - Matt leading charter; Kelli dividing folks into work groups to research and present the different levels

**Looking ahead - Clinic/consultancy model to share ideas and get feedback (starting in January)

--

October 23, 2017

Tramway Center

Facilitator: Marisol Rodriguez

Next steps:

1. Data base of inventory "members" (Illana, Meagan, and Kelli) - goal to make it searchable and easy contact information and make it useful to use for finding collaborators and lower level referral, and who is out there to partner with - click to contact
 - a. Skills represented and what are we missing
 - b. Discussion of the inventory
 - c. Usage
 - d. Inventory options
2. Put out a purpose statement and see if that clarity draws people back - prototype - in a formal document - charter to react (Lesley and Matt)
3. Logisitcs (Amy will send the notes, December meeting and then move into strategy)
 - a. Standing meeting
 - b. Continue with monthly meetings starting through December - nest steps

October Agenda:

1. **Context/Updates from last meeting**
2. **Review purpose statements**
3. **Values exercise**
4. **Planning for next meeting**
5. **Closing**

Introductions

Amy Engelman -Intentional Inquiry - community engaged evaluation, strategic planning, systems building

Meagan Pickard - Athena - consortium - collaboration

Matt Gray - Innovation Lab - leadership and strategic planning - collectively impacting the non-profit and community world and get innovative

Illana - communciations consultant - non profit, quasi government, collaboration and to learn from other consultants that do compliment

Paul Colliard - small and non profit, scale and impact - going forward direction of the group - contribute and

Lesley - Stedman group - health care space - collaborate and learn from others

Rebecca Colliard - friend and colleague rexommendation - work in Louisville - non profit resource allocation, phillanthrophy and theory of change, expand the network of people that I know

Anna - Communications VISTA at the Civic Canopy - observe in the natural habitat

Kelli Pfaff - Modernetwork - collabotation and disruption to the process

Marisol - work outside of Colorado, want to work more in Colorado, team and leadership work - I have an oppourtunty to share and be a connector to others and hope that comes back to me - find other subject matter experts

Options - Referral and learning network and collectively impact the profession to make our community a better place

- Take on collective projects

-

Values

1. We reviewed the Purpose Statements

Process notes:

1 word per sticky what you believe this group needs to have in order to achieve our mission to work together --
Everyone put three words up

Sorting exercise:

- Marisol asked for birthdays (people to raise their hands) and then gave them 30 seconds to cluster - step away
- Second group - 30 sec. To agree or modify
- Third group - same thing 30 seconds to agree or modify the grouping
- Fourth group - label and make any final changes
- Back to the same group - label and make final changes

2. Each group - use your netflix example to create statements

- What does that look like? - Netflix does a great job with their culture - what does that actually look like?
- Netflix uses four statements - we will do this, you will do this
- We will do...

Integrity

- We do what we say we will do
- We will collaborate on projects, sharing any potential conflicts of interest in order
- We commit to producing our best work for the group independently and together
- We are quick to ask questions and clarify misunderstandings when we work together

Process note: Marisol put up a chart - $\frac{\quad + \quad | \quad -}{\quad ?}$

What would you add, change or questions - give feedback

IMPACT

- We have a reputation for always having a positive impact on the organizations.communities we serve
- We build capacity in communities/orgs to continue to address the challenges they face
- We hold ourselves accountable to the outcomes we say we will help you achieve

INTEGRITY

- We do what we say we will do
- We commit to producing our best work for the group independently and together
- We are quick to ask questions and clarify misunderstandings

COMMUNITY

- We set an intention to collaborate on work that will have a positive impact on the community
- We leverage or create systems to collaborate
- We will collaborate on projects, sharing any potential conflicts

AUTHENTICITY

- We give and receive honest feedback
- WE are clear about our motivations and objectivenss

- We are transparent about our strengths and weaknesses as individuals and as a group

GROWTH

- We all have the opportunity to learn and share with each other about the best practices in our profession
- We build mutual and practical mentoring relationships across skills and experience
- We enhance the quality of the services provided to clients and the community

EQUITY

- We consider who has an interest and actively include them.
- We meaningfully engage all stakeholders, particularly those who have traditionally been excluded
- We amplify marginalized voices in our work
- We regularly reflect on and improve our equity practices.
- We have honest conversations about the time and resources we often have at odds with an inclusive process and consider those tradeoffs when designing projects.

The purpose of the Network is to create a space for consultants to build and strengthen relationships and trust around shared values.

We also serve to collaborate, share learning, and build skills that improve client service and ultimately outcome for a better world/nation/Colorado.

Our network works to strengthen our individual businesses and opportunities while working in a collective impact model to improve the services we are able to offer and to increase the size and scope of projects which we can confidently tackle with optimal results for clients and community.

Community

Equity

Integrity

Growth

Impact

Transparency/Honesty

December Agenda:

- Welcome/Overview (Kelli)
- Introductions (Kelli)
- What's New? Sharing Opportunities (Marisol)
 - New proposals, RFPs, Collaborative opportunities
- Charter prototype review (Matt/Lesley)
 - Feedback loop: Information needs to be presented to the group at the next meeting
- Data base, skills inventory review (Illana/Meagan/Kelli)
 - Vision of collective impact - Discussion about skills represented and options
- Logistics and other structures for moving forward (Amy)
- Next steps (Kelli)

**Looking ahead - Clinic/consultancy model to share ideas and get feedback (starting in January)

September Consultants Network Meeting

September 11, 2018

Tramway Center

Facilitator: Benzel Jimmerman

We had a phenomenal meeting today and it is very exciting to report that we are coming to a place where the clarity of the network is beginning to take form more concretely. The notes and where we are now can be found below. I wanted to include the meeting notes from June in this follow-up as the inventory will be especially important to us moving forward and the list of interested parties can and should expand; while it seems a core group is establishing. So, if you have not used the list, or completed the inventory, please do now, and if there is a work group you are particularly interested in please reach out to the members.

So just below are the workgroups formed at the June Meeting and the next steps identified along with who agreed to take a lead on what:

- **Inventory** – continue adding your skills, talents, and interests [HERE](#)
- **Infrastructure explorers** – Kelli, Lisa, Cody, Caroline, Meagan, Beckah
- **Crafting the cross-learning, training strategy** – Sam, Matt, Beckah, Jason, Lisa
- **Create Civic Network space** for group to post docs, meeting dates - Bill
- **September meeting design** – Benzel, Kelli

Here is the working list of names and emails of those interested in this consultant network concept.

We are being asked to use it to reach out:

https://docs.google.com/spreadsheets/d/1fyGr6LKAw19CNmv_d8mgFw923JGPfxQJ2sCoKUEWEMB4/edit?usp=sharing Please continue to update and add to as we'll use this for invites. *as this concept fleshes out, we continue to add names so if this is the first time hearing of this – know that you are most welcome to join in crafting this idea.

September 11th, 2018 Meeting Notes

We started with some really cool content that Sam and partners created which really helped us to create a visual of what goes into a good consulting process, the skills needed by the consultant, and the outcomes for the client and community. We ended up exploring all of those in our conversations the rest of the day. Sam will be sending those slides to us for reference. We ended the meeting by establishing a proposed meeting structure, timing and process.

- I. Intros / Snack (10 minutes)
- II. Updates from any work groups or task groups (2-4 minutes each)

III. Content Training from one of our Network Partners (30 minutes) – As often as possible we would like this content to connect to the business or work of the meeting. So, whoever is doing the content training should be talking to the meeting facilitator, and vice versa if they are not one in the same.

IV. Business of the Network (45min to 1 hour)

V. Closing and Wrap-up to include – Needs / Wants / Offerings – For the good of the network.

Timing – We are thinking that we should have:

A. October and November “network formation meetings” – these would be to complete the process we have begun here.

B. A December for a celebration and social time.

C. Starting in January we were thinking that we have every other month business meetings and in the gap months just time to socialize, maybe even meeting at the offices or homes of our networks. Although we won't have an exact idea until we get through the next two months.

D. The January meeting business should be scheduling out the year in who will lead meetings, and who will present content to the network, based on network learning priorities.

The remaining part of the day was really based on conversations around the following 5 questions which broke out into 3 main buckets of conversation which we had in 3 small groups with remarkable alignment between the 3 groups, just in different language and with the beauty of different gifted minds coming together.

GUIDING QUESTIONS (edited for clarity – which we had to figure out in sessionJ)

1. What questions do we have, or process do we need to go through in order to even begin thinking about governance, structure, or operations processes of this network.

We need to understand where we are going and what we are to be able to answer this question at all. We also need to understand what the work group (see above) figured out already to not step on their work. So, we proceeded with that work rather than to bother much with this question more than what is drawn above as to the process for which we can use to get to this answer.

2. What do I need in order to make this network a truly meaningful value for me to keep coming to myself, inviting others to, or further spending time doing?

3. What does the inventory need to be and how does it need to work. Should that inventory include opportunities for the network, or just information on the network?

4. Does working on projects collectively make sense at all? If so, how would it work... well?

5. Could we ever get so effective that we might consider applying for larger funding to tackle larger systemic issues?

These questions are addressed below in a NOTES format. Nothing is set in stone of course as we were missing a good portion of who started this process with us. So, it is up to your feedback and our next meetings to further establish what to do with these and other ponderings.

Network Proposed Vision/North Star –

Working together to build healthy villages

This comes from the question posed by the BUILD Health Challenge folks and the story behind our vision statement as proposed: “If it takes a Village to raise a healthy child, what does it take to raise a healthy village?”

Other thoughts/Notes around vision/north star:

A. **Healthy Government Sector**(government sector are both clients and funders. They need services often and also have funding ability to get the answers to those questions. Big policy exploration and alignment can become network asks – similar to the work of CCJRC.)

B. **Healthy Non-profit Sector**– (we may be able to truly impact this sector via Pro-Bono collective projects – to be done in the “business” section of meeting together when we accept a project.

C. **Healthy funding environment**(There is a good amount of education – much of which could and should be paid for – that the funding sector needs as to the challenges of community based organizations. In addition there is a good amount of education necessary for funders to understand the value of our time and even what our skill sets are, especially collectively. For example, when we asked that first question. It sounded like an organizational development need. There were 3 people in the room which focused on organizational development. They became “Team Captains”, we then divided equally the other 9 people in the room to join each captain with that skill set. With about any question or need, with what we have in the room. We have that ability to have a specific set of skills to address about any necessary question or service.)

D. **Health private sector**– The private sector has HUGE impacts on the need for our work, on the communities that we serve, and on the families and people we serve. Often, the private sector also have huge contract payments for trainings and services which our network can easily serve. Specifically, there are things like team development, equity, family friendly biz practices, and funding help for worthy community projects. This network has the potential to become the Colorado “go-to” for these types of needs of the private sector. Should we integrate? Your call.

Proposed Purpose/Mission Statements –

The purpose of the Network is to create a space for consultants to build and strengthen relationships and trust around shared values.

We also serve to collaborate, share learning, and build skills that improve client service and ultimately outcome for a better world/nation/Colorado.

Our network works to strengthen our individual businesses and opportunities while working in a collective impact model to improve the services we are able to offer and to increase the size and scope of projects which we can confidently tackle with optimal results for clients and community.

***So basically, the conversations broke down into the following parts which completes our notes for this meeting.

I. What do I need?

A. The Institutional knowledge of member networks

B. I need to gain from others and to share my skills unique to me with the group

C. Essentially, to Learn from each other. (le... see our monthly meeting format)

D. Operate in the spirit of abundance vs the fear of scarcity. Being a part of this can feel scary, like, “Am I going to lose market share or clients by being a part?” NO!! There is SO much work, together we can make $10 + 10 = 100$... Done right maybe even 1000!!

E. I may be in a different place in my career as a consultant... le: Seasoned with lots of opportunity. Or of the right race, age, sex, cultural understanding, etc. Or, I might be of the

opposite. I might be younger – although have “put in my work” and have experience, but don’t share some of the traits that “walk me in the door”. This network has the opportunity to create equity where it does not currently exist which brings new and powerful innovations to the work along-side the experience and access of others.

**** Another very fun and easy to understand way Roshan brought to our delight was – “A Buffalo Hunt”

- Junior folks get work, training, mentorship, and experience
- Senior folks get help with big projects while innovating projects with new relationships
- We ALL eat on what is too big for us to eat on our own and the community wins!

II. How will we build and use our “inventory” and what other functions might it need to become like the Care.com or 1-800-DENTISTS type concept for consulting in Denver Metro?

A. There is A LOT of energy around this Directory concept. However; we do need to establish a set of shared VALUES, PRINCIPLES, and STANDARDS to feel comfortable with it.

B. Bill and Civic Canopy have offered to be a convener of this Directory. The Civic Network is a tool that they can offer TA with to develop it. It is a GREAT internal option. There are also some other suggestions and thoughts out there, as it may need to be accessed externally with a simple stand-alone web address... Which can be created fairly easily with tools out there.

C. Trust with in and with each other kept coming up. In all three groups. That is a process as much as experience with each other and the shared understandings of quality and ability.

D. This network could be the best thing since PBnJ when it comes to marketing US and ME.

E. A suggested tag-line was “Do you know OUR neighborhood of consultants?” The Healthy Civic Society... What do we think?

F. It could also be a great feedback tool for clients which forced our accountability and improvement.

G. This “inventory” has the opportunity for us to know who is out there (and connected to us) as well as our clients and communities/orgs in need of our services.

III. What is the WE part of this mean? IE... a collective funding ask for a big issue / project.

A. We simply have more work to do here. There was a tremendous amount of synergy in the room around it... At the same time, we have not yet defined enough, worked enough together for strong trust – But it is clear, when we do get there, we want to.

B. We will need to be VERY strategic before even considering so as not to alienate our funding community without a VERY clear ask with a VERY clear value for them.

C. There was also some conversation around a member Dues (\$300 a year???? Suggestion) to create some commitment to the network... As well as a forced understanding of the network, because people simply do not pay for what they don’t see or understand the value of. So, the clarity we create to get them to is a value in itself.

IV. Odd Notes

A. We should consider a Team Building time, exercise, or just pure social time.

B. Could there be a value in a monthly book club reading? I suggest, The Speed of Trust by Steven M.R. Covey as the first one if this seems like a good idea or a palpable one.

C. Our next meeting member content sharing will be focused on creating shared values in a fun way!

Subject	Next Steps and Doodle Re: Consultant Network Exploration
From	Jodi Hardin
To	Cody Belzley; marisol (marisol@insignia-partners.com); lisabcarlson@gmail.com ; heatherjanemathews@gmail.com ; Amy Slothower; kelli.t.pfaff@gmail.com ; lesleyreeder@steadmangroup.com ; Amy Slothower; illanapoley@gmail.com ; Samantha Levine; Effley Brooks; roshan.bliss@gmail.com ; otomitl@yahoo.com ; Michele@micheleamesconsulting.com
Cc	Bill Fulton
Sent	Monday, April 30, 2018 12:43 PM
Attachments	<<Consultant Network Summary 4.19.18.docx>>

Dear Colleagues –

Thanks to each of you who joined the April 19th exploration of a ‘consultant network.’ The energy and spirit of collaboration was palpable in the room! For those who weren’t able to attend, hopefully the attached notes give you a sense of this first discussion. Please share any edits or clarifications to these notes as want to make sure they represent the conversation.

A couple concrete follow-ups:

- Let’s find a time in June to work through some of questions and ideas that emerged. Indicate your available to participate in the next Consultant Network exploration session by **completing the meeting doodle** found at: <https://doodle.com/poll/23wtpeudxr32w652>
- The Canopy will calendar some times for those interested in the “Extender/Affiliate” ring to be introduced to the Canopy’s Community Learning Model and Capacity Building Toolkit. Those will probably occur over a couple of sessions beginning in mid-July. We are working to secure resources to cover an honorarium to acknowledge the time required to be part of these introductory trainings.

In Attendance

Amy Slothower	Lesley Reeder
Cody Belzley	Marisol Rodriguez
Kelli Pfaff	Ilana Poley
Roshan Bliss	Jodi Hardin

Michele Ames	Bill Fulton
Lisa Carlson	

Summary of Takeaways

- The conversation revealed a number of common themes and tensions about the work of independent consulting that suggests an opportunity for deeper collaboration in this space around common interests—e.g. provide more of a “team” feeling than just being an independent agent, learn about effective practices, develop new skills, understand how projects connect at a higher level, develop bids together that align complementary skillsets, etc.
- The concentric circle model outlined by the Canopy team (see diagram below) might be able to address some of these shared interests if key questions and concerns can be addressed by the group as the model evolves.
- There appears to be strong interest from all attendees in building a broader consulting network (layer 3) that would provide a way to connect at a deeper level.
- Others expressed interest in the “Canopy Extender/Affiliate” role (layer 2 of the model) that would include training in Canopy approaches and incorporation of other effective models, opportunities to work as a team on funded project opportunities, and the ability to develop a learning network of partners dedicated to best practices and common goals.
- Next steps include:
 - reviewing some of the questions raised and developing initial responses
 - taking an inventory of existing skills and areas people would like to develop
 - hosting future events for partners to get to know each other
 - getting an introduction into the Canopy practices that would be part of the Extender/Affiliate work

Consultant Network Exploration

Opening prompt: Tell us a little about yourself, including current projects, and what brought you here.

Amy S – Current projects include OEC and how Medicaid can pay for parent ed classes. This appealed to me since I enjoy working/collaborating with others.

Cody – My clients are in public policy space (health and early childhood). The hardest part is not having a team to share joys/burdens with.

Kelli – I have a public education background and work in the civic education space. My role at DPS is expanding, and as my business expands, teaming is ideal.

Roshan – I do a lot of work with student voice, including a policy that would allow 16 year-olds to vote in school board elections, expanding the Kahoots platform for non-emergency police visits, and supporting the National Dialogue conference coming to Denver in November. I’m just betting back into consulting world and looking for collaboration.

Michelle – I bring a communications and public policy consulting background (health care, insurance). Just completed a CHF blueprint to end hunger project. I came because it’s not fun to sit alone, yet not always confident I’m building the right teams to accomplish outcomes, or those who bring the best skills.

Lisa- I have been a part of CO Trust health initiatives/prevention working in multiple communities. I’m here because there is value working with fellow consultants, taking time for reflection, networking to explore what we learned. I’m also the VP of the International Association for Public Participation and am interested in connecting people around that too.

Lesley – I joined the Stedman Group as the 2nd person, making the “Group” part. I work primarily in the health arena, with a special needs focus. I’m working on a big telehealth project currently. I’m here because I would love a place to bounce ideas, identify resources, learn new skills.

Marisol – I’m a co-owner of Insignia Partners. We do mostly nationwide work, which involves lots of travel. I’d love to do more work in Colorado. We currently have a large Kansas project to work with schools, Guadalupe centers. 60% in education reform, but sometimes I end up feeling disjointed, with clients in somewhat random fields. I’d love clients outside education too.

Ilana – I do communications consulting in public policy space (education, health care). I’m working on a big project with Urban Peak right now. I’m here because it gets isolating as an independent consultant, and I like idea of having peer connections, and more ways to evaluate roles/outcomes of project.

Conceptual Framework

Bill and Jodi walked through an initial sketch of a conceptual model that begins with a “Canopy centric frame,” to help expand the capacity of the Canopy itself beyond just salaried staff (layer 1) to include a level of close “extenders, or affiliates,” (layer 2) who are trained in the Canopy’s approaches (and who share best practices of their own) and who

can work closely with the Canopy on projects such as the Colorado Health Foundation's Locally Focused Work projects. And the beyond that layers is a broader consulting network (layer 3), of which the Canopy is a part but where all partners work in whatever teams or partnerships that make sense.

Discussion: What do you think? What does this bring to mind? What are the pros and cons?

- One risk of a consultant-network "extension" of work is that it can become more expensive than having core staff deliver services. Colorado Trust abandoned a similar model years ago and in their new iteration have hired community-based staff instead.
- We need to make sure opportunities come from the broader network and/or affiliates, not only from the Canopy.
- One thing that is attractive about the Extension/Affiliate framework is the idea of building towards common goals, with projects reinforcing each other (e.g. shared indicator set that helps guide/inform/support wide variety of work – collective measure of success)
- While we each bring certain expertise, there is also something exciting about learning about the Canopy way of doing things, and developing shared methodologies, especially:
 - If we don't have to let go of particular approaches/process that we each feel strongly about and that get results (e.g. strategic planning models)
 - If the Canopy non-negotiable is that approaches are consistent with the basic theory behind the Community Learning Model
 - If we all see ourselves as contributing the tools and techniques that enrich all of our individual practices, and create a much better shared toolbox
- We don't want to create a consortium of consultants with the Canopy at the center, taking a cut of everyone's work.
- We are also different from the Consultant Leadership Forum – funded by Daniels to get together to learn, share, connect—in that ideally this would have a deeper layer of shared learning, and mutual accountability (at least for the Extension/Affiliate layer)
- We would need to balance the advantages of flexibility with the benefits of consistent best practices
 - Perhaps we can define and offer core product lines
- Ideally, each consultant maintains autonomy (e.g. builds his or her own brand, maintains own email) even if we work together more as a team.

Questions and Issues to Address

- The financial relationship piece is the complicated piece – who sources the work, has relationship, etc. There will be a balance in making this about a larger picture while still managing the transactional nature of contracts.
 - Who holds client relationship?
 - How do we manage branding things – how and when do individual consultants keep their own name/branding, email addresses, communications and when are we all part of a larger team
 - We need to be sure that projects can be sourced across the consultant network
 - How and when is it appropriate to take next steps on a given project on one's own vs. needing to come back to the full team
 - What about intellectual property issues – ex. can we use Canopy processes with other clients?
 - What about conflicts of interest outside of the network -- working on different sides of an issue, how should we disclose those, etc.
 - Is there a way to share support services – pooling help with project support, etc.?
 - How can we build trust, relationships across the network?
 - Who picks the people to be part of affiliate or network group, or on specific projects?
 - We don't want to turn this into RFP heavy process to be part of extender type of work
 - Possible criteria: those people have relevant experience, be willing to reflect/learn/change, etc.
- § At the same time, while its good to ask who has a given skill set, it would also be great to offer to learn new skills through this network, perhaps playing a support role as a way to learn new skills in return.
- We need to build the team to build trust over time – creating this together
 - Hopefully this will feel like open source architecture – not controlling, but built to last, that it is a network that provides incentives to be a part of it and maintain it; a place where people trust that whoever is the right fit should be the one on the job, and that more opportunities will come along down the line

- What are the bounds of this network and the work with Canopy, and what would be outside this network?
- Probably worth creating a description of what would be outside of our focus
- How do we stay friends when not everyone gets selected for projects? 😊
- It would be great to build a shared ethic around how we work together, e.g. this is a talented network, so if so and so is the best match for the project, no one takes offense and trusts more will come along
- We also need to build in mutual accountability—providing good feedback, building evidence for excellence
- We need to set up common operating norms

Final Reflections

- I'm in favor of maximum flexibility, not having to let go of autonomy. Assuming that is the case, I would find myself in the Consultant Network layer, and would see enough value at that level – e.g. shared capacity, opportunities to partner—that I wouldn't need to become an Extender, and wouldn't want to have the Canopy take a percentage of my fees.
- This appeals to me, providing an opportunity to develop my own skills. I value flexibility almost as much as compensation.
- I'm definitely in, looking forward to having a space to learn, build infrastructure to run my own business. I have questions about how to be trained on Canopy process. How will that work? I don't want to marry Canopy – so it will be important to know what are the obligations for partnering as an extender?
- I'm very interested in this, but like others said, I want own email/autonomy. I like the idea of a value and trust based, reciprocal relationship rather than how many structures/frameworks we all need to be part of. I also need more help with support staffing. I am tired of feast or famine, and while I am currently feasting, I would love to find a balance and not be overworked.
- It probably makes sense to keep it project based to start and choose people that the grantees need and grow it from there.
- The opportunity to get to know each other resonates with me; I like the point about starting small and trying this with one project.
- I'm interested as a way to address the feast/famine cycle. I would love to be able to see a bit further out into the future. I also have a 50% partner to consider, and need to factor that in.
- Ilana- I'm totally in, would love to expand skill set and learning, yet how keep folks connected who aren't on project. Thanks for the opportunity and the advanced thinking.

Next Steps:

- need to know more about what each other does and how we do it – resume/directory (as group and/or on individual basis)
- determine who else could/should be invited on this evolving concept
- need to know what the Civic Canopy way really means

Next time– Canopy/CLM 101, networking, compiling map of skills/expertise (Kelli can help compile with Marisol as support)