Clear Vision
Meeting Two – Civic Index
November 1, 2007

Clear Vision
Agenda

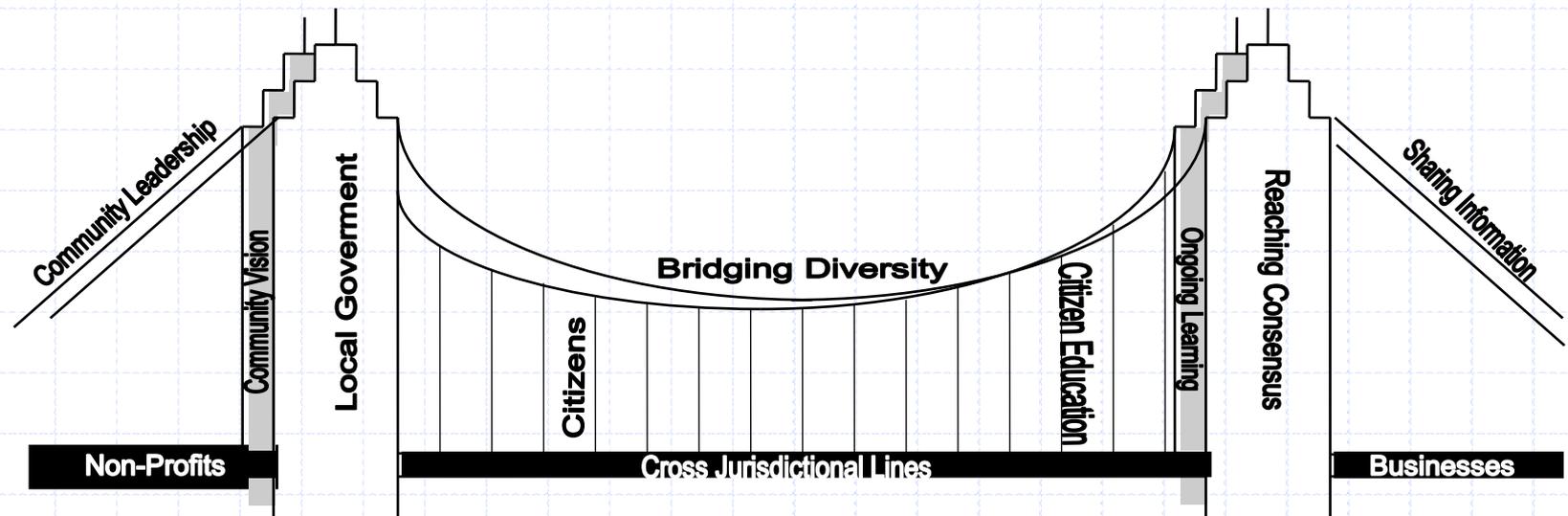|	
6:30	Welcome
6:35	Agenda Review
6:40	Process Review
6:45	Civic Index Presentation
7:00	Small Group Exercise
8:00	Break
8:10	Report Out and Large Group Discussion
9:25	Next Steps
9:30	Adjourn

What is Civic Infrastructure?

Formal and informal processes, networks and practices through which communities make decisions and solve problems.

- ◈ **Vision**
- ◈ **Roles in Governance**
- ◈ **Bridging Diversity**
- ◈ **Reaching Consensus**
- ◈ **Sharing Information**

- ◈ **Crossing Jurisdictional Lines**
- ◈ **Educating Citizens**
- ◈ **Building Leadership**
- ◈ **Applying Learning from Past Experience**

What is the Civic Index?

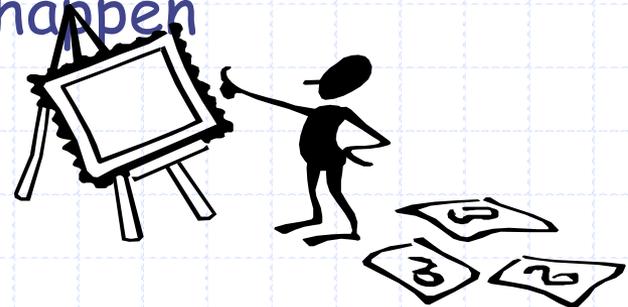## It is a means to assess a community's Civic Infrastructure

Components of the Civic Index

Section I: What is Our Desired Future?
Vision for the Community

Communities that have shared visions:
• Clear sense of their past
• Clear sense of what they want
• Clear idea of who they are
• Mindset: Creating their future rather than allowing the future to happen

Section II: Fulfilling the Roles for Community Governance

When residents are fulfilling their roles:
- We rather than Us mentality as a community
- Our responsibility rather than Their responsibility
- Problem solving mentality rather than blame mentality

When government is fulfilling their roles:
- Willing to play the role of convener
- Asking the tough questions rather than providing the answers
- Power sharing with residents
- Self critical, constantly striving for improvement
- Transparent

When Non-Profits are fulfilling their role:

- Community focus rather than just organizational survival
- Willing to move beyond turf to collaborate with others
- Doing with rather than Doing to and for

When Businesses are fulfilling their role?

- Shares expertise in areas of need
- Partners with local government and non-profits
- Philanthropy – resources AND time

Section III: Working Together as a Community

When We Are Bridging Our Diversity:

- Celebrating vs. Tolerating
- Working at building bridges
- Standing up for one another
- Diversity is a common thread through everything

When We Are Sharing Information:

- Proactive
- Cooperation and consensus the focus
- Multiple mechanisms are utilized
- Media: Focuses on the issue/strategies vs. the conflict
- Assessing information is a shared responsibility

Working Together (continued)

When We are Building Consensus

- Processes in place (safe space)
- Mindset: Agreement vs. Division
- Community Guardians – respected folks who rise above the fray
- Questions first, then answers created and owned by those convened

When We are Working Well Across Jurisdictional Lines

- Intergovernmental plans in place for areas such as: Disaster response, Economic development, transportation, growth and environmental protection
- Processes in place for service organizations to come together
- Non-profits are collaborating for common good

Section IV: How Are We Strengthening Our Community's Ability to Solve Problems?

Educating our Residents To Meet Community Challenges

- Citizen education systems are in place
- Building problem-solving skills, facilitation skills
- Means to immediately apply learning are established

When we are Building Community Leadership

- Quality leadership is consistently emerging
- Leadership reflects the diversity of the community
- Possess the facilitative leadership skills required in today's world.

Ongoing Learning

When We Are Learning From Our Experiences

- New mistakes vs. Old mistakes
- Keys to success identified and taught
- Documentation
- Community history is preserved and appreciated

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Civic Index Small Group Activity

1. Select a group facilitator and recorder.

2. Take 30 Minutes for each component - Answer each of the discussion questions in the Civic Index component provided.

3. Use the questions as "discussion starters". Share information and raise key issues in each area. Probe beyond yes and no answers.

4. Summarize the important themes arising from each question. *Recorder – take notes of key points that are raised in this discussion.*

5. Take 10 Minutes - Based on the recorded notes of your discussion, fill out the "Doing Really Well, Doing OK, Not Doing So Well Sheet". *Recorder, fill out the sheet using complete sentences (not just one or two word responses).*

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Civic Index Small Group Activity

How well are Residents fulfilling their role in Community Governance?

- ◈ What is the current level and nature of resident participation? On what topics is it confrontational or collaborative?
- ◈ How are neighborhood and civic organizations active with community problem-solving?
- ◈ Are residents regularly involved in major community projects?
- ◈ What opportunities exist for participation in government decision-making? Are these opportunities the same for all people?
- ◈ Do residents volunteer to serve on local boards and commissions? Do these citizens represent the diversity of the community?
- ◈ Is it difficult to find people to run for public office? Why or why not?

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Civic Index Small Group Activity

How is Government Fulfilling Their Role in Community Governance?

- What does local government do that demonstrates it is responsive and accountable its residents?
- How are the systems of government open and transparent?
- Does government provide services equitably? How so?
- How is the diversity of our community represented in our leadership?
- How does the government share community problem solving and decision-making with private, non-profit organizations and citizens? Is government collaborative?
- How would you describe the process of running for elected office or appointment to boards and commissions? Why?

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Civic Index Small Group Activity

How are Non-Profits Fulfilling Their Role in Community Governance?

- What collaborative efforts exist in the community that include non-profits?
- How well do non-profits collaborate when resources are at stake? How do they work with each other?
- Is there a mechanism or organization to bring non-profits together to identify common goals and objectives? If so, how well does it work?
- How are non-profits collaborating with government, citizens and businesses?
- Are non-profits including their clientele in decision-making?
- How well do most non-profits measure the effectiveness of their programs?

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Civic Index Small Group Activity

<u>How well is the Private Sector Fulfilling Their Role in Community Governance?</u>

◆ How does the chamber of commerce see its role in the community? Does it go beyond the economic health to consider the social, civic and environmental health in its planning?

◆ Is the business community's economic vision in sync with the community's broad vision for its future? How so?

◆ What community building roles do businesses play? Are there other community issues that need more attention from the business community?

◆ Is corporate leadership a part of broad community improvement efforts?

◆ Do businesses regularly encourage volunteerism among their employees?

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Civic Index Small Group Activity

On-going Learning: How Do We Ensure that We Continuously Learn from Experiences?

◆ How is knowledge and learning preserved in the community?

◆ Does the climate in which our leadership functions encourage innovation and experimentation? Do we view mistakes as learning opportunities or as opportunities to mount political attacks? How so?

◆ Does the media frame issues in a way that helps us to learn from our past experiences and endeavors?

◆ Can the community determine what has worked and what has not? How do we gauge our successes?

◆ Is there some kind of community report card or benchmarking project that lets citizens know how the quality of life (education, health, housing, economy, transportation, social, spiritual…..) of the community is progressing (or not)? If it exists, is it widely shared?

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Civic Index Small Group Activity

How Well Do We Share Information?

- What types of information do residents need or want?
- Where do residents get information about public issues? In what ways do schools, libraries and the government all provide public information?
- In what ways do community leaders have consistent means to share ideas and information?
- Do you feel public information is shared equitably throughout the community? Why or why not?
- Do citizens have access to the information they need to make good decisions? How so?
- How do the media frame community issues? Do their approaches make it easier or more difficult for the community to solve its problems?
- Are issues in the media balanced around conflicts or solutions? Are all sides presented?

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Civic Index Small Group Activity

How Well Do We Work Together Across Jurisdictional Lines?

◆ What local issues should be addressed across jurisdictional lines?

◆ What issues are we currently addressing across jurisdictions?

◆ How do local governments in the region relate to each other?

◆ How do community institutions (e.g., non-profits, schools, hospitals, foundations) working on similar issues collaborate with one another?

◆ Are some services provided regionally? What are they and how well do they work?

◆ Is there a regional governance structure in place?

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Civic Index Small Group Activity

How Do We Work Together Across Diverse Lines?

- What types of diversity exist within the community?
- How does the general community view diversity? With distress, tolerance, acceptance? On what experience do you base your assessment?
- How does the community respond to discrimination, racism and racist acts?
- How do community members promote interaction across diverse populations (including across different points of view)?
- How are cultural and ethnic groups involved and included into community-wide problem solving?
- Do schools have programs that positively address the increasing community diversity?

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Civic Index Small Group Activity

How Do We Reach Consensus?

- Are approaches to community problem solving proactive or reactive? Give examples.

- Are there leaders in the community who are willing to set aside their own interests to help build consensus?

- Does the style of decision-making within the community toward issues reflect a winner-take-all mentality or a consensus-building one? Provide examples.

- Are there community guardians in the city? (Community guardians: People who rise above the fray and are willing to set aside their own interests for the common good.) On what topics does the community need them most?

- How well do citizens, government, non-government organizations and businesses work together to set common goals?

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Civic Index Small Group Activity

How Well Do We Build Consensus?

◆ Are approaches to community problem solving proactive or reactive? Give examples.

◆ In what situations have leaders in the community been willing to set aside their own interests to build consensus?

◆ Does the style of decision-making community issues reflect a winner-take-all mentality or a consensus-building one? Provide examples.

◆ Are there community guardians in the community? (Community guardians: People who rise above the fray and are willing to set aside their own interests for the common good.) On what topics does the community need them most?

◆ How well do citizens, government, non-government organizations and businesses work together to set common goals?

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Civic Index Small Group Activity

How Are We Building Community Leadership?

◆ What qualities do you want your community leaders to have?

◆ In what ways are new leaders being developed and nurtured to become the type of leaders we desire?

◆ Do leaders come from all neighborhoods and cultures of the community? What areas are under-represented?

◆ What current leadership development opportunities exist for formal (e.g., elected and appointed officials) and informal (e.g., neighborhood) leaders?

◆ How are leaders taught to adapt and modify the way the lead in certain situations and as times change?