

**CREATING CHANGE
FINAL EVALUATION REPORT
APRIL 1, 2013**

Creating Change is an organization that operates under the aegis of the Trinity Lutheran Church of Battle Creek. Trinity Lutheran Church serves in a fiduciary role for the grant and in an administrative role with respect to leadership, organizing issues and oversight. The two community organizers with Creating Change both work under a contract with the Harriet Tubman Center out of Detroit. The Tubman Center also serves in a consultant role to Creating Change.

Creating Change's Mission:

Being a resident-based organization that brings residents together, develops leadership, and organizes engaged, powerful residents to resolve issues of common concern to create a better life for the people of Battle Creek.

This mission is accomplished through individual and community wide empowerment and capacity building in order to promote social justice. The mission occurs through the use of positive proactive community organizing and collaboration with a variety of community partnerships. Creating Change holds monthly meetings on the third Thursday of each month to dialogue about and act on issues impacting neighborhoods and the broader community.

EVOLUTION OF THE HISTORICAL SERVICE AREA

The historical service area of Creating Change originally was the Post-Franklin neighborhood area with several city-wide initiatives throughout Battle Creek. In 2012 a focus on the Triangle Mobile Home Park, which is located at 993 Michigan Ave E in Emmett Township began. Creating Change continues to operate within the Post/Franklin Neighborhood and the service area of the approximately 100 trailers in the Triangle Mobile Home Park. However, the service area and mission continues to expand. Mission expansion emphasizes the reality that social justice capacity building doesn't exist in a vacuum or in an isolated geographical area.

Mission expansion is a result of lessons learned about community mobilization, the power of community-wide systemic change, and the connectedness of Calhoun County, and beyond, with respect to social justice. Equally important is the organic discovery of unmet community-wide needs that fall within the mission of Creating Change.

The Post/Franklin Neighborhood is one of the lower-income neighborhoods and is one of the oldest residential areas in Battle Creek. As of the 2000 Census, 23% of the residents are Black or African-American. The Census also indicates that 46% of the housing units in this area are non-owner-occupied, giving this neighborhood the lowest level of homeownership in Battle Creek. The Post/Franklin Neighborhood also has the highest Hispanic population in the city, with 8.43% of the residents of Hispanic or Latino origin. (Source: City of Battle Creek.)

This programmatic evolution demonstrated by Creating Change is characteristic of a learning organization and examples of lessons learned will be illustrated throughout this report.

The next section of the report will answer the evaluation questions listed below and provided by the WK Kellogg Foundation.

Evaluation Questions
1. What organizational capacities have been built as a result of this grant?
2. What is your evidence that demonstrates these capacities have been built?
3. How have these capacities improved the effectiveness of your work?
4. To what extent has the planning process impacted your collaborative efforts?

1. WHAT ORGANIZATIONAL CAPACITIES HAVE BEEN BUILT AS A RESULT OF THIS GRANT?

We are going to frame the term organizational capacity building into the following sub-categories listed below. Each sub-category represents the complexity of the multiple roles of Creating Change within the community context, and more accurately represents integrated vertical and horizontal organizational capacity building:

- A. Community Level Organizational Capacity Building
- B. Neighborhood Level Organizational Capacity Building
- C. Organizational Level Organizational Capacity Building
- D. Individual Level Organizational Capacity Building
- E. State-wide Organizational Capacity Building

COMMUNITY LEVEL CAPACITY BUILDING

- I. Street Court
- II. Justice League
- III. Cease Fire

Community level capacity building recognizes the reality that change does not occur within a vacuum rather, that change, even in a small neighborhood, occurs within the context of the entirety of Calhoun County and beyond. Three examples of capacity building at the community level are Street Court, Justice League and Cease Fire. Of the three, Street Court is the most advanced and will be described in detail. Justice League



and Cease Fire are emerging initiatives that bear promise for county-wide impact going forward.

STREET COURT

The Street Court program is relatively new, having started in the fall of 2011, but it is generating community enthusiasm and involvement. Street Court is an example of community level capacity building with the Woman's Co-Op and the Court as partners with Creating Change.

Street Court offers a diversion program for low income individuals who are burdened under growing fines and costs for non-violent misdemeanor crimes.

As such, Street Court is an alternative to jail for

Mary (not her real name) struggles to make ends meet, but hopes for a better future: she is going to school to become a nurse. She was pulled over for an out-of-date registration tag. Unbeknownst to her, her husband had not renewed the tag. She received a ticket. Preoccupied with school and family, she forgot about the ticket and it went unpaid. The ticket began accumulating late fees and additional penalties. When pulled over again at a later date, she discovered there was a warrant out for her arrest due to the unpaid fees. (Source:

<http://www.bccurrent.org/content/street-court-offering-options-creating-change>)

individuals with few resources, many of whom have avoided paying fines for minor offences such as parking tickets or moving violations.

Typically, these individuals don't have the money to pay fines and penalties and they simply avoid paying the fines. The consequence of non-payment of fines is usually an increase in fines and a bench warrant being issued for their arrest. The bench warrant often results in an incarceration for not paying fines or for not appearing in court. In other words they are jailed due to simply due to a lack of resources, i.e., being poor. To date eleven (11) participants have been served through Street Court. The number being served to date is not due to low demand, rather Judge Holmes has intentionally limited participation. Imposed limits are due to available resources and the "pilot" nature of the project.

Judge Holmes, Chief District Court judge in Battle Creek's 10th District Court has been a strong advocate with the Street Court. The eventual goal of Street Court is to serve 30 to 40 individuals per year although it is estimated there are 10,000 outstanding bench warrants in Calhoun County. The judge calls Street Court a "restorative justice approach."

The alternative opportunities provided by Street Court include a positive individual action plan on behalf of the alleged offender which must be approved by the Court and arranged with a participating social services agency. One example of a positive action plan is that the offender might be ordered by the judge to earn a GED if they lack one. Another alternative sentence to paying the fine and going to jail might involve community-based volunteer work.

Street Court is a vehicle for people 200 % at or below the poverty level to address any court related fees, fines, and unpaid warrants. Typically, these fees and fines act as barriers to people in extreme poverty from gaining employment or other forms of assistance that can break the cycle of poverty. Many of the local agencies in attendance have committed to support this initiative and both judges committed to contacting judges in Battle Creek to inform them about the benefits for a street court in Battle Creek. (Source: <http://blog.tubmanorganizing.org/creating-change-brings-street-court-to-battle>)

HOW STREET COURT BEGAN

Creating Change and the Woman's Co-Op joined forces to facilitate the development of the Street Court in Battle Creek. Street Court was originally for women, but the mission quickly evolved to include men as well. Together Creating Change and the Woman's Co-Op organized 130 leaders of institutions to an "Institutional Leaders" brunch to move forward the campaign to bring Street Court to Battle Creek.

Participating institutions at a planning brunch for Street Court included United Way of Battle Creek, Neighborhoods Inc., the Battle Creek Police Department, Big Brothers Big Sisters of Battle Creek, the Battle Creek Chamber of Commerce, Ann J Kellogg School, Kellogg Community College, Miller College, First United Methodist, Chapel Hill, Youth Build, Restoration Life Church, Second Baptist Church, St. Marks CME, Summit Point, Michigan Youth Challenge, and a number of Battle Creek City Commissioners.

Creating Change also invited the Honorable Judge Elizabeth Hines of the 15th District Court in Ann Arbor and the Honorable Cylenchia LaToye Miller of the 36th District Court in Detroit to discuss Street Court in their respective communities. Judge Hines has presided over the Street Court in Ann Arbor for the last six years. Judge Miller has been working with the Detroit Action Commonwealth, a Tubman affiliate, for the last year to bring Street Court to Detroit. Both judges spoke to the group about their experiences and how the court would work, the process of the court, and the potential success it might bring to the clients it served. The committee was chaired by Teresa Phillips of the Woman's Co-Op and the Very Reverend Colleen Nelson of Creating Change (Source: Harriet Tubman Center <http://blog.tubmanorganizing.org/creating-change-brings-street-court-to-battle>)

One of the challenges faced by Street Court is the limited resources on behalf of the Court. Mandated initiatives such as drug court, veteran's court and sobriety court all require the court's time. These mandated and competing interests reduce both time and resources for Street Court.

Creating Change is involved with the facilitation of an emerging community-based group titled the Justice league. The purpose of the Justice league is to network and collaborate with community leaders and organizations in order to build institutional capacities across the county with the goal of increasing positive outcomes for the target community.

CEASE FIRE

Cease-fire is a national initiative designed to reduce youth violence using a prevention strategy, and to remove guns from the street. Creating Change is exploring partnering with this national initiative in order to reduce youth violence, teach nonviolent conflict resolution strategy, and reduce gun access. Current actions involve working on fund development and plans to meet with police from both the Battle Creek and Kalamazoo police departments.

STATE WIDE CAPACITY BUILDING

Creating Change has expanded their reach to become involved with existing state-level organizations in addition to the possible initiation of potential new state-level organizations that may be beneficial both locally and beyond.

- I. Harriet Tubman Center
- II. The Michigan Organizing Collaborative (MOC)
- III. Mobile Home Advocacy Initiative

HARRIET TUBMAN CENTER

Since 2006, the CS Mott Foundation has supported the Harriet Tubman Center in Detroit, Michigan. The Tubman Center has been helping community organizers of all ages develop the tools for engaging and empowering residents to create positive social change. Creating Change has relied on the Tubman Center for capacity building in the areas of board skills, community organizing, organization training and fiduciary facilitation.

A related benefit of the collaboration with Tubman, beyond the technical support, is the state-wide connections that Tubman is able to facilitate on behalf of Creating Change. Bill O'Brien, Executive Director / Co-founder of the Tubman Center, has provided monthly consultation with Creating Change and has worked with the board on capacity building issues and helped to provide such strategies as the Block Captain model.

THE MICHIGAN ORGANIZING COLLABORATIVE (MOC)

Creating Change has enhanced collaborative capacity by joining the Michigan Organizing Collaborative (MOC). MOC engages grass-roots community organizations to collaborate on state-wide issues that impact local constituents.

The Michigan Organizing Collaborative is a new statewide network of community, civic, labor, faith-based and social service organizations. The mission of the MOC is to help build the organizing capacity of grassroots organizations on the local and state level, provide leadership training to members, carry out civic engagement projects and act on issues that improve the quality of life for children and adults in the State of Michigan.
(Source: <http://www.michiganorganizing.org/2>)

Creating Change is a founding member of MOC. Other founding members include the Harriet Tubman Center, FACT of Flint, Michigan Organizing Project, Michigan Voices, Creating Change Battle Creek, Great Start Collaborative-Wayne, AFT Local 6075, Center for Progressive Leadership, Ed Trust Midwest, Battle Creek Women's Co-Op, Our Kids Come First, Youth Voice, Detroit Action Commonwealth, ACLU Michigan and the United Tenants Council.

The mission of MOC is:

"To help build capacity in grassroots organizations on the local and state level, provide leadership training to members, carry out civic engagement projects and act on issues that improve the quality of life for children and adults in the State of Michigan"

STATE WIDE MOBILE HOME ADVOCACY INITIATIVES

Creating Change is working with several partners, including state Senator Mike Nofs, Iron Workers local 340 and others to explore the establishment of a state-wide "report card" in order to "grade" mobile home parks in various dimensions of performance.

Therefore, the goal of this effort is to build a state-wide collation to establish standards to evaluate and report upon the quality of living in mobile home parks across the State of Michigan. The planned initiative includes a scheduled meeting with state representatives, and regulatory groups such as LARA (Licensing and Regulatory Affairs—Michigan). Creating Change is also exploring the creation of an organization

that would advocate on behalf of individuals living within mobile home parks to promote quality of life issues and safe and hygienic mobile home parks.

ORGANIZATIONAL LEVEL CAPACITY BUILDING--STRATEGIC ORIENTATION

- I. Board Development and Training
- II. Communication

BOARD DEVELOPMENT AND TRAINING

The Creating Change Board reports that its strategic capacities have improved, and that the board is now more active with networking opportunities as a result of training. Focused training has occurred in the areas of leadership training, collaboration, communication and strategic planning. Moreover, board development for Creating Change has involved activities like a visioning process, strengthening grassroots board members, retreating, and the developmental activities that more established boards often do.

The board reports that they are better equipped to make informed planning decisions using data and are more often consulting with other community-based collaborative partners. The board reports that they are better at thinking through consequences and outcomes, and understanding how processes lead to goals and eventual outcome changes.

While board capacity is improving, it should be noted that there has been a fair amount of turnover among the board. This turnover is not representative of the level of commitment, or interest by board members, rather it is attributed to the high turnover of residents in the target area. High turnover in board membership might be expected in a grass roots organization. To address turnover, Pastor Nelson has created a more socioeconomically diverse board in order to reduce turnover and create board stability.

TRAINING

In addition to these kinds of a systemic ways of thinking, Block Captains and Tenants Association members have been to training on how to affect community change, how to speak to community leaders, how to frame community issues and how to engage in community organizing.

COMMUNICATION

The developing communication capacity has given Creating Change a higher public profile and has been effective in branding Creating Change to the public. A total of nine newspaper articles were found in the local media with respect to Creating Change or Creating Change partners. Select media reports are in the appendices.

NEIGHBORHOOD LEVEL CAPACITY BUILDING

- I. Tenant's Association
- II. Block Captains
- III. Go Green

TENANT'S ASSOCIATION

Creating Change facilitated the development of Tenant's Association for residents of Post/Franklin and the Triangle Mobile Home Park. There are roughly 45 members in the various Tenants' associations; there are no dues. The role of the members of the Tenant's Association is to collaborate with the Block Captains to seek improvements in living conditions working with mobile park management or with respect to services within the Post-Franklin neighborhood area. While there is much to be done at the service area, the Tenant's Association has accomplished clear and obvious positive outcomes.

For example the Tenant's Association has met with park management and has precipitated repairs in the mobile home park as well as some repairs on the various tenant-owned trailers. These repairs include fixing a hanging door that would not latch or properly close, collaborating with the Legal Services of South Central Michigan (LSSCM) Society to influence changes using the legal process, and to get streetlights repaired that were not working for many months.

The Tenant's Association reported that 60% of the street lights were not working at one time, and that they are all working now through the efforts of the Association. In order to get the lights repaired, the Tenant's Association met with Consumers Energy to ensure proper lighting within the park and neighborhood. Originally, Consumers Energy was not responsive, but due to intervention by Tenant's Association and the Block Captains, Consumers began to understand the plight of the residents. Other results of requests for service and support include the following repairs and improvements:

- Sidewalks
- Replace or repair skirts around the bottom of the trailers
- Newer and safer playground equipment in the park
- New trees and bushes in the park

- Reduction of the number of stray cats in the Triangle Mobile Home Park

While there still are some major maintenance issues such as faulty skirts under the trailers which let the pipes freeze, safety issues with porches, (one resident fell and broke her ankle) improvements are occurring.

“While walking through the mobile home park with Ramirez last month, Steve Buller, an inspector with Emmett Township, said problems at the park are fewer under the new owner. Conditions are “leaps and bounds better than anything in the past,” he said.

(Source: <http://www.battlecreekenquirer.com/article/20121201/NEWS01/312010031/Triangle-Mobile-Home-Park-faces-challenges-from-many-sides?odysey=tab%7Ctopnews%7Ctext%7CFrontpag>)

Street-lights in the Post Addition and Franklin neighborhood area are now nearly fully functional, when historically they have been ignored by Consumers Energy as well. The lack of lights was creating a dangerous situation for residents and possibly increasing the likelihood of crime. The repair and restoration of the streetlights is a direct result of the interaction between the Block Captains and Consumers Energy. The Tenant’s Association meets two to four times a month, or as needed, to address important issues.

Note: there is some dispute of the accuracy of media reports, but the increased focus by the media is a positive development

Focus group recipients report there are 40 to 50 legal cases pending with Legal Services of South Central Michigan (LSSCM) against management at the Triangle Mobile Home Park. These pending legal issues involve concerns such as withholding of legally paid for trailer titles and repairs that need to be made within individual trailers and miscellaneous matters such as park ownership, and rent rates.

BLOCK CAPTAINS

The role of the Block Captain is analogous to the role of a representative in the government. The Block Captains collaborate with Tenant’s Association and communicate concerns to decision-makers, opinion leaders, and local civic leaders. The Block Captains from Triangle Mobile Home Park and Post-Franklin often come together to collaborate on a monthly basis to discuss neighborhood wide concerns for both communities.

The Block Captains and the Tenant’s Association identify priorities and join forces on community wide initiatives in order to shape and improve conditions within both neighborhoods. Block Captains meet monthly or as needed.

Whether by design, or organic evolution, the Block Captain function seems to have evolved from a singular focus on the Block Captain’s home neighborhood to an

additional role of networking with other Block Captains to create a broader coalition in order to impact more neighborhoods. It is an evolution from somewhat of an advocacy role to one of being a community activist and a change agent.

For example there were resident complaints regarding Waste Management, Inc. (WMI) and shoddy service to the Post-Franklin neighborhood. Residents reported that not all garbage was collected, that when WMI did collect garbage much was left strewn on the streets and in front the houses.

Another example of both collaboration and tangible change in the quality-of-life has been engagement with Waste Management Incorporated. Residents report that Waste Management was haphazard with their garbage pickup, would not pick up garbage as scheduled, or would leave garbage strewn on the streets and in the yards. This inattention led to an increase in neighborhood concern about the perception that the neighborhood is uncared for; concerns about an increase in crime; increasing vermin, and the negative neighborhood self-concept.

Following discussions with WMI representatives, residents report that the efforts of the Block Captains with Waste Management has resulted in a much more professional, diligent and thorough effort in picking up garbage in a timely manner. Residents report that the area is much cleaner and rubbish pick up is more efficient since the meeting. Residents report that there is a palpable improvement in the appearance of the neighborhood.

Historically, prior to the representation of the Association and the Block Captains, residents of the Triangle Mobile Home Park report being afraid to voice their concerns to park management for needed safety repairs. They reportedly felt threatened by the manager if they requested repairs or assistance. One resident was fearful that her water would be turned off by the trailer park manager for requesting help.

Now with representation by the Block Captains and the Tennant's Association, there is a greater sense of fairness and an understanding that their collaborative efforts are strong and can lead to positive changes with a reduced threat of retribution or retaliation.

Issues that the Tennant's Association will address during the winter season are attention to snowplowing streets, snow clearing on sidewalks, and putting down salt.

The Block Captains seem to enjoy their role to help the residents empower themselves. They report that they have a voice to support the residents in the mobile home park and in the Post-Franklin neighborhood.

An unexpected outcome from the engagement with both Consumers Energy, and with Waste Management Incorporated, has been the residents report that they are taking more pride in their homes, yards are mowed, bushes are trimmed, and houses are being repainted. The neighborhood looks much more appealing than it did before the Creating Change initiative.

GO GREEN!

There is a plan in the works for a "Go Green" project that would establish gardens inside of the Triangle Mobile Home Park and in the Post-Franklin neighborhood. In addition to gardens, there is consideration of how to improve "Greening" the trailers through more efficient heating, insulation of pipes and walls, the installation of energy efficient lights and related actions.

INDIVIDUAL LEVEL CAPACITY BUILDING

There are reported intangible outcomes that may be more important in the long run than the tangible outcomes. Intangible outcomes appear in the form of new skills, new attitudes, a new spirit and a positive community zeitgeist. Often, intangible changes, the ability to imagine a brighter and better future, are the catalyst for tangible changes.

Individuals who participate with Creating Change have demonstrated capacity building in a multitude of ways. There are exhibited examples of leadership that are making a difference both formally and informally. As noted earlier some members are Block Captains and some are members of the Tenants Association; others organize and participate in communitywide events such as the Hamilton Park celebration held in September, 2012. Still others engage in civic involvement by attending city council meetings, Emmitt Township meetings or County commission meetings

As noted earlier, Creating Change members now interact and advocate with business leaders such as Consumer's Energy and Waste Management, Inc. as well as with the Triangle Mobile Home Park management and various civic leaders. These intangible, but observable events impact the quality of life for local area residents. Most important is the increased sense of self-confidence on the pathway toward self-advocacy. While it can be challenging to demonstrate this concept empirically, there is a reported sense of pride, not to mention an opportunity for increased housing values. This sense of self-advocacy is emblematic in the quote below from a community member:

In addition, Block Captains report being more comfortable and more confident in engaging with various administrative and management representatives ranging from Consumer's Energy, to Triangle Park management to the police and various city officials. Block Captains also report being more comfortable in taking leadership roles within their community to generate input and promote community change.

Qualitative evaluation findings note that at one point residents reported feeling isolated and not connected, but that seems to have changed with the onset of Block Captains and the Tenant's Association. Moreover, Tenant Association members report being

more confident to talk to those in decision-making roles, engaging in more personal and community spirited advocacy, Understanding the proper channels to enact appropriate social justice and practical justice changes. Below is another powerful observation shared during one of the focus groups.

"I am now able to talk to community leaders and politicians the way I never could before. I now know that they are just a phone call away, while they may not always honor our request, at least we know we have access and we do see progress being made."

Creating Change members got involved with voter registration and a "get out the vote drive". They reported that more than 100 citizens, who had previously never voted, recently voted in the 2012 presidential election. There was delight when telling the story.

Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all is a form of planning.
— [Gloria Steinem](#)

Several participants report that school principals were anxious to get help with the process and commented that it is important to create schools and neighborhoods that are "Cleaner, safer, and more child friendly." Another commented that an evolution for the Creating Change efforts is to create opportunities for institutional networking and especially working more closely with schools.

Another outcome of Creating Change is that members themselves, in their own way, had become generous and philanthropic. One Creating Change recipient, reports giving away a usable stove to another member in the community, as well as donating a couch and chair to help them get settled into their trailer.

I like to help people, but before I was not sure how to help, now I know how.

She believes that she may have not done this before Creating Change however the networking through Creating Change provided her with pathways to contribute and the confidence to do so. Members of the Creating Change board reports that they are now in a position to hold public officials accountable for their action, or inaction as the case may be.

Anecdotal evidence from the various sources describes in detail multiple examples of organizational capacities built as a result of the grant. Following is a brief overview of how Creating Change organizational capacity growth has led to specific and observable outcomes. These capacities exist on multiple levels of organizational impact and outreach and are described below:



2. WHAT IS YOUR EVIDENCE THAT DEMONSTRATES THESE CAPACITIES HAVE BEEN BUILT?

COLLABORATION

Collaboration is a documented theme throughout the existence of Creating Change and throughout this report. Already noted are collaborations with the Woman's Co-Op, Tubman Center, Local Ironworkers 340, the court systems, and others both local and state-wide. But, for purposes of honoring the report format, more examples are provided in this section.

One example of collaboration occurred in Hamilton Park, which is located in Battle Creek. New playground equipment was installed. It turns out the existing playground equipment was 50 years old! In addition, within Hamilton Park, new sidewalks were installed, lights were brought up to date and turned on, flowers were planted and flower boxes were added.

A second example of building connections was the community wide-picnic held in Hamilton Park to thank community volunteers for their contributions to the new playground equipment along with the planting of trees and bushes. This was a celebration of about 300 neighbors and other community people.

"Even through the rain and slightly blustery wind late Saturday morning and early afternoon, folks at the Hamilton Park Connecting You to Your Community event believe it was a shining success. "All these people that showed up even in the rain is really a positive thing," said Ginger Dowdle, an organizer of Creating Change, who hosted the event. This is the third annual event, held in a different location each year in an effort to connect people to their community. Vendors included Kingman Museum, Woman's Co-Op, The American Red Cross, Michigan Youth Challenge Academy, Michigan State Police" (Source: Battle Creek Enquirer - Battle Creek, Mich. Author: Karen Lynn Todd Sep 23, 2012)

Residents reported having access to the police has resulted in the closure of at least one "crack house". Another positive accomplishment of the association with the ridding of the neighborhood of one trailer that was dealing drugs. Future goals of the Tenant's Association include repairing of skirts around the bottom of trailers in order to reduce the risk of pipes freezing in the winter time, and fixing sidewalks.

In addition to the aforementioned improvements in the community, the Tenant's Association and Block Captains report working closely with appropriate local police members, and have built a better relationship in order to make the neighborhood safer and a possible reduction in the crime rate.

Disappointments expressed among community change members to date are more with the nature of meta-institutional change, and the recognition that structural and institutional barriers are difficult to defeat.

There has been some progress negotiating infrastructure changes which have not occurred as rapidly as hoped-for. However, Creating Change members recognize that change takes time and that any governing body like Battle Creek has multiple priorities to manage.



3. HOW HAVE THESE CAPACITIES IMPROVED THE EFFECTIVENESS OF YOUR WORK?

Respondents described both the small and the big tangible and intangible improvements noted earlier within the neighborhood itself. It is imperative to note that in examining capacity and effectiveness, it is essential to uncover and value the human side of change beyond quantitative results. For example, when asked what has gone well with the initiative one participant shared the following: (in sidebar)

Another less obvious example of involvement includes the focus group process itself. One focus group initially found five participants in the focus group. However as group continued, another 10 participants showed up to contribute. While all of them made significant contributions, their mere presence was an indicator of how powerful this initiative is, and how comfortable they are with self-advocacy. Several pulled us aside to discuss their individual concerns.

"I never knew that I could talk to leaders; they always seem so distant and look down upon us. I recall one meeting once we are called lower-class, I let them know right away that we're not lower-class, we are lower-income, there's a big difference."



4. TO WHAT EXTENT HAS THE PLANNING PROCESS IMPACTED YOUR COLLABORATIVE EFFORTS?

Collaborations are numerous and ongoing. Below is a partial list of collaborations that represent all Creating Change initiatives:

- Harriett Truman Center of Detroit
- Ironworkers Union
- Street Court Collaborative:
 - United Way of Battle Creek
 - Neighborhoods Inc.
 - Battle Creek Police Department

- Big Brothers Big Sister of Battle Creek
- Battle Creek Chamber of Commerce
- Ann J Kellogg School
- Kellogg Community College
- Miller College
- First United Methodist
- Chapel Hill, Youth Build
- Restoration Life Church
- Second Baptist Church
- St. Marks CME
- Summit Point
- ISAAC (Interfaith Strategy for Advocacy & Action) of Kalamazoo
- Michigan Youth Challenge
- City Commissioners of Battle Creek
- Calhoun County Chief District Judge John Holmes
- Rodney Hassinger, assistant prosecutor
- Battle Creek Police Chief Jackie Hampton;
- Emmett Township Director of Public Safety Mike Olson
- Eileen Wicklund, Battle Creek City Attorney
- Lisa McNiff, president of the Calhoun County Bar Association
- Kerianne Hultink from Summit Point's Jail Diversion program
- Kathy Szenda-Wilson from the Battle Creek Community Foundation.
- Battle Creek Educators' Task Force

An example of community mobilization and social justice in action through collaboration included Community Change members forming a collaborative relationship with the local Ironworkers of America (Local 340).

The ironworkers have decades of organizing experience and shared their expertise with members of Creating Change. This cross collaborative effort led to Creating Change doing several things that may have had impact. Related outcomes from this collaboration with the Ironworkers include mentoring by the Ironworker's union to Creating Change members with respect to organizing a peaceful protest, how to frame issues, and how to inform and promote social justice actions.

The Collaboration between Creating Change and the local Ironworker's union is promising. In late September, 2012 a group of Creating Change members, along with members from the Woman's Co-Op, went to Grand Rapids, Michigan with the Ironworker's Union. The purpose of the meeting was to engage in a street "protest against a company that was treating their workers inappropriately."

A related collaboration between these two groups was a meeting held on February 20 in Lansing to initiate a dialogue with state regulatory agencies with respect to the Triangle Trailer Park in Battle Creek and mobile home parks in general. This collaboration

included Creating Change organizers and members from the Ironworkers Union. The group attended a series of meetings with regulatory bodies and state representatives. The purpose of the meeting was to explore ways to improve living conditions in all mobile home parks and to create a standardized report card system in order to inform potential residents about living conditions. A second purpose will be to hold mobile home parks accountable.

EVALUATION METHODS

This evaluation report is submitted to Pastor Colleen Nelson of Creating Change/Trinity Lutheran Church by Dr. John R. Seita of Battle Creek as part of a grant provided to the church by the WK Kellogg Foundation. Information contained within this report comes from a variety of sources. The evaluator is a professor of Social Work at Michigan State University and is a long time resident of Battle Creek. He formerly worked at the WK Kellogg Foundation. He was contacted by Pastor Nelson in mid-September, 2012.

Interviews were conducted with key stakeholders from Creating Change, including project personnel such as Pastor Colleen Nelson, president of Creating Change, Ginger Dowdle, Creating Change organizer and George Brown, Creating Change organizer. Other sources of information included a total of 4 focus groups which were conducted with participants of various Creating Change programs (there were approximately 45 total participants in the focus groups). Judge Holmes of the 10th district court and Jessie Perona from the IronWorkers were also interviewed as was Erv Brinker from Summit Pointe.

An additional source of information included two telephone interviews with Bill O'Brien, Executive Director/Co-founder of the Harriet Tubman Center in Detroit. The role of the Tubman Center is to be a recruitment and training center for new organizers with the intent of providing ongoing consultation and organizing assistance. Finally, media and existing document reviews were conducted. All media sources are cited so that the reader knows the origin of any quotes used within this report.